COMPETITIVE INTELLIGENCE STRATEGY AND PERFORMANCE OF REGULATED MICROFINANCE BANKS IN NAIROBI CITY COUNTY

PAUL OUMA

D86/CTY/33593/2015

A THESIS PROPOSAL SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF DEGREE OF DOCTOR OF PHILOSOPHY IN BUSINESS (STRATEGIC MANAGEMENT) KENYATTA UNIVERSITY

JUNE 2022

DECLARATION

I declare that this thesis proposal is my original work and to the best of my knowledge has not been presented to any other University for award of any academic paper.

Signed…… Date….....

PAUL OUMA
D86/CTY/33593/2015

This Thesis proposal has been submitted for examination with our approval as the University Supervisors.

Signed……..... Date….....

DR. GODFREY KINYUA
Department of Business Administration
Kenyatta University

Signed……..... Date….....

DR. ANNE WAMBUI MUCHEMI
Department of Business Administration
Kenyatta University

DEDICATION

I dedicate this thesis proposal to my beloved family and siblings for their unwavering support and encouragement during the entire of journey of academic pursuit.

ACKNOWLEDGEMENT

I am greatly obligated to my supervisors Dr. Anne Muchemi and Godfrey Kinyua for undivided devotion, guidance and mentorship throughout the process of developing this thesis. I also wish to recognize invaluable contribution of members of staff in the School of Business Kenyatta University that greatly shaped this thesis in terms of quality. Special thanks to my colleagues in PhD class for their support and contribution towards completion this thesis. Lastly, to appreciate Almighty for giving me with grace to start and complete this course.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
ASIP	Annual Surveys of Industrial Production
BI	Business Intelligence
BSC	Balanced Score Card
CA	Competitive Advantage
CAMEL	Capital Adequacy, Asset Quality, Management Quality, Earnings and Liquidity
CBK	Central Bank of Kenya
CI	Competitive Intelligence
CIS	Competitive Intelligence Strategy
CSR	Corporate Social Responsibility
EU	European Union
FI	Financial Institution
ICT	Information Communication Technology
KCB	Kenya Commercial Bank
MFB	Microfinance Bank
MI	Market Intelligence
MO	Market Orientation
NACOSTI	National Commission for Science, Technology and Innovation
NCC	Nairobi City County
NSE	Nairobi Securities Exchange
OD	Organization Development
PLS	Partial Least Squares Regression
RBV	Resource Based View
R&D	Research and Development
ROA	Return on Assets
ROI	Return on Investments
ROS	Return on sales
SEM	Structural Equation Model
SCIP	Society of Competitive Intelligence Practitioners
SI	Strategic Intelligence

SMBs	Small Medium Businesses
SMEs	Small Medium Enterprises
**SPSS ` **	Statistical Package for Social Sciences
TI	Technological Intelligence
UK	United Kingdom
USA	United States of America
VRIN	Valuable, Rare, Imperfectly Imitable and Non-substitutable

OPERATIONAL DEFINITION OF TERMS

Asset Quality: Aspect of bank management that involves assessment of the assets of a CBK regulated microfinance bank so as to so establish the level and extent of credit risk associated with its operation.

Capital Adequacy: Statutory minimum reserves of capital which a CBK regulated microfinance bank must have available.

Competitive Advantage: Gaining edge over others using resources and capabilities in terms of operational excellence, product leadership, superior customer service and brand application.

Competitive Intelligence Strategy: Gathering, analyzing, and managing any combination of data, information, and knowledge concerning the business environment in which an organization operates

Competitor Intelligence Strategy: Aspect of competitive intelligence strategy that concentrates on competitors, their capabilities, current activities, plans, and intentions. It includes: aligning products with customer needs, establishment of contact centre, establishment of consumer preferences and response time

Microfinance Banks: Fiscal organizations that are regulated and certified by Central Bank of Kenya to undertake banking business that includes: accepting payments from the general public and giving out loans to individuals and corporates.

Market Intelligence Strategy: Aspect of competitive intelligence strategy developed on features of competitive events taking place among the marketing mix of pricing, place, promotion, and product in order to understand the attractiveness of the market.

Organizational Performance: The level of proficiency and efficacy in the deployment of resources towards the accomplishment of institution objectives in terms of both financial performance: profitability; ROA and ROI and non-fiscal performance: customer retention and employee satisfactions.

Regulatory Framework:	Entails policies and procedures, regulations, guidelines, licensing and codes of conduct that administrates CBK regulated microfinance banks in Kenya.
Technology Intelligence Strategy:	Aspect of competitive intelligence strategy that deals with converting research outcomes and other technical information into tools, goods, procedures or services. Conceptualized as information acquisition, online training, internet banking and acquisition of robust core banking system.

ABSTRACT

The concept of performance is pertinent to organizations as it gauges how well organization utilizes its resources to make income over given period of time. Central bank of Kenya regulated microfinance banks have been performing poorly as illustrated by huge losses declared by MFBs in their full year financial statements. Competitive corporate environment is incessantly operating to reduce rate of return on investment. To mitigate these competitive forces, organizations have resolved to collecting data at their disposal and transforming it into competitive intelligence through assessment and judgment. Thus, the current research sought to investigate influence of competitive intelligence strategy on performance of Central Bank of Kenya regulated microfinance banks. Specific objectives of research sought to establish effect of technological intelligence strategy, marketing intelligence strategy, competitor intelligence strategy, regulating and intervening effects of regulatory framework and competitive advantage on performance of Central Bank of Kenya regulated microfinance banks in Nairobi City County. Research was grounded on balanced scorecard model, RBV theory, Porter's five forces model, institutional theory and adopted positivism paradigm. The study utilized cross-sectional research design comprising descriptive and explanatory research methods. Target population was 13 Central Bank of Kenya regulated microfinance banks. Sample of 344 participants was nominated using combination of sampling methods. Primary data was gathered using of open and closed-ended questionnaire. Reliability was be determined by Cronbach's Alpha coefficient of 0.7 and above was considered adequate. Validity was established by use of face, content and construct validity. Quantifiable information was evaluated by both descriptive and inferential indicators while qualitative information was examined through content analysis. Outcomes of the research found out that competitive intelligence strategy absolutely impact performance. Market intelligence strategy and competitor intelligence strategy were found to be statistically significant while technological intelligence strategy was not statistically significant. Competitive advantage was established to partly intervene the connection between competitive intelligence strategy and performance. In addition, the outcomes also had shown regulatory framework regulates the connection between competitive intelligence strategy and performance regulated microfinance bank. Management of regulated microfinance banks ought to increase application level of competitive intelligence strategy to allow organizations create precise expectations on variations in the business environment, contest better in the marketplace, advance on invention and computerization, monitor contestants' undertakings and expand on effectiveness of their organizations by detecting threats and prospects before they become observable. The research recommends that prospective studies ought to concentrate on advancing information on competitive intelligence strategy to other sectors of the economy to aid in simplification of outcomes to all segments in the economy.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

It is hard to ignore amplified importance of competitive threats which financial products and services organizations face in today's highly complex and dynamic environment (Wright, Eid & Fleisher, 2010). Organizations face intense competitive pressure due to factors like globalization, technological advancement, regulatory, social and economic changes that have led to intense competition (Kotabe & Mol, 2009). Rivalrous contestation in an industry leads to reduced stages of activities in institutions, thus adversely affecting performance (Elkington, 2013). While Wamba, Gunasekaran, Akter, Ren, Dubey & Childe (2017) established progressive correlation between competition and organization performance, diverse correlation cannot be ruled out in extremely competitive sectors (Cooke, Wang & Bartram, 2019).

Globally, microfinance banks faces myriad challenges among them intense competition instigated by variations in regulatory transformations, macroeconomic factors and technological development has intensified the level of rivalry (Mbai, Ngui, & Ndiao, 2018). According to Mustafa, Khursheed & Fatima (2018) performance of microfinance banks was severely affected when the South Asian economy encountered bigger inflationary stress in the crisis period. Microfinance banks encountered surprise in their balance sheet on the liability wing, abrupt descent in liquidity on the assets wing, loan default and write offs also began to growth. While Huayta, Garcia and Sotomayor (2018) observed that the period between 2002 and 2016 may be interpreted as signals of increasingly competitive environment for microfinance banks in Peru; for instance, the average lending interest rates charged by MFBs dropped from 38% to 24% between 2002 and 2016 and the declining MFBs' market share and profits.

The competitive environment in which microfinance banks in Africa as well as Kenya in particular function marks it hard for them to increase their performance and uphold persistent competitive advantage. MFBs face stiff competition from commercial banks, saccos and other financial service providers (Okiro & Ndungu, 2013). According to King'ori, Kioko and Shikumo (2017) microfinance banks in Kenya faces severe competition from commercial banks whose appetite for growth of microloans have adversely affected profitability and market shares of MFBs. While Onaolapo and Odetayo (2012) assert that in order for microfinance

banks in Nigeria to remain competitive, they must endeavour to distinguish themselves from their competitors.

The intricacy in the corporate environment call for management to implement tactical supervision activities that will enable ideal positioning and performance of the organization in its competitive atmosphere. Thus, in order to generate and endure competitive advantage, organizations must monitor collection of essential data about contestant undertakings, implementation of all dimensions of business. In such atmosphere competitive intelligence strategy emerged as treasured aspect of offering a framework for collecting, analyzing and propagation of information (Wright et al., 2010).

Strategic management processes make such positioning possible by allowing precise expectation of environmental variations and enhanced attentiveness for responding to unpredicted competitive demands (Mbai, Ngui, & Ndiao, 2018). Strategic management is about making decisions which determine whether organization excels, survives or dies. Thus, for microfinance banks to contest effectively in today's ever changing corporate environment, there is necessity for enhanced capabilities that help in tactical decision-making by availing precise and appropriate data on prospects and threats, contestant analysis that help in tactical preparation and execution, which are key aims of competitive intelligence strategy.

1.1.1 Organization Performance

The success of a company is the inspiring drive of each institution as it decides survival or demise, accomplishment or disappointment, development or deterioration and amount of investments (Ouma & Kilika, 2018). Achievement of any organization rest on on its output ranks and capability to have, withstand, and grow in production strengths (Koontz, 2012). Organization performance is the outcome accomplished in attaining both internal and external goals of an institution. There is necessity to assess performance with the aim of offering valid and reliable information. Gauging organization output is crucial in assisting scholars and management to examine explicit activities of organizations and how organizations function over time (Sabina, 2009). Lack of common theory about performance makes it difficult to define organizational performance (Yin 2017).

Argyris (2017), argues that organizational performance, in the 1950s, was conceptualized as the degree to which institutions were regarded as a social scheme that achieved their goals where assessment was focussed on work, people and institutional structure. According to Aldrich (2008), in the 60s and 70s, performance was viewed as institution's capacity to explore its environment by accessing and utilizing scarce assets. The years 80s and 90s, managers began to comprehend that an institution is successful if it achieves its objectives using minimum of resources (Guest, 2011).

Organization performance is an assessment of how well an institution utilizes its' resources from its main activities to generate revenue over a given period of time (Ouma & Kilika, 2018; Ruigrok & Wagner, 2003). Armstrong (2006), affirms that organization performance is grounded upon measures that reflect performance of a work unit, business unit or organization as exclusive unit. While, Agha, Alrubaiee and Jamhour (2012), state that performance is incessant and supple practise that engages leaders and persons they supervise working as associates within the structure that arranges how they can best work together to attain set outcomes. Spanos and Lioukas (2001), assert that organization performance is achieved in a series of actions that trail some consistent flow starting from procurement and conformation of assets, developing competencies, moulding capabilities that eventually leads to greater performance.

Performance measurement has important function in modelling soundness of an organization and is a pertinent instrument in execution competitive strategies that can lead to enhanced organization performance (Surroca & Waddock, 2010). BSC model is a strategic performance evaluation kit with objective of translating institution's mission and vision into actual activities (Kaplan, 2001). The preliminary points of BSC are vision and mission that are observed from four dimensions: fiscal dimension, client dimension, internal business procedures and learning and growth dimension (Folan & Browne, 2005). There must be equilibrium amidst short and long tenure goals, fiscal and non-fiscal criteria, leading and lagging pointers and internal and external perceptions (Kaplan & Norton, 1996). In an endeavour to assess performance of organizations, extant literature indicates that fiscal and non-fiscal measures have been utilized with several indicators identified as measures of performance (Yigitbasioglu & Velcu, 2012; Sun, 2010).

Fiscal indicators are impartial, simple and easy to comprehend and calculate, however, in many circumstances, they suffer from being historic and not easily accessible in the public sphere (Waithaka, Bula & Kimencu, 2015). Occasionally, they are subject to manipulation and varied explanation (Chong, 2008). Scholars in such situations recommend multiple measures of organization performance in addition to fiscal measures. This is because value creation comes from all parts of the business (Lahti, Wincent & Parida, 2018). The extensively used measures of fiscal dimension are fiscal ratios like ROAs, ROI, cash flows, profitability and market shares (Adekunle & Sunday, 2010). Dzombo (2016) used only financial measure; return on assets to gauge performance of commercial banks in Kenya.

Kaplan and Norton (1992) argue that scholars have voiced discontent with the selective utilization of fiscal perspective arguing that inspires short tenure ness and local optimization and hence, overlooks the long tenure enhancement plan, disregarding contestant information and communication with customers. Non-fiscal dimensions although, biased in nature, function as supplements to fiscal dimensions (Covin and Slevin, 1989). While Jafari, Jalal, Akhavan and Mehdi (2010) assert that non-fiscal dimensions are appropriate for quantifying performance as they can be applied at all ranks of institution and epitomize more accurate image than fiscal perspectives whose outcomes are phony. Zhang and Li (2009) argue that fiscal dimensions can only reveal performance of banks in the past and is not indicative of the bank's current or future working environment. Fiscal indicators of performance are founded on ancient accounting activities that emphasized short-term dimensions like profitability, revenues, cash flows and share prices which are not entirely appropriate for computing organization performance (Lee, Lee & Kang, 2005). Kinyua (2015) only used non-fiscal dimensions of performance like product enhancement, new products and speediness of response to market crunches, client maintenance and fresh procedures which were embraced from Raymond & St-Pierre 2005; Maltz, Shenhar & Reilly (2003).

The amalgamation of these two dimensions will assist management to attain broader view of assessing and equating performance in particular. The range of efficiency and effectiveness in application of assets, competitiveness and willingness to confront mounting exterior pressures comprising of globalization (Ale Ebrahim, Ahmed & Taha, 2009). According to Richard (2007), institution performance should be gauged not only in relations to return on investment, market segment and profits but should incorporate both qualitative and quantitative dimensions

of assessment. Kaplan and Norton (1996) BSC shows that organization performance encompasses both fiscal and non-fiscal indicators like client satisfaction, enhanced business procedures, inventiveness and staff job fulfilment. Non-fiscal indicators allow managers to gauge the function of nonphysical resources towards building prosperous organization. Muchemi (2013), utilized both fiscal and non-fiscal dimensions of performance. Fiscal performance was operationalized in terms of profit before Tax and assets in total while, non-fiscal indicators included customer satisfaction, corporate image, process improvements and employee development.

Based on the above arguments, this research will employ both fiscal and non- fiscal performance dimensions to gauge performance regulated microfinance banks in Kenya as amalgamation of the two parameters will assist managers to gain broader perception on gauging and comparing performance in terms of efficiency and effectiveness in deployment of resources. Also, value creation comes from all parts of the business. Thus, the study will use profitability; ROA and ROI as indicators of financial dimensions while customer retention and employee satisfaction as indicators of non-financial measures.

1.1.2 Competitive Intelligence Strategy

Winning organizations are firms that effectively comprehend organization matters that are pertinent to performance and come up with detailed comprehension and creation of value (Tidd & Bessant, 2018). A broad and detailed understanding of contestants is therefore, crucial element to mounting and implementing winning policies (Porter, 2011). Institutions, thus, require integrated analysis structures to recognize and measure the current and latent policies of extant and imminent contestants (Fahy, 2000). Porter (1980) seminal works on competitive analysis that concentrated on pursuing precise contestant behaviour and connecting contestant assessment to competitive strategy, were the foundation of the competitive intelligence strategy notion.

Concept of competitive intelligence strategy has rich history going back to more than 5,000 years (Tao & Prescott, 2000). Most remarkably, Sun Tzu's classic literature on military intelligence is extensively read, and he is accredited with being the founder of intelligence (Prescot & Miller, 2001). Competitive intelligence strategy has a strong foundation in military science and government intelligence activities. Majority of the founders in the competitive

intelligence society moved from various government institutions (Wilensky, 2015: West, Ford & Ibrahim, 2015). They fetched set of models and visions that have been polished over the years.

The correlation between the corporate society and battlefield is not something beyond understanding; actually nowadays it is common to talk about competition in trade as war. Since conclusion of Cold War, competitive intelligence strategy once utilized in military swiftly penetrated into corporate world (Waithaka, Bula & Kimencu 2015; Prescot & Miller, 2001). When the Cold War was concluded in 1990, downscaling ensued in the USA armed forces and connected intelligence activities that occasioned numerous competent intelligence officers pursuing to use their expertise in other fields. One field where they found residence was in corporate world thus, extensive utilization of competitive intelligence strategy in corporate world today (Deng & Luo, 2010).

Competitive intelligence strategy is a logical as well as virtuous programme of collecting, assessing and handling any amalgamation of data and knowledge regarding corporate atmosphere in which an organization functions in, that when actioned, will confer substantial competitive advantage or permit rigorous resolutions to be prepared (SCIP, 2009). While, Du Toit (2015), states that competitive intelligence strategy is an activity that generates and circulates actionable intelligence by preparation, virtuously and legitimately gathering, handling and assessing data from and about interior and exterior competitive environment so as to aid manager in resolution making and bid competitive edge to organization.

Gilad (2011), asserts that aim of competitive intelligence strategy is not to pilfer opponent's skills but rather to collect in a logical and open way extensive collection of data that, when gathered and analyzed, offers deeper comprehension of contestant organization's culture, conduct, competences and flaws that will assist in business planning. Fleisher & Bensoussan (2015), affirm that competitive intelligence strategy is designed to help top management in making strategic decisions for the institution, offer prompt warning and assist in forecasting contestants, clients, suppliers, potential business relations and government's moves.

Tahmasebifard (2018), avers that competitive intelligence strategy is the main practice of managerial conveyed search behaviour which includes observing competitive environment, collecting data about contestant's actions, strategic exploit and development designs,

enhancing sightless adverts and detecting initial cautions for fears and prospects, producing industry benchmarking and stakeholder assessments. While, Calof (2017), asserts that competitive intelligence strategy is actionable commendations rising from a logical procedure that involves planning, collecting, assessing, and propagating data on the exterior environment for prospects that have the possibility of affecting organization's competitive position.

Researchers have long contended that competitive intelligence strategy is greatly connected with outcomes. Some of the discussions advancing this opinion proposes that CIS is a condition for survival (Shams, 2016); it is essential for preemptive behavior and competitive edge (Namada, 2018); it is imperative for corporate (Tassey, 2008); significant for profitability and supportable development (Prescott & Miller, 2001); and is instrumental for accomplishment of organization goals (Garrison, Wakefield & Kim, 2015).

According to Tahmasebifard (2018), the scope of the range of information considered from extant literature and several sub types have been credited to competitive intelligence strategy like market, competitor, technological, strategic and social, structural organization, product intelligence strategy and technical intelligence strategy. Whereas, Waithaka, Bula & Kimencu (2015), focused on target oriented competitive intelligence strategy, technological intelligence strategy, tactics and strategic oriented intelligence strategy. While, Yap and Rashid (2011), assessed contestant intelligence strategy, economic intelligence strategy, client intelligence strategy and regulatory intelligence strategy. Dugal (2001), assessed current intelligence strategy, basic intelligence strategy, technical intelligence strategy, early warning intelligence strategy, estimates intelligence strategy, targeted intelligence strategy, crisis intelligence strategy, international intelligence strategy and counter-intelligence strategy.

The extant study will focus on effect of technological intelligence strategy, market intelligence strategy and competitor intelligence strategy on performance of regulated microfinance banks. These strategies are adopted from McGonagle and Vella (2012). Since these strategies have broader scope and relevance to diverse industries. Tahmasebifard, (2018), concurs that the strategies have extensive role in strategic management and satisfactory levels of abstraction to apply a cross various institutions.

Technological intelligence strategy is an aspect of competitive intelligence strategy tasked with transforming research outcomes and other technical information into products, processes or

services. (Zikmund, Babin, Carr, & Griffin, 2013). According to Veugelers, Bury and Viaene (2010), technological intelligence strategy is concerned with technological tendencies, technical inventions and develop data on opportunities as well as threats to an organization. Technological intelligence strategy is predominantly useful if an organization is involved with research and development practices (Waithaka, Bula & Kimencu, 2015; McGonagle & Vella, 2012; Santo & Correia, 2010). Technological intelligence strategy is viewed as innovation base and competitive advantage rises from: utilizing in house technology to identify opportunities that contestants do not see, examine the cost/benefit of possible and current technologies, and predict upcoming developments, crucial copyrights and proprietary technology being utilized, developed or acquired by contestants (Chen, Chiang & Storey, 2012; Grawe, Chen & Daugherty, 2009; Jovane, Westkämper & Williams, 2008). Thus, the current study will operationalize the concept using information acquisition, on line training, internet banking and acquisition of robust core banking system.

Market intelligence strategy is a construct of competitive intelligence strategy concerned with everyday data pertinent to organization's market, collected and analysed precisely with the objective of determining market opportunities, strategy and development (Keh, Nguyen & Ng, 2007). Market intelligence strategy is industry targeted intelligence that is established on vibrant factors of competitive activities taking place among the 4Ps of the marketing mix (pricing, place, promotion, and product) in marketplace in order to better comprehend the attractiveness of the market (Fleisher, 2008). A time based competitive intelligence ploy, market intelligence comprehensions are utilized by marketing and sales teams to enhance their promotion efforts so as to respond to customers efficiently in a fast moving, vertical marketplace (Day, 2011).

Market invention deals with refining mix of target markets and how selected markets are best served. Objective is to find possible markets and novel methods to serve identified markets (Vargo & Lusch, 2014). One has to deal first with the identification of prospective markets. Identification is attained through adept market subdivision (Hanlon, 2018). Which encompasses apportioning total prospective market into smaller more controllable segments that are significant if objective is to grow profitability (Goyat, 2011). Geography is the simple way of subdividing markets (Wedel & Kamakura, 2012). Extensive series of probable standards subsists for subdividing, extending from objective norms established on

demographic information through to subjective norms grounded on life style analyses of customer and purchasing behaviour (Hooley, Piercy & Nicouland, 2008). Based on the above, the extant research will conceptualize concept of marketing intelligence strategy using customer segment information, product service information, market knowledge, supplier information, services delivered to customers and product packaging.

Competitor intelligence strategy is another aspect of competitive intelligence strategy that concentrates on the identified set of contestants, gauges contesters competencies, present and upcoming plans, their pledge to the market section, and trails patent submissions and expiries (Beaver & Prince, 2002). Competitors' intelligence strategy assesses progression of economic plan over a period through variations in contestants' organization, alternatives, new product and industry competitors, current, potential and newcomer competitor and their schemes (Teece, 2010). Competitor intelligence strategy aid an organization in making accurate prediction of the competitor's next moves and countermoves (Gilad, 2011). West, *et al.,* (2015) affirm that acquisition of competitive advantage not only infers movement of competitor's deed but also observes the technique he employs, trying to comprehend thought process and assessing how the contestant would respond to contest or prospect.

Competitors' information as a sensitive data could prompt market contestants to be on their feet and perform as fast as conceivable before the market is taken from them (Porter, 2008). Thus, any organization in the market situations that is capable of identifying these gaps and create efficient utilization of these opportunities will have competitive advantage over competitors in the market which will incline to rise sales volume, market share, profits, performance and efficiency (Kunle, Akanbi, & Tubosun, 2017). According to Teece (2007) superior comprehension of competitive activities such as industry structure and position advantages, contestant's schemes, their venture and competences allows an organization to identify and grow competences that are essential for long term performance. Tseng (2009), affirms that organizations with sufficient information of opponents will be in position to distinguish the value that they are capable to offer clients from that offered by contestants. Thus, the current study will operationalize competitor intelligence strategy using the following indicators: establishment of contact centre, company tracking, product planning and response time.

1.1.3 Competitive Advantage

Competitive intelligence strategy can be a foundation of competitive edge by allowing an organization to generate, implement and observe policies that build as well as safeguard stakeholders' worth in the long run (Lindgreen, Hingley, Grant & Morgan, 2012). It is a treasured and performance enhancing donor to the procedure of strategy growth focusing on ascertaining, emerging and supporting assets and competences that generate competitive advantage (Tidd & Bessant, 2018). The scholarly work of De Haan (2015), revised ancient scholarly works on CA and its beginning. Ansoff (1965) was the pioneer scholar to explain the notion of CA as building block of attractiveness, property of single products or markets which will offer institution robust competitive spot. Years later, Uyterhoeven, Ackerman and Rosenblum (1973), stated that competitive advantage is the way in which an organization utilizes its competencies and assets to attain robust returns in the market.

In successive years, notion competitive edge attained fame as a result of scholarly work of Porter's five forces model that specified organizations of an industry defines state of rivalry within an industry. Competitive forces are direct competitors, peril of new contestants, negotiating clout of purchasers and dealers and effect of auxiliary products or services, which together control growth of competitive scheme. Nonetheless, Porter did not outline concept competitive edge, but formed straight connection amongst competitive edge and the notion of value by asserting that generating value for purchasers is an avenue to gain competitive advantage (Huber, Herrmann, & Morgan, 2001). Therefore, an organization has competitive edge when it generates more returns than competitors, and this competitive edge will allow organization to gain superior returns than contestants (Johnson, 2006).

The term, competitive edge is made more specific by connecting it with enhanced value because enhanced significance guarantees survival (Adner and Zemsky, 2006). Enhanced value emanates from organization's great performance, and hence, connection is generated between great performance and competitive advantage (Greve, 2009). Newbert (2008), argues that an organization’s competitive advantage is a role of not only of value, inimitability, and non-substitutability of its assets and competencies but also of their durability, appropriatability, and superiority. Wang, Lin, and Chu (2011), suggested that competitive advantage arises when institution obtains or advances an element or amalgamation of elements that permits it to outperform its contestants. It includes competences that permit an institution to distinguish

itself from its contestants and is the result of significant executive decisions (Prahalad & Hamel, 2006). While Thompson & Strickland (2003) asserts that an organization has competitive advantage when it has an advantage over its competitors in safeguarding and protecting clients against competitive forces.

There are two corresponding prototypes of competitive advantage. According to Reed, Lemak and Mero (2000), the initial prototype is the market centred prototype which concentrates on cost and variation and contends that the environment selects organizations that are ineffective or do not provide goods for which clients are ready to wage superior price. Second prototype concentrates on organization's assets and is driven by aspects that are interior to the organization. Information based asset tactic of RBV inspires institutions to acquire, access, and retain immaterial resources because these endowments are means by which organizations combine and convert tangible resources (Lockett, Thompson & Morgenstern, 2009). In addition, immaterial assets are more causally vague and less noticeable than material assets; thus, difficult for contestants to imitate (Cosic, Shanks & Maynard, 2012).

Prior studies have operationalized the construct of competitive advantage using varied indicators. Davcik and Sharma (2016), recognized marketing assets as important components in the procedure by which organizations gain competitive advantage. Schilke (2014), established that dynamic competencies are sources of competitive advantage. Majeed (2011), concluded that costs, core competence and differentiation are determinant of competitive advantage. In light of this background, extant research will operationalize intervening variable of competitive advantage using operational excellence, conceptualized as superior value via price and convenience; superior customer service by means of building strong customer experience and service level agreement and; product leadership conceptualized as superior value via product innovation and; brand applications (apps). These are intangible resources that are not easy for competitor to imitate.

1.1.4 Regulatory Framework

Organization cannot exist in a vacuum, it operates in an environment comprising of elements that affect performance (Wiklund & Shepherd, 2005). Chiva and Habib (2015), affirms that firms function in an open structure and are impacted by environmental factors that are both exterior and interior. Regulatory framework is the situation in which organizations operate and

can affect organization's activities unswervingly or circuitously (Sarkis, Gonzalez-Torre & Adenso-Diaz 2010). According to Ouma and Kilika (2018), regulatory framework is a system of procedures as well as ways utilized to govern them. They are typically legislated by business watchdogs to regulate precise actions. They may be complemented with policies, ordinary commands and procedures. It involves appropriate legislative documents and defines agency responsible for overseeing the framework (Kingsbury, Krisch & Stewart, 2004). Regulatory framework comprises of state laws and guidelines, business self-regulation, institutional and national ethos (Scherer & Palazzo, 2011).

Unda & Margret (2015), assert that nation's supervisory model administrates microfinance banks and stipulates: undertakings, services, and products that are subject to regulation; the way in which they will be administered; organizations which may offer the service; and the lawful associations and bundle of privileges, responsibilities, and remedies between providers and receivers of transactions. Thus, organizations respond to influence from the society and the government in order to achieve legitimacy (Purce, 2014). Existence and accomplishment of organization ensues when organization embraces tactical steadiness amid its plan and background as well as planned contest between its interior capabilities and strategy (Aragón-Correa & Sharma, 2003).

Christen, Lyman, and Rosenberg (2003) asserted that provident guideline purposes exactly at protecting fiscal structure in entirety as well as guarding welfare of deposits in distinct organizations. It guarantees financial reliability of fiscal intermediaries such as commercial banks and microfinance banks and avert financial system instability (Lunogelo, Mbilinyi & Hangi 2009). CBK utilized capital adequacy, asset quality, management quality, earnings and liquidity rating scheme in evaluating soundness of microfinance banks. Provident policy on capital adequacy require banks to observe recommended capital adequacy provident ratios. Minimum regulatory capital adequacy ratios that are assessed by the ratio of core capital and total capital to total risk weighted assets, are 10 and 12 percent correspondingly. CBK's provident parameter on risk cataloguing of assets and provisioning necessitates microfinance banks to categorize loans given to clients based on performance. Advances are categorized as either normal, watch, substandard, doubtful or loss (CBK, 2018). Enactment criteria are centered on repayment ability of borrowers.

Liquidity held by microfinance banks illustrates their capability to grow their asset base and cater for responsibilities as they become payable. Liquidity is one of significant fiscal steadiness pointers as liquidity deficit in one bank can cause universal crisis in the financial segment due to their interlinked processes. Statutory minimum requirement of 20 percent (CBK). Arising from the above, the current study will use professional bodies, CBK prudential guidelines on capital adequacy and asset quality as indicators of regulatory frame work.

1.1.5 Performance of Regulated Microfinance Banks

Microfinance banks performs critical function in the country's economy. According to Dondo and Ongila (2006), microfinance banks offers financial intermediation and ensure provision of fiscal facilities to the low earner households, micro and small enterprises. Kesner (2005), avers that microfinance banks provide social economic benefits to micro entrepreneurs such as increase in employment and income levels. According to Tiwari and Fahad (2005), microfinance banks model as hailed in the developing countries is a vehicle for poverty alleviation and growth. While Mawa (2008) observes that microfinance banks offer a huge prospect to support economic undertakings of the underprivileged and thus contribute to poverty reduction. This puts prominence on the sound expansion of microfinance banks as vibrant components for investment, employment and economic growth (Lorini, 2018).

Despite their evolution and enormous contribution to socio economic development, microfinance banks faces several challenges among them dwindling fortunes, inadequate financial, technical and human resource base, poor customer service, product development, development of sustainable strategies which adversely affect their competitiveness (Tashman & Marano, 2009). According to CBK (2018), the general performance of the regulated microfinance banks deteriorated considerably by 131 percent, with collective loss before tax of Ksh.1.4 billion for the year ended December 31, 2018. The regulated microfinance banks reported collective loss before tax of Ksh.622 million in December 31, 2017 as shown in Table 1.1 below.

Consequently, MFB conveyed a lesser ROA and equity ratio at negative 2.0 percent and negative 13.8 percent, comparing unfavorably with negative 0.9 percent and negative 5.5 percent as reported in the preceding year, respectively. MFBs' ratio of core and total capital to total risk weighted assets stood at 17.2 percent and 17.9 percent as at December 31, 2018. This

was a reduction from 19.2 percent and 21.4 percent reported as at December 31, 2017. Capital levels declined in the year under review as indicated in Table 1.1, on account of erosion by the losses reported by the sector, and increased provisioning (CBK, 2018; 2017).

Table 1.1: Summary of Performance MFBs (Ksh. Million)

Parameter	**2015**	**2016**	**%Change**	**2017**	**2018**	**% Change**
Pre - tax profit	549	(377)	(169%)	(622)	(1,437)	(131)
Customer deposit	40,539	40,198	(1%)	38,916	40,961	5.3
Loan Portfolio (net)	45,564	47,047	3%	42,849	44,179	3.1
Core capital/Total Risk Weighted assets	21%	20%	(5%)	19.2%	17.2%	(10.4)
Total capital/Total Risk Weighted assets	23%	22.6%	(1%)	21.4%	17.9	(16.4)
Return on Assets	1%	(0.5)%	(150%)	(0.9%)	(2.0)	(122)
Return on shareholder's fund	5%	(3.2)%	(164%)	(5.5)%	(13.8)	(150.9)

Source: CBK, 2018; 2017; 2016; 2015)

1.2 Statement of the Problem

Performance of Central Bank of Kenya regulated microfinance banks have been on the downward trend. Profits before tax have been plummeting in consecutive years resulting to huge losses. According to CBK (2016) microfinance bank's profit before tax decreased from 549 million for the period ended December 31, 2015 to a loss of 377 million for the period ended December 31, 2016. Combined loss of Ksh. 622 million for the year ended December 31, 2017 and further cumulative loss of 1.437 billion for the period ending December 31, 2018 (CBK, 2018). Similarly, return on assets declined from one percent to negative zero point five percent in 2016, negative zero point nine percent in 2017 and a further decline of negative two percent in 2018 (CBK, 2017; 2018). While return on shareholders fund nosedived from five percent in in 2015 to negative three point two percent in 2016, negative five point five percent in 2017 and a further decline to negative thirteen point eight in December 2018 (CBK, 2018).

There has never been consensus on research design, theories and data collections methods employed to carry out studies. For instance, Kunle, Akanbi & Tubosum (2017) used a case study to research on marketing intelligence strategy employed by Diamond Bank plc of Nigeria. The study found out that market intelligence indicators like contestant's sales

information, market prospect, contestants' threats and risks had substantial as well as progressive effect on business competitive edge. Koriyow and Kiragu (2018) used descriptive research design to study competitive intelligence on performance of commercial banks in Garissa, Kenya. Research outcomes revealed that competitive intelligence strategy performs significant part in profitability of commercial banks in Garissa County. Ayub, Raisan, Iftekhar & Mushraq (2014) used exploratory research design to study function of market intelligence on strategic role in firm performance in Pakistan. The research findings revealed strong positive correlation amongst market intelligence by strategic role and firm performance. While, Azim, Abdullah and Gorondutse (2017) carried out theoretical review of CIS and organization performance in the manufacturing sector based on RBV theory. Study findings revealed that efficiency and performance through reduction of costs, maintenance of great value, flexibility, enhanced delivery reliability, and prompt feedback enabled manufacturing firms to attain competitiveness and performance. Lack of consensus on research design, theories and data collections methods employed to carry out studies have resulted to mixed and inconclusive findings indicating the need for further research.

Extant literature reviewed so far on competitive intelligence strategy, were conducted in different parts of the globe like USA, Middle East, Europe and Asia. Bagnoli and Watts (2015), carried out research in USA examining competitive intelligence strategy and disclosure. Research findings showed that organizations seeking competitive intelligence strategy have higher profitability. Stefanikova, Rypakova and Moravcikova (2015) researched on effect of competitive intelligence strategy on sustainable growth of institutions in Slovakia. Study found out that the structure of CIS was capable of attaining specific strategic function in institutions with topmost management as the greatest significant utilizers of the system. Mohsin, Halim & Ahmad (2015) studied competitive intelligence strategies among SMEs in Malaysia. Based on the above researches and findings, it is hard to generalize research outcomes in the current research context. To plug the gap, current research will pursue to establish effect of competitive intelligence strategy and performance of regulated microfinance banks in Nairobi City County with competitive advantage and regulatory framework as intervening and regulating constructs correspondingly.

In Kenya, researches on competitive intelligence strategy are limited. These researches were nonetheless, carried out on identified organizations and utilized profits to assess performance,

leaving out nonfinancial aspects. These studies also, failed to demonstrate linkages between adopted competitive intelligence strategy and organization performance in the background of other influencing aspects like competitive advantage and regulatory framework. Koriyow and Kiragu (2018) found out that CIS had pertinent function in general profits of commercial banks in Garissa Town. Technological and competitor intelligence strategies were mostly utilized by the commercial banks in Garissa County. Wesonga (2013) found out that Old Mutual Kenya involved its clients in the process of designing new products which were well consumed by the market whereas technology intelligence strategy used by Old Mutual Kenya was the most integral part of business having ensured efficiency, cost reduction and increased profitability. Case study utilized in the study makes it difficult to generalize findings to organizations in diverse backgrounds. Thus, there is need to investigate which the current research aim to establish effect of competitive intelligence strategy on performance of regulated microfinance banks in Nairobi City County while assimilating intervening and regulating roles of competitive edge and regulatory framework respectively.

1.3 Research Objectives

1.3.1 General Objectives

Main purpose of this study will be to determine impact of competitive intelligence strategy on performance of regulated microfinance banks in NCC.

1.3.2 Specific Objective

Specific purposes will be:

i) To investigate impact of technological intelligence strategy on performance of regulated microfinance banks in Nairobi City County.

ii) To evaluate impact of market intelligence strategy on performance of regulated microfinance banks in Nairobi City County.

iii) To establish impact of competitor intelligence strategy on performance of regulated microfinance banks in Nairobi City County.

iv) To investigate intervening effect of competitive advantage on the connection amidst competitive intelligence strategy as well as performance of regulated microfinance banks in Nairobi City County.

v) To evaluate regulating impact of regulatory framework on connection amongst competitive intelligence strategy and performance of regulated microfinance banks in Nairobi City County.

1.4 Research Hypotheses

Research will assess ensuing null hypotheses:

H_{01}: Technological intelligence strategy has no statistically significant effect on performance of regulated microfinance banks in Nairobi City County.

H_{02}: Market intelligence strategy has no statistically substantial effect on performance of regulated microfinance banks in Nairobi City County.

H_{03}: Competitor intelligence strategy has no statistically substantial effect on performance of regulated microfinance banks in Nairobi City County.

H_{04}: Competitive edge has no statistically substantial intervening impact on connection amidst competitive intelligence strategy as well as performance of regulated microfinance banks in Nairobi City County.

H_{05}: Supervisory structure has no numerically substantial regulating impact on connexion amidst competitive intelligence strategy as well as performance of regulated microfinance banks in Nairobi City County.

1.5 Significance of the Study

Study outcomes will add to experiential evidence that will support balanced scorecard model, resource based theory, Porter's five forces model and institutional model. Although theories have their foundation in diverse disciplines, this study will demonstrate linkage between them proving that organizational studies are multi-disciplinary in nature. Furthermore, research will be vital addition to existing empirical literature on effect of competitive intelligence strategy on performance of regulated microfinance banks. It will link competitive intelligence strategy, competitive advantage, regulatory framework and performance of regulated microfinance banks. Thus, addressing some of existing gaps in empirical literature.

On a practical level, the research findings will have pertinent policy effects to microfinance banks and CBK. Regulator will apply findings from the study to enable origination and assessment of guidelines that will focus on competitive intelligence strategies of regulated microfinance banks. This will add significance to the supportive data on competitive

intelligence strategy which is critical to development of microfinance banks. Information that will be collected from this research will offer more information and explanation to CBK and National Treasury on the impact of competitive intelligence strategy as well as performance of regulated microfinance banks that are pertinent components in the materialization of Kenya's economic growth agenda.

Research findings will similarly expound on scholarly necessity for more researches from emerging nations especially in Africa. It will enhance the pool of knowledge in competitive intelligence strategy and performance of regulated microfinance banks which is limited in emerging nations like Kenya. Study findings will also form the basis for carrying out further research in future. Empirical insights that will stem from this research will add to the advancement of new knowledge that will broaden understanding of competitive intelligence strategy and performance of regulated microfinance banks. Thus, the study will contribute to empirical knowledge on study variables by providing conceptual and empirical evidence on impacts of competitive intelligence strategy on performance of regulated microfinance banks.

1.6 Scope of the Study

The study will focus on thirteen MFB (appendix III) that are regulated and licensed by Central bank of Kenya (CBK, 2019). Geographical location of the research will be Nairobi City County since all regulated microfinance banks have their head office (s) located in Nairobi. Variables of research will encompass competitive intelligence strategy and performance as explanatory and explained constructs correspondingly. Competitive intelligence strategy will be operationalized by technological intelligence strategy, marketing intelligence strategy and competitor intelligence strategy. While performance will be assessed by both fiscal and non – fiscal pointers. Profitability; return on assets (ROA) and return on investments (ROI) will be pointers of fiscal measures while customer retention and employee performance will be indicators of non-financial measures.

In addition, conceptualization of the model entail integration of competitive advantage and regulatory framework as intervening and regulating constructs correspondingly. This study will be grounded on the balanced score card model as the study's key theory. Supported by resource based view theory, Porter's five forces model and the institutional theory. Study will adopt positivism paradigm and will utilize both descriptive and explanatory research design.

Unit of observation will employees of regulated microfinance banks. Data will be gathered in collected in May/June 2020.

1.7 Limitations of the Study

Scholar is probable to meet numerous restrictions which could deter accomplishment of the research. Major restraint of the research will be admission to required data. Numerous respondents could be hesitant to offer correct and authentic information concerning to their bank. Research findings will thus, be restricted to the degree that the respondents offer correct and authentic data. Scholar will underscore on the requisite to give correct data and the benefits the research will provide to organizations. Furthermore, scholar will acquire introduction memo from university as well as a study licence from NACOSTI to persuade respondents that data collected will be utilized for academic use only.

Researcher could similarly meet low reaction rate since respondents are employees of regulated microfinance banks and might have demanding schedules that make it hard to answer questionnaires. To mitigate the issue, scholar will adopt drop and pick technique of questionnaire administration to permit ample period to answer the questionnaire. Moreover, respondents might be hesitant to contribute to the research dreading that the data they give will be utilized to depict negative representation of regulated microfinance banks or might be leaked to opponents. The scholar will guarantee participants that moral procedures will be undertaken and that information and outcomes will be utilized for scholarly drives.

1.8 Organization of the Study

Research is presented in three chapters. Chapter one entails introduction to research, key constructs: dependent, explanatory, regulating and intervening constructs, problem statement, study objectives, study hypotheses, significance, scope and research limitations. Chapter two covers review of literature: theoretical and empirical review and presents theoretical framework. Chapter three covers research philosophy, techniques and the target population, study instrument, authentication of study instrument, operationalization of research constructs, information gathering techniques and lastly, data assessment methods.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents analysis of literature on competitive intelligence strategy, performance of regulated microfinance banks, CA and regulatory framework which forms foundation of this study. Chapter will discuss theoretic underpinning and give summary of study shortcomings which will disclose the need to carry out this research. Chapter will also, propose a conceptual framework that will depict connection among constructs.

2.2 Theoretical Review

Numerous models and dimensions have been advanced by authorities in CIS, competitive advantage and regulatory framework researches. Nonetheless, there are numerous industrial views that expound on the models and connections with respect to constructs of this research. This research will be grounded on balanced scorecard model and complimented by RBV theory, Porter's five forces concept as well as institution theory.

2.2.1 Balanced Scorecard Model

Proponents of theory are Kaplan and Norton. BSC model materialised out of recognized need to enumerate accomplishment on more than just financial performance. BSC provides a summary and description that let one to explain strategy in a reliable way. Definitive motive of BSC model is to enumerate components that create value for an organization and directly impacts on its capability to flourish. BSC evaluates variety of perspectives cutting across four fields: fiscal, client, internal and learning dimensions.

Fiscal dimension is the first and tends to be ancient, and do not reveal current state of corporate environment and predictions of forthcoming performance. Nonetheless, fiscal dimensions are still significant since there is no assurance that enhanced operational performance will surely lead to fiscal accomplishment. Fiscal performance like profitability of a firm is important to its achievement, hence cannot be discharged. The intentions in the fiscal foundation ought to function as inspiration for goals in all the other foundations. Aspects are profit, ROA, ROI, revenue, and cash flow (Kaplan & Norton, 2002). Quantifying fiscal metrics is significant to

establish whether organization's plan and implementation are supportive of overall mission of organization (Madsen and Stenheim, 2014).

Second aspect is the consumer foundation which concentrates on important activities and practices that are essential to improve organization's effort to shine at providing value expected by clients. Balanced score card assesses client awareness of the institution since clients offer straight returns through sales, their observation of organization is important to enhance as well as endure sales (Casey and Peck, 2004). On the other hand, miserable performance in crucial business processes can result to drop in client contentment and finally in income margins. The indicators operate as crucial guiding principle for management to focus on important interior activities which would help in achieving clients' anticipations. Kaplan and Norton (1992) argue that organizations ought to focus on corporate activities which have significant effect on client contentment as well as obliged to sparkle as well as match industry they belong. Typical dimensions inside this foundation focus on client holding, market sector, customer acquirement, customer contentment as well as viability.

Third aspect is inner foundation that centres on activities inside an organization which are important in accomplishing customer as well as stakeholder goals. Aims as well as dimensions of the foundation are determined once financial as well as customer perspectives are outlined. Typical dimensions inside the foundation focuses on discovery, processes as well as after sale service. Objective of interior business foundation is to outline important corporate activities that create and supply goods and services of institution to clients at same time generate activities that guarantee these procedures are functioning well to increase expertise of workers and to attain greater internal business process (Bose & Thomas, 2007).

Fourth aspect is innovation and learning dimension which outlines institution's capacity to insistently progress and innovate. While learning dimension focuses on articulating objectives and activities that inspire learning in an organization. This dimension contemplates on staff rewards, capabilities, data systems, inspiration and alignment. Awadallah and Allam (2015), assert that, learning and growth dimension is principally significant for managers to find, enhance and better performance of intellectual resources. Growing intellectual asset is important for enhancement of inventive product designs, production, distribution, promotion as well as to enhance market worth of an institution beyond worth of its physical resources. Objectives in this perspective, drives accomplishment of those in the first three perspectives.

This research will be anchored on the BSC model as its postulates and contributions will be used in this research to inform dependent construct (performance) in the study. The model is appropriate to extant study since it postulates utilization of both fiscal and non-fiscal dimensions of performance which extant study will employ to measure dependent variable. Diverse institutions have applied BSC to enhance performance and strategic administration. As a result, BSC has divergent advantages to institutions dependent on the objective of enactment. Distinctions notwithstanding, Madsen and Stenheim (2014) establish three mutual advantages of balances scorecard to administration. First, BSC helps management to concentrate on plan, framework as well as vision. Attention is significant for managers to comprehend as well as guide on plan enactment. Second, BSC assimilates both fiscal and non-fiscal grounded metrics to help management to concentrate on all-inclusive corporate procedure as well as guarantee existent corporate actions and events add to client values as well as to the long-tenure managerial plan.

2.2.2 Resource Based View Theory

RBV theory of the organization was commenced by Penrose in 1959 and advanced by Rumelt (1984), Wernerfelt (1984) and Barney (1986) has turn out to be one of the leading modern methodologies on assessment of competitive edge and its consequence on the organization performance. According to RBV theory an organization might be observed as a amalgamation of assets which are transformed by managers into strong point and feebleness of an organization. Assets are fiscal, tangible, social or human, technological, and institutional aspects that permit an organization to generate value for its clients.

The resource based view theory postulates that ownership of crucial assets along with their efficient improvement and deployment allows institutions to accomplish competitive edge. It concentrates on the association amongst organization's assets as well as performance and assists to answer query why different organizations perform differently in the same market. RBV holds that organizations achieve competitive advantage by commissioning treasured assets as well as competences which are uncompromising in supply (Grunert & Hildebrandt, 2004). Dimension recommends an organization's competitive edge is owed to acquisition of premeditated assets that are valued, rare, expensive to copy, and expensive to replace. It presumes that institution should be effective in attaining and supervision of valued assets in order to be efficient. In the RBV dimension, organization efficiency is outlined as the capacity

of an institution to acquire rare and treasured assets and effectively assimilate and operate such assets (Dess, Lumkin, Eisner, Lumpkin & Namara, 2012). RBV suggests that organization's assets should be appraised on the foundation of how valued, rare, and how difficult they are for opponents to imitate. In the nonappearance of such prized assets organization achieves simply competitive similarity. Makhija (2003) asserts that prized assets are often gotten in institutions' system through implied knowledge.

According to Jones and Hill (2009), organization assets are either physical or nonphysical. Intangible assets are nonphysical things that are formation of management and the workers, like trademark names, status of the organization, and expertise of workers have added via practise and intellectual assets of the organization, comprising that which is protected through charters, copyrights, and emblems. Physical assets comprises of land, office blocks, plant, equipment, portfolio, and currency. Though tangible assets might be the source of above normal revenues, nonphysical assets established via inimitable chronological system and having a socially multifaceted perspective, are accountable for generating competitive advantage (Makhija, 2003).

RBV presumes asset heterogeneity among contesting organizations, and copes that these assets are immobile, which marks extensive tenure of competitive advantage conceivable on internal alignment of advantageously pertinent assets (Grunert & Hildebrandt, 2004). In case, an asset, is organization explicit and inimitable, an organization is likely to have distinct competency. A distinct competency is a distinctive organization's explicit strength that facilitates an organization to better distinguish its goods and attain substantively lesser prices than its competitors hence, attain competitive advantage. An asset that primes to unique capabilities is incomparable, valued, exclusive, and non-substitutable (Jones & Hill, 2009).

Competencies denote organization's capabilities at managing and aligning assets to creative utilization. It has been suggested that these abilities exist in an institution's guidelines, practices, and procedures that are means through which an organization formulates decisions and manages its interior procedures to attain institutional goals. According to Kim and Mauborgne (2005), unique capabilities outline the strategies that are followed by an organization, assists in creating superior competence, quality, invention and client receptiveness resulting in competitive advantage and improved profitability. The RBV theory relevant theory to the current study. Strategies embraced by an institution such as competitive

intelligence strategies can be used in generating novel assets and competences as well as reinforcing current assets and competencies of an organization thus, improving distinct capabilities and performance of an organization. Therefore, postulates of RBV will be utilized to inform both independent variables and intervening construct (competitive advantage) in the research.

2.2.3 Porter's Five Forces Model

The prototype was authored by Porter (1980). It focused on the assessment of competitive forces influencing organizations, which concentrated on tracing definite opponent activities and linking opponent assessment to competitive scheme, fashioned contextual for growth of CIS as corporate discipline (Peyrot, Childs, Van Doren, & Allen, 2002). Porter seized dimension of skimming exterior environment to collect information on contestants and established five forces model to expound on powers fashioning rivalry in a sector (Teece, 2007). This well outlined systematic framework assists management to connect isolated aspects and their influence on an organization's operational environment (Tallon & Pinsonneault, 2011).

The model identified clients, suppliers, prospective entrants, extant contestants and substitute goods as contestants that may be more or less noticeable, dependent on the sector (Porter, 1980). Thompson and Strickland (2003), asserted that combined power of these forces governs potential profit of an industry. The force of rivalry among prevailing participants comprises of different types of competition; price discounting, introduction of new product, advertisement, and service enhancements (Porter, 2008). A high tech competition among extant contestants can influence profits of a sector (Dälken, 2014). These forces can be influenced by sector growing rate, static overheads, storage costs, number of organization, contestant balance, swapping charges among rivals, diversity and departure barriers (Hubbard & Beamish, 2011; Slater & Olson, 2002; Johnson, Scholes & Whittington, 2008).

New competitors to a business bring new capability, craving to increase market share and often considerable assets (Porter, 1979). Presence of entry hurdles limit the number of businesses in a sector and thus, impacts on competitiveness among current contestants (Johnson et al., 2008). In addition, organizations which enter an existing market openly impact on competitive advantage. Extra quantity for the same demand reduces profits of the market members. The

lesser the hurdles to entry are, the greater the threat of new contestants is (Porter, 2008). The height of hurdles to access has been found steadily to be the most important forecaster of business profitability (Rothaermel, 2008). Porter (1979), differentiates six major hurdles to entry: economy of scale, produce variation, capital necessities, cost drawbacks, admission to dissemination channels and government policy.

Bargaining force of supplier outlines risk that sellers portend organizations with increasing prices for goods and services. Authoritative sellers can squash profits out of a business unable to recover overhead. Negotiation force of sellers can be influenced by the size and number of sellers and obtainability of substitute clients (Slater & Olson, 2002). The power of clients can be explained as the flip side of influential sellers (Porter, 2008). If purchasers have great market power they are capable of pushing prices downward, prevail on enhanced quality or they can demand for extended services. These also lessen profitability of business.

Negotiating influence of purchaser is high if purchasers are many and able to swap easily to alternative seller (Slater & Olson, 2002). In the comprehensive sense all contestants within a business contest with industries that generate substitutes. Substitute products and services decreases profitability of an industry by outlining control on prices of their products and services (Porter, 1979). Documentation of alternatives is exploration of products or services that can accomplish the similar purpose as products of the considered industry. Hubbard and Beamish (2011) assert that there are numerous aspects that affect threat of alternatives, for instance: swapping charges between substitute products/services and industry product or purchasers' obsession to buy alternatives.

Though five forces model is one of renowned and extensively used administration models, it has been critiqued severely in the recent years (Dulčić, Gnjidić & Alfirević, 2012). Critics demonstrate that prevailing conditions chanced essentially in the last decades (Conklin & Tapp, 2000). Alashban, Hayes, Zinkhan & Balazs (2002) argue that Porter (1979) has no explanation for the choice of the five environmental forces, which substantiate rationality of his choice. While Aktouf, 2004; Karagiannopoulos, Georgopoulos & Nikolopoulos (2005) state is static and does not take account of time. Therefore, it is hard to establish markets with greater competition dynamic because they can transform easily. Flower (2004), argued that Porter's model did not pay consideration to digitalization, globalization, and deregulation. Grundy (2006) argues that model did not talk about PEST elements of a particular sector. While,

Rivard, Raymond and Verreault (2006) assert that the five forces model does not examine assets and competencies of an organization, which are also significant in evaluating overall profits.

Nevertheless, competitive forces simplified micro-economic theory by utilizing only five forces. It affords prospect to appraise multifaceted connections of contestants in an industry in an organized way (Porter, 1979). Five forces model went beyond a more simplistic attention on comparative market growth rates in shaping industry desirability (Grundy, 2006). While, Ward (2012) asserts that management set greater attention on exterior environment in contrast to SWOT assessment. Objective of five forces model is not only to measure business profits and charm but also to understand foundations of rivalry and root sources of profits (Porter, 2008). Thus, making the framework appropriate to ground explanatory construct of the study.

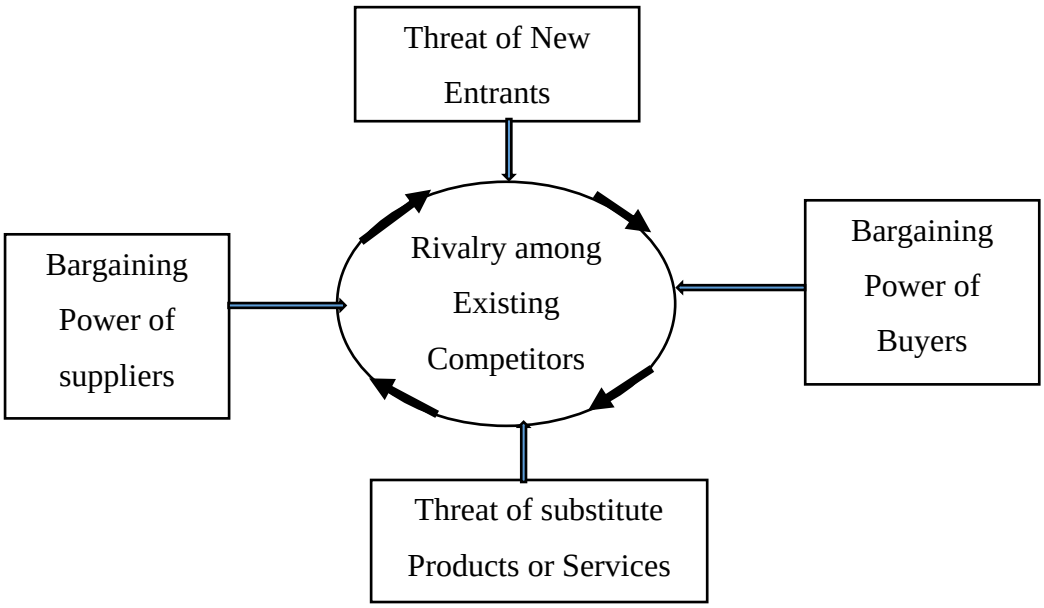


Figure 2.1: Five Forces Framework (Porter, 2008, P.27).

2.2.4 The Institutional Theory

The theory was authored by DiMaggio and Powell in 1983. The model postulates that an organization interrelates not only with contestants but also with other players in exterior environment. The environment is divided into; organization field and overall environment. Organization field comprises of system of contestants, sellers, clients, regulators and trade unions (DiMaggio and Powell 1983). In institution field, organization models grow and diffuse

through unified and organizationally corresponding network ties (Pallotti, & Lomi, 2011). The overall environment comprises of other institutions outside administrative field as well as sociocultural, technological, economic and other trends (Porter, 1980).

Organizations in a structured organizational field come across established stresses from government controllers, trade unions, professional bodies and social networks (DiMaggio & Powell 1983). In this background, theoretic declarations concerning competitive and institution forces should hold. Postulation that strategy is linked to the competitive setting is essential in strategic management (Husted & Allen, 2006). Supposition that strategy is correlated to institution setting calls for explanation since preliminary work in the new institution theory engrossed on organizations as well as activities in government (Carpenter & Feroz, 2001).

Organizational stresses like supervisory situation, professional alignment or replication of contestants might influence management to consider certain strategies will lead to greater performance (Jamali, 2010). The precise background utilized to demonstrate and assess the model is a sample of contending commercial banks which are commissioned by government supervisors. They function as monetary intermediaries, channelling funds from stakeholders to debtors. They also play pertinent part in payment scheme as well as enactment of fiscal policy (Craig & Von Peter, 2014). Lenders in a solitary market bid related products to analogous consumers, and they contest for related elements of production; a lender contests with other lenders to advance money to clients; contests for loan staff who generates loan applications and it vies for deposits to finance loans. Therefore, lenders in a solitary location face resilient competitive forces (Dick & Lehnert, 2010).

Banking industry is exceedingly controlled because of their fundamental role in the economy. Regulations comprise of not only explicit guidelines like directive restraining advances to insiders but also vague as well as distinctive supervision of each bank. In the regulatory procedure, supervisors scrutinize lender strategies, activities, and fiscal reports and deliberate their outcomes with bank management (Aebi, Sabato & Schmid, 2012). Therefore, supposition and contributions of institutional theory will be utilized in extant study to ground moderating variable of regulatory framework.

2.3 Empirical Literature Review

The segment presents assessment of existing experiential literature on foundation of collaboration among approved study constructs.

2.3.1 Technological Intelligence Strategy and Performance of Central Bank of Kenya Regulated Microfinance Banks in Nairobi City County

Asikia, Magaji and Murila, (2019) examined technological intelligence and organizational performance of insurance companies in Ogun state, Nigeria. Research was a theoretical review of literature. Study variables were: technological intelligence (independent variable) operationalized through technological trends and scientific breakthrough, process innovation. Mediating variable conceptualized through new equipment, new management practices and changes on production process while performance (dependent variable) was operationalized through ROA and ROS, employee performance, customer delight, internal business process, performance, invention, and staff fulfilment. Research findings indicated that technological intelligence had a substantial positive impact on organization performance and process innovation mediates connection between technological intelligence and organization performance. Study was a theoretical review thus lacks empirical foundation.

Kilic, Cakmak, Eren and Sakarya (2016) examined technology intelligence process on technopark firms in Turkey. Researcher used hatching survey to carry out study. Sample size was 136 technopark firms. Study findings revealed that technopark firms which are mostly SMEs conduct technology intelligence process using informal methods. Moreover, most of them do not allocate resources such as budget and personnel for technological intelligence process. Research reviewed a direct connection between explanatory and explained constructs while current research will review direct, mediating and moderating relationship among study variables.

Waithaka, Bula and Kimencu (2015) carried out a study on effect of technology oriented competitive intelligence practice on performance of organizations listed on NSE using descriptive and explanatory survey approach. Data was analysed using descriptive and inferential statistics. Study outcomes revealed that strategy oriented competitive intelligence strategy had positive and statistically significant correlation with performance of organizations

listed on NSE. Furthermore, organizational elements were established to be explanatory construct in the correlation amongst competitive intelligence and performance of institutions registered on NSE.

Hajari, Hamidi and Aslani (2015) carried out a study on generations of technology intelligence in SMEs using case study of a science park. Study was carried out in Tehran, Iran. Researchers used survey research to carry out the study. Study findings showed that most organizations are in the third cohort of technology intelligence from the two construct entitled method for data assessment, information appraisal and characteristics of technological supervision. Case study design adopted by the study does not support generalization of research outcomes to other segments.

Hadi and Ebrahimpour (2014) researched on relationship between technological intelligence and business performance among small and medium enterprises in industrial city of Ardabil Iran using survey design on population size of 480 participants. Study used technological intelligence and business performance as study constructs. Empirical outcome of research revealed that there was significantly positive connection between technological intelligence and business performance and its dimensions. Nevertheless, Study findings were based descriptive statistics which limits generality of research outcomes.

Taghva, Majidfar, Salami and Karshenas (2014) carried out a study on conceptual framework for university trade knowledge transmission via technological intelligence series and communal linkages using numerous case study of technology transmission projects in Iran. Study variables were knowledge transfer, technological intelligence cycles and social networks. Findings revealed that TI cycles churns out information required in industry and governmental institutes. Study also found out that industries cannot properly organize continuing education programs due to scarce cash resources thus, need to invest in such programs offered by universities. Finally, study found out that research and development was the most important single factor which contributed to a strong linkage between industry and university. Case study design adopted by the study was not suitable for making inferences.

2.3.2 Marketing Intelligence Strategy and Performance of Regulated Microfinance Banks in Nairobi City County

Kunle, Akanbi and Tubosun (2017) researched on effect of marketing intelligence on business competitive advantage: a study of Diamond Bank Plc, Nigeria. Descriptive research design was utilized. A sample 292 employees of the bank were sampled and data gathered via self-administered questionnaire, as Pearson relationship, T-test and Regression were utilized to assess hypotheses. Study results showed that marketing intelligence indicators like interior chronicles, opponent's sales information, market prospect, opponents' threats and opponents' risks had important as well as positive effect on business CA. However, case study design adopted does not support generalizability of findings/results to the wider population.

Ayub, Raisan, Iftekhar and Mushraq (2014) researched on influence of marketing intelligence on strategic role in organizational performance using exploratory design. Sample size of 145 employees from 30 organizations linked to various segments functioning in Islamabad and Rawalpindi, Pakistan. Structural equation model design was utilized to assess hypotheses. Research results showed strong positive connection between marketing intelligence and firm performance. Research findings also showed that many of business sector of Pakistan had incorporated and used MI system. Exploratory research technique utilized in the research does not support statistical assessment and making generalizations.

Venter and Van Rensburg (2014) researched on relationship between marketing intelligence strategy and strategic marketing. Research used quantitative survey and sampled out 166 South African marketing top management. Study variables were marketing intelligence and strategic marketing. Research found a significant gap between importance and accessibility of main kinds of market intelligence strategy. Study findings showed that ancient marketing intelligence and marketing tools to be of great significance in market decision making, but significance of latest marketing intelligence tools and technologies was less clear. Nevertheless, these conclusions were anchored on descriptive statistics which limit generalization of findings.

Ahmed, Ahmad, Khoso, Arif and Palsishah (2014) researched on competitive intelligence and marketing effectiveness of firms in Pakistan. Study was quantitative in nature. Sample size of 322 of professionals from telecom and banking sector. Sampling technique was purposive

sampling. Study findings showed that all indicators were significantly utilized by the firms to make marketing effective. Nevertheless, purposive sampling technique adopted by the study was prone to researcher bias no matter what type of methodology was being utilized to gather data.

2.3.3 Competitor Intelligence Strategy and Performance of Regulated Microfinance Banks in Nairobi City County

Lin, Kharel & Williams (2019) researched on competitor intelligence and product innovation; the role of open – mindedness and interfunctional coordination in small and medium sized organizations in China. Study investigated application of competitor intelligence in product invention through moderating effect of environmental uncertainty and mediators of inter functional synchronization as well as open-mindness. Sample size comprised of 284 directors from Chinese small and medium sized enterprises (SMEs) within the information technology. Study outcomes revealed competitor intelligence had a positive as well as direct impact on product invention and connections can additionally be strengthened by inter functional synchronization and open-mindedness. In assessing their relations with dynamic external environments, the study established that the level of environmental uncertainty interrelates positively with open-mindedness but negatively with impact of inter functional synchronization on product invention. Research was carried out among small and Medium (SMEs) in China thus research findings cannot be generalized in other sectors and countries.

Markovich, Efrat, Raban and Souchon (2019) researched on competitive intelligence embeddedness: drivers and productive significances in Israel by means of cross sectional survey of middle and top management. Study findings were based on assessment of 124 managers showed positive effect of Web competitive intelligence foundations as well as associations with data providers on competitive intelligence embeddedness. In addition, while competitive intelligence embeddedness showed no straight effect on organization's performance, it had intervened influence on performance through client satisfaction. Timing of data snapshot in cross sectional study was not guaranteed to be representative.

Ezenwa, Stella and Agu (2018) researched on effect of competitive intelligence on competitive advantage in Innoson technical and industry limited in Nigeria using survey research design. Hypotheses were assessed by Pearson product moment correlation coefficient, chi-square, and

simple linear regression. Study outcome showed that innovation substantially affected brand reputation in Nigeria manufacturing firms. Research recommended sufficient investments in competitive intelligence strategy by manufacturing organizations to enhance competitiveness of their product, services and dispositions. Modified surveys can run the threat of encompassing certain types of errors.

Arrigo (2016) researched on deriving competitor intelligence from social media: microblog challenges and opportunities in Milan, Italy. Study was a theoretical review of microblog and employed descriptive research design. Research concluded that organizations that adapted and adjusted their approaches based on uninterrupted flow of data enhanced market competitiveness relative to organizations that did not try to change. Study was limited to social media especially microblog thus making it difficult to infer research findings to other sectors. Moreover, study was a theoretical review thus, lacks empirical base, hence the need to carry out an empirical assessment on research constructs.

Köseoglu, Ross, and Okumus (2016) researched on competitive intelligence practices in hotels industry in Minot, North Dakota, USA. Researcher carried out an in depth semi structured interviews with hotel management representing twenty seven hotels. Study findings indicated that hotel managers taking part in the study established low level of knowledge and responsiveness of competitive intelligence. They employ competitive intelligence strategy, mostly for tactical rather than strategic objectives. Majority did not have sufficient formal academic background in industry that would have trained them for more strategic-level competitive intelligence actions. Study furthermore, found out that even though most of them had drill in the policies required to collect information of opponents but few have shown clear association to strategic planning and competitive positioning. Semi structured interviews employed in the study cannot guarantee honesty of participants.

Du Plessis and Gulwa (2016) carried out a study on developing competitive intelligence framework supportive of the competitive intelligence wants of a commercial organization's resolution makers using a single qualitative case study. Study employed interpretivism research paradigm. Study findings revealed that resolution makers placed substantial worth on competitive intelligence in relations of its influence to policy improvement, resolution making, attaining edge over contestants and improving fiscal performance of an organization.

Qualitative case study design adopted makes analysis and interpretation of volume of data time consuming. Rigor is more difficult to maintain, assess and demonstrate.

Adidam, Banerjee and Shukla (2012) researched on competitive intelligence and organization performance in developing markets in India using exploratory study methodology which was cross sectional in nature. Researchers used stratified random sampling established from a range of mailing lists centring on Indian organizations. The study found out that Indian organizations that display advanced levels of competitive intelligence undertakings attain enhanced fiscal performance outcomes and that the existing level of competitive intelligence undertakings in Indian organizations was at a modest level, thus proposing prospect for utilizing and applying more refined competitive intelligence procedures. Nonetheless, research was established on exploratory study technique that does not support origination as well as assessment of hypotheses.

2.3.4 Competitive Advantage, Competitive Intelligence Strategy and Performance of Performance Regulated Microfinance Banks in Nairobi City County

Talaja, Miočević and Alfirević (2017) focused on market orientation, competitive advantage and business performance in Croatia using cross sectional research design. Study variables were market orientation, competitive edge and business performance. Two hundred and sixty five medium and large-sized firms were sampled. Study outcomes revealed that marketing orientation impacts competitive edge stronger at higher levels of VRIN assets. Furthermore, outcomes revealed that competitive edge intervenes connection between marketing orientation as well as business performance. Study was a theoretical review thus lacks empirical foundations.

Kaleka and Morgan (2017) researched on competitive edge and market performance relationships in international markets in UK manufacturing exporters using client value logic to the literature on value creation and value capture. Findings revealed that price edge had straight affirmative influence on market performance, while strong affirmative effect of service advantage was additional reinforced. While Azim, Abdullah and Gorondutse (2017) theoretically assessed competitive strategy and organization performance in the manufacturing sector based on resource based view theory. Study findings revealed that efficiency and performance through reduction of costs, maintenance of quality, flexibility, enhanced delivery,

reliability, and swift feedback enabled manufacturing firms attain competitiveness and performance. Studies were theoretical review thus lacks empirical foundations.

Ejrami, Salehi and Ahmadian (2016) carried out a study on impact of marketing competences on competitive edge and performance with moderating role of risk management in importation companies in Iran using descriptive survey. Statistical population of the study was 100 importer companies based at Imam Khomeini International Airport. The research found out that marketing potentials had a positive impact on competitive advantage which in turn impacted performance positively. While Ibrahim and Primiana (2015) researched on effect of strategic competitive edge on cooperation performance in Indonesia. Research established that strategic competitive advantage had substantial impact on cooperation performance. Studies were theoretical reviews thus lacks empirical foundations.

Al-alak and Tarabieh (2011), focused on gaining competitive advantage and organizational performance through client positioning, invention variation and market distinction and organization performance in the financial institutions in Jordan. Review of 16 Jordanian commercial banks provided the foundation of experiential analysis. Connections among four latent perspectives were assessed by means of structural equation modelling as well as confirmatory factor analysis. Study outcomes revealed that client coordination contributed absolutely to institution performance by offering invention variation and market diversity. Furthermore, study findings revealed that organization achieved superior competitive edge that led to superior outcomes in organization performance when both innovation differentiation and market differentiation were applied simultaneously. Survey study methodology applied in the study was inflexible as it cannot be changed once the researcher uses it from the beginning.

Majeed (2011) theoretically focused on influence of competitive edge on organization performance. It is a linear connection amongst competitive advantage as an independent concept and organizational performance as dependent concept. Research findings revealed strong positive connection between organization's competitive edge and its performance. Competitive edge led companies towards attaining great returns. Study lacks empirical foundation. Study also, focused on direct connection between explanatory and explained constructs of the research. Current study will incorporate both mediating and moderating constructs in the study.

Alimin, Rose, Ismail and Abdullah (2010) empirically examined association amongst organization competitive edge and performance moderated by the age and size of organizations using cross sectional research design amid 127 industrialists enumerated in the 2008 confederation of Malaysian manufacturer's handbook. Two way ANOVA showed only age of organization was an important moderator in the association between competitive edge and performance, and that the association was stronger for aged organizations. Size of organizations do not considerably moderate association between competitive edge and performance. Study provided empirical support for the resource based view of Malaysian industrialists concerning issue of competitive edge. It is hard to analyze ANOVA under strict assumptions regarding the nature of data.

2.3.5 Regulatory Framework, Competitive Intelligence Strategy and Performance of Regulated Microfinance Banks Nairobi City County

Mutangili, Awuor, Cheluget (2020) researched on regulating effect of regulatory framework in the association among international procurement practices and supply chain performance of energy development agencies in Kenya using cross-sectional survey research design. The research intentionally appraised only top and middle executives since they are the crucial persons handling strategic matters within the units. The research findings revealed that regulatory framework moderates the association between international procurement practices and supply chain performance of energy development agencies in Kenya. Purposive sampling adopted by the study is open to selection bias and error.

Pedo (2018) carried out research on influence of supervisory framework on performance of public private partnerships road projects in Kenya using both exploratory as well as descriptive study methodologies. Research was a census of the entire population of one hundred and eleven institutions engaged in the road sector since population was not identical in character. The study findings established that supervisory structure had a substantial and affirmative impact on performance of public private partnerships in road projects in Kenya. Additionally, government policy had a regulating impact on the connection amidst regulatory framework as well as performance of public private partnerships in road projects in Kenya. Exploratory research design offers qualitative information thus analysis of such data can be critical and prejudiced. It also includes a reduced trial, thus outcomes cannot be precisely construed for general population.

Karungani and Ochiri (2017) focused on effects of policy and regulatory framework on organization performance using case study research design. Variables of study were regulatory framework and performance. Purposive sampling was used to pick 87 staff from procurement department of Nairobi County Government. Data was analyzed using descriptive statistics. Study outcomes revealed procedure and regulatory framework within procurement department played a significant role in enhancing organizational performance. Research utilized case research that does not sustain inferential statistics. Additionally, the study used purposive sampling technique which is prone to biasness.

Montolio, Trillas and Baute (2014) researched on effect of regulatory framework and firm performance in EU telecommunication services. It was a longitudinal study covering a period between 2002 and 2010. The study found out that while access prices had a negative impact on contestants' market segment and turnover, impact on incumbents 'market stake, turnover and performance was positive. In addition, study found that multinational contestants perform better than national contestants in relations to their market segment but worse in relations to their turnover and performance. The contrary was true of incumbent multinationals which perform better than nationals in relations to their turnover and performance but worse in relations to their market segment. Longitudinal studies are more expensive and require a huge amount of time compared with cross-sectional studies.

Ombaka, Machuki and Awino (2014) studied impact of external environment and invention on the connection amidst organizational assets as well as performance of insurance companies in Kenya. Research was grounded on RBV, dynamic competencies, knowledge based and the open systems theories. Organization performance was assessed using both fiscal and non-fiscal means. Non-fiscal means utilized were customer aspect, internal business process, learning and growth, environmental aspects and CSR while premium and profit before tax were the financial measures used. Research utilized positivism research philosophy. Descriptive measurements, correlation and multiple regression analysis were utilized to analyse statistics. Research outcomes found out that both physical and imperceptible assets had a statistically substantial effect on non-fiscal performance of insurance institutions in Kenya.

Roxas, Chadee and Pacoy (2013) focused on effect of official organizations and business performance in Philippines using exploratory study design. The study was grounded on institutional theory to evaluate effect of selected government institutions on organization

performance. Study sampled 658 firms and found out that access to money, tenet of law and regulatory value contributed substantially to business performance. While, Li (2014), theoretically examined influence of regulation on fiscal performance of small organizations in Australia using structural equation modelling approach on 387 respondents from small organizations. Study was anchored on public interest theory. Results showed that regulatory bundles had positive influence on CSR of small organization and challenged one size fits all approach and called for substitute policy prescriptions to accomplish unmet regulatory prerequisites in small organizations in Australia. Studies were theoretical review thus lack empirical foundation.

Literature reviewed so far shows that extant study has limited focus on impact of competitive intelligence strategy on performance of regulated microfinance banks. Literature further divulged that there is inadequate empirical research on the intervening impact of competitive advantage and regulating impact of regulatory framework on the association among CIS and performance of regulated microfinance banks. Furthermore, diverse environmental circumstances and approaches espoused restrict outcomes to the local settings. Table 2.1 shows synopsis of extant literature researched so far and study gaps that the research will seek to address.

2.4 Summary of Empirical Review and Research Gaps Identified

Table 2.2: Summary of Empirical Review and Research Gaps Identified

Thematic	Writer (s)	Theme	Findings	Identified Gap	Current Study
Technological Intelligence Strategy	Asikia, Magaji & Murila (2019)	Technical intelligence and performance of insurance firms in Nigeria	Research found out that TI had a significant positive influence on organization performance and process innovation intervenes correlation between TI and organization performance	Study was a theoretical review thus lacks empirical foundation. Research was carried out among insurance firms in Ogun state in Nigeria thus research findings cannot be generalized in other sectors and countries	Current study will review both theoretical and empirical literature
Technological Intelligence Strategy	Kilic, Cakmak, Eren & Sakarya (2016)	Technology intelligence process on technopark firms in Turkey.	Research findings revealed that technopark firms which were mostly SMEs and that they conducted technology intelligence process using informal methods	Concentrated on linear correlation between independent and dependent constructs	Extant research will pursue intervening and moderating influence of intervening and moderating constructs on correlation between independent and dependent variable
Technological Intelligence Strategy	Waithaka, Bula & Kimencu (2015)	Effect of technology oriented CI practice on performance of organizations listed on the NSE in Kenya	Research found out that technology oriented CI practice had positive and substantial correlation with the performance of	Research findings were established on descriptive statistics which restricts generalization of outcomes. Research concentrated on organizations listed on	Extant research will utilize descriptive and inferential statistics.

			organizations listed on NSE	NSE thus findings cannot be inferred to firms that are not listed	
Technological Intelligence Strategy	Hajari, Hamidi & Aslani (2015),	Generations of TI in SMEs using case study of science park.	Study found out that utmost organizations were in the third cohort of TI	Case study design adopted by study does not support generalizability of research finding and inferential statistics.	Extant research will concentrate on all thirteen regulated Microfinance banks in Kenya.
Technological Intelligence Strategy	Hadi and Ebrahimpour (2014),	Relationship between technological intelligence and performance among small and medium institutions in industrial city of Ardabil, Iran	Research outcomes indicated substantial positive correlation between technological intelligence and business performance and its dimensions	Research findings were based descriptive statistics that limits generalization of research findings.	Extant research will utilize descriptive and inferential statistics to analyse information
Technological Intelligence Strategy	Taghva, Majidfar, Salami & Karshenas, (2014).	Conceptual model for university-industry knowledge transmission through TI series and communal linkages using multiple case study in Iran	Study found out that research and development was the most important single factor which contributed to a strong linkage between industry and university	Case study design adopted by the study was not suitable for making inferences.	Focus on all the thirteen MFBs licensed and regulated by CBK
Marketing Intelligence Strategy	Kunle, Akanbi & Tubosun (2017)	Effect of MI on business CA: Study of Diamond Bank Plc, Nigeria.	Study results showed MI indicators: contestant's sales information, market prospect, contestants' threats and risks had substantial and positive	Case study design adopted does not support generalization of findings to other institutions.	Study will focus on all the thirteen MFBs regulated by CBK

			effect on industry competitive advantage.		
Marketing Intelligence Strategy	Ayub, Raisan, Iftekhar and Mushraq (2014)	Role of MI on strategic function in institutional performance in Pakistan	Research findings showed great positive correlation between MI and firm's performance.	Exploratory study approach utilized in the research does not support statistical assessment and generalizations.	Extant study will utilize descriptive and explanatory research approaches
Marketing Intelligence Strategy	Venter and Van Rensburg (2014)	Relationship between MI and strategic marketing	Research results showed a significant gap between significance and availability of kinds of MI	Study conclusions were established on descriptive statistics which limit application of outcomes to other sectors.	Extant research will utilize descriptive and inferential statistics.
Marketing Intelligence Strategy	Ahmed, Ahmad, Khoso, Arif and Palsishah (2014)	CI and marketing effectiveness of institutions in Pakistan.	Study found out that all indicators were substantially utilized by institutions in Pakistan to create market efficiency	Purposive sampling technique adopted by the study is highly prone to researcher bias no matter what type of method is being utilized to gather data.	Current research will use stratified random sample techniques.
Competitor Intelligence Strategy	Köseoglu, M. A., Mehraliyev, F., Altin, M., & Okumus, F. (2020).	Competitor intelligence and analysis (CIA) model and online reviews.			
Competitor Intelligence Strategy	Lin, F., Evans, R. D., Kharel, R., & Williams, R. A. (2019).	Competitor intelligence and product innovation; the role of open – mindedness and interfunctional coordination	Competitor intelligence had a positive and direct effect on product innovation and relationships can be	Research was carried out among small and Medium (SMEs) in China thus research findings cannot be	The current research will done on regulated microfinance banks

		in small and medium sized firms in China.	further strengthened by inter functional coordination and open-mindedness.	generalized in other sectors and countries.	in Nairobi City County, Kenya
	Stenberg (2017)	Impact of competitor intelligence on strategy building	Competitor intelligence are shown to have great impact on the organization and add value to their strategies.	Study focussed on a linear correlation between explanatory and explained constructs.	In addition to direct relationship between independent and dependent variables, the current study will assess effect of both moderating and mediating variables on the relationship between independent and dependent variables
	Markovich, Efrat, Raban & Souchon (2019)	CI embeddedness: drivers and performance consequences in Israel	Findings revealed that CI embeddedness showed no linear effect on organization's performance but had intervening influence on performance through client fulfilment.	Timing of the data snapshot in cross sectional study was not guaranteed to be representative.	Extant research will utilize numerous sampling techniques to improve representations.
	Ezenwa, Stella & Agu (2018)	Influence of CI on CA in Innoson technical and industry limited in Nigeria using survey research design.	Study findings indicated that innovation significantly affected brand reputation in Nigeria manufacturing firms.	Customized surveys are prone to certain kind of errors.	Current research will utilize descriptive and explanatory research techniques

	Arrigo (2016)	Deriving CI from social media: microblog challenges and opportunities	Study found out that organization that adapted and adjusted policies on the basis of continuous flow of data enhanced market competitiveness in comparison to organizations that did not try to adjust	Study was a theoretical review thus lacks empirical foundation.	Current study will review both theoretical and empirical literature
	Köseoglu, Ross, and Okumus (2016)	Competitive intelligence in hotels industry in Minot, North Dakota.	Study found out that contestant hotel management showed little level of information in CI	Quasi structured interviews employed in the research cannot guarantee honesty of participants.	Extant research will utilize questionnaire to gather data from respondents
Competitive advantage	Kaleka and Morgan (2017)	CA and market performance relationships in international markets in UK manufacturing exporters.	Research findings revealed price advantage had a linear positive influence on market performance while great positive influence of service advantage was strengthened.	Study focussed on a linear correlation between explanatory and explained constructs.	Study will review influence of intervening and moderating constructs on the correlation between independent & dependent variables.
	Talaja, Miočević & Alfirević (2017)	A theoretical review. of MO, CA and business performance in Croatia.	Study findings revealed MO strongly affects CA at greater levels of VRIN resources. Also, research revealed that CA intervenes correlation between	Study was a theoretical review thus lacks empirical foundations.	Current study will review both theoretic and experiential studies.

			MO and business performance.		
	Azim, Abdullah and Gorondutse (2017),	Competitive strategy and organization performance in the manufacturing sector based on RBV theory.	Research found that efficiency and performance through reduction of costs, maintenance of quality, flexibility, enhanced service delivery and swift response enabled manufacturing firms to accomplish effectiveness and performance	Study was a theoretical review thus lacks empirical foundation.	Current study will be grounded on both theoretical and empirical literature
	Ejrami, Salehi & Ahmadian (2016)	Influence of marketing competences on CA and performance with moderating role of risk management in importation firms in Iran	Study outcomes revealed marketing potentials had positive influence on competitive advantage which in turn impacted performance positively	Study lacks theoretical anchorage.	Current study will be anchored on BSC, Porters five forces model, RBV and institutional theories
	Ibrahim and Primiana (2015)	Effect of strategic CA on performance of corporations in Indonesia	Research findings showed strategic CA had substantial influence on corporate	Study was a theoretical review thus, lacks empirical foundation	In addition to theoretical review, The current study will review relevant empirical literature on study variables

Regulatory framework	Mutangili, Awuor, Cheluget (2020)	Moderating effect of regulatory framework in the relationship between international procurement practices and supply chain performance of energy development agencies in Kenya	Regulatory framework moderates the relationship between international procurement practices and supply chain performance of energy development agencies in Kenya.	Purposive sampling adopted by the study is open to selection bias and error.	
Regulatory framework	Pedo (2018)	Effect of regulatory framework on the performance of public private partnerships road projects in Kenya	Regulatory framework had a significant and positive influence on the performance of public private partnerships in road projects in Kenya. Further, the government policy had a moderating influence on the relationship between regulatory framework and performance of public private partnerships in road projects in Kenya.	Exploratory research design provides qualitative data thus interpretation of such information can be judgmental and biased. It also involves a smaller sample, hence the results cannot be accurately interpreted for a generalized population.	
Regulatory framework	Karungani and Ochiri (2017)	Effects of policy and regulatory framework on performance of organization: A Case of Nairobi County, Kenya	Research findings revealed that procedure and regulatory outline within procurement department played a crucial role in	Case study design adopted does not support research findings to be inferred to other segments.	Current research will concentrate on all thirteen microfinance banks that are regulated by CBK

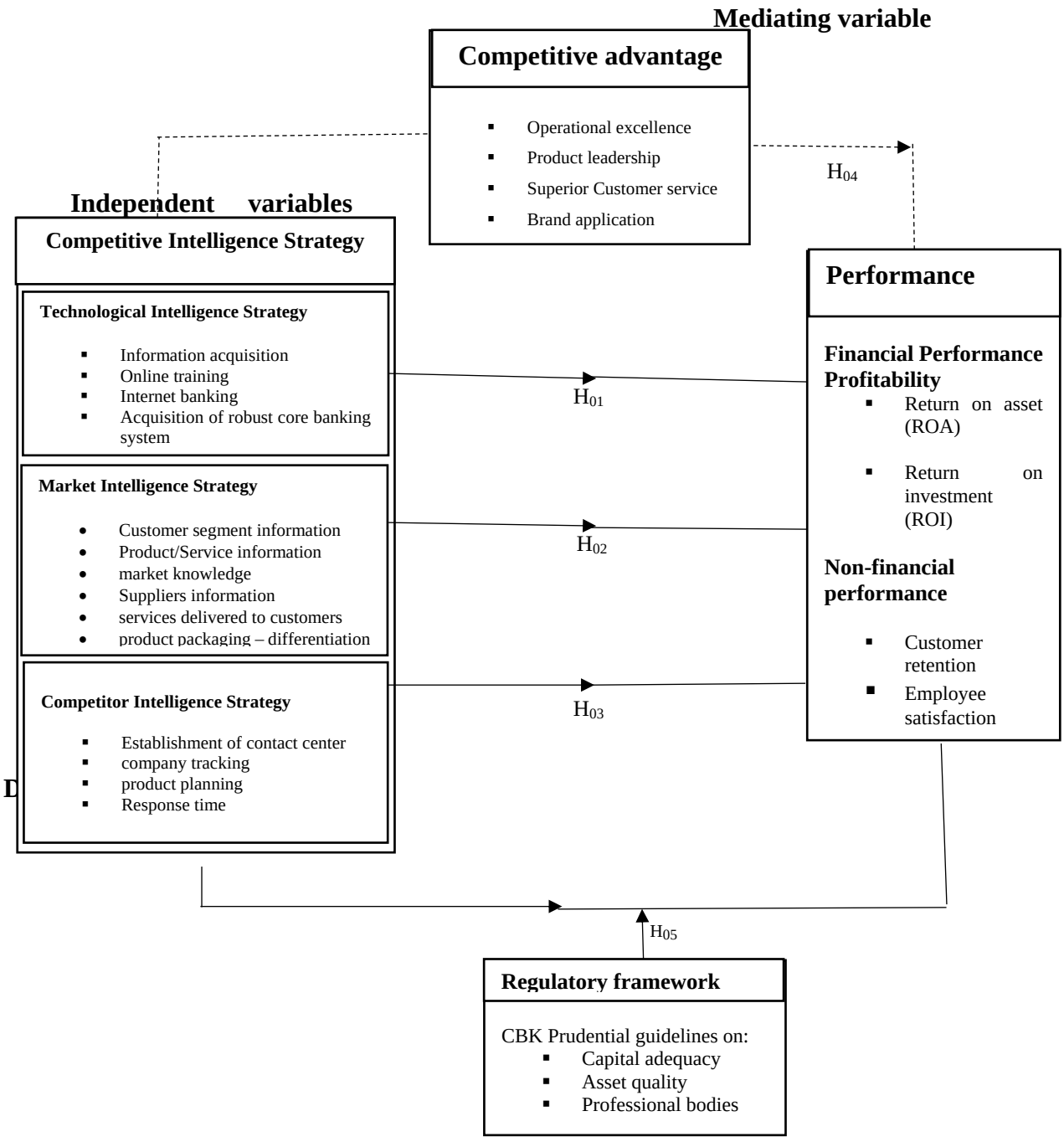
			improving organizational performance		
	Montolio, Trillas and Baute (2014)	Effect of regulatory framework on organization performance in EU telecommunication services	Study found out that while entry costs had negative impact on contestants' market segment and revenue, the influence on incumbent's market segment, revenue and performance was positive.	Study used longitudinal research design. Longitudinal studies are more expensive and require a huge amount of time.	Current research will utilize cross sectional research technique Cross sectional studies are less expensive comparatively.
	Roxas, Chadee and Pacoy (2013)	Effect of formal institutions and corporate performance in Philippines	Study findings revealed that access to funding, statute of law and quality monitoring contributed substantially to business performance	Study concentrated on linear correlation between formal institutions and business performance. Study reviewed theoretical literature thus lacks empirical foundation. Research used exploratory research technique that does not support inferential statistics	Current research will incorporate both intervening and moderating constructs on correlation between explanatory and explained construct. Current study will review both theoretical and empirical literature.
	Li (2014)	Effect of regulation on the financial performance of small corporations in Australia. Theoretical review	Study found out that regulatory bundles had positive influence on CSR of small organizations and	Study was a theoretical review thus, lacks empirical foundation.	Extant research variables will be grounded on both theoretical and empirical review of relevant researches.

			challenged one size fits all model’		

Source: Author (2020)

2.5 Conceptual Framework

Anchored on theoretical and empirical literature review, current research will have five major constructs; organizational performance as explained construct, competitive intelligence strategy as explanatory construct, regulatory framework as moderating construct and competitive advantage as mediating construct. The study proposes the following conceptual framework.



Source: Author (2020)

Figure 2. 2: Conceptual Framework

In this study, competitive intelligence strategy is postulated to impact performance of regulated microfinance banks in Kenya. Explanatory constructs of research are technological intelligence strategy, market intelligence strategy and competitor intelligence strategy. Explained construct in the study is performance of regulated microfinance banks in Kenya. Competitive advantage is hypothesized to intervene correlation between competitive intelligence strategy and performance. While regulatory framework is hypothesized to regulate correlation between competitive intelligence strategy and performance.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter presents research approaches that will be utilized in current research. It encompasses of study philosophy and approach, target population, sample approach, data gathering techniques, validity and reliability of information gathering instruments and operationalization of concepts, information gathering approach, data examination and finally provide moral deliberations.

3.2 Research Philosophy

Philosophical alignment assists scholar to simplify research technique in relations to kind of information is to be collected from what foundations and how it will be construed to respond to study queries. The research will adopt positivism research philosophy. Positivism paradigm undertakes that scholar is autonomous of what is being studied and assessment of phenomena is carried out by means of impartial approaches (Saunders, Lewis & Thornhill, 2009). In positivism paradigm, researcher views himself as an impartial recorder and so diverse scholars utilizing same mechanisms should reach same conclusions (Weber, 2004). Positivism upholds that knowledge ought to be founded on realities and not generalizations, therefore information is grounded on observations as well as experimentations in disparity to phenomenological model of probing for internal connotation (Robson, 2014).

3.3 Research Design

Saunders, Lewis and Thornhill (2007) suggest that no lone approach occurs in separation and coalescing diverse approaches in one research enhances validity of the outcomes. Thus, existing research will use both descriptive and explanatory study approaches that will be cross sectional in nature. Descriptive study design is a systematic, independent and pursues to depict precise outline of people, occasions or circumstances being studied making it appropriate to achieve research objectives (Bryman & Bell, 2015). Explanatory study approach is used to ascertain extent and nature of cause and effect connection prevailing between study constructs (Saunders *et al*., 2007).

3.4 Empirical Model

Empirical model typically outlines connection amongst research concepts to be confirmed by experiential study (Gustafsson, Herrmann and Huber 2013). Research will employ empirical prototypes to assess statistical significance of the connection amongst technological intelligence strategy, market intelligence strategy and competitor intelligence strategy and performance of Central Bank of Kenya regulated microfinance banks. Research will employ multiple regression prototypes to investigate influence of explanatory constructs on the explained construct by combined linear equation. Use of multiple regression prototypes will be applied to establish line of best fit and utmost precise prototype for explaining the connection amongst explanatory construct and explained construct.

The joined linear regression prototype for determining influence of multiple explanatory constructs which are: technological intelligence strategy, market intelligence strategy and competitor intelligence strategy on explained construct which is; performance of regulated MFBs is listed as follows:

PMFB = β0 + β1TIS + β2MIS + β3CS + E'…………………………………….. 3.1

Where:

PMFB is the Composite index of performance of regulated microfinance banks

β0 is constant

β1, β2, β3 are Regression constants

TIS is Technological intelligence strategy

MIS is Market intelligence strategy

CS is Competitor intelligence strategy

E' is error term

3.4.1 Test for Moderation

To evaluate regulating influence of regulatory framework on the connection amongst competitive intelligence strategy and performance of regulated microfinance banks, the research will utilize Baron and Kenny (1986) technique.The model posits that regulating influence is existent if the interface expounds statistically significant extent of difference between competitive intelligence strategy and performance of regulated microfinance banks. Each variable of regulatory framework will be tested separately. The multiple regression equations will be stated as:

$PMFB = \beta 0 + \beta 1CIS + \beta 2PG + \beta 3CIS*PG + \varepsilon'$ …….…….. (3.2)

$PMFB = \beta 0 + \beta 1CIS + \beta 2ER + \beta 3CIS*ER + \varepsilon'$ ……..…….…… (3.3)

$PMFB = \beta 0 + \beta 1CIS + \beta 2FR + \beta 3CIS*FR + \varepsilon'$ ……..…….……..….. (3.4)

Where:

PMFB is Performance of regulated microfinance banks

$\beta 0$ is constant

$\beta 1$, $\beta 2$, $\beta 3$ are Regression coefficients

PG is Prudential guidelines

ER is Extent of regulation

FR is Form of regulation

CIS is Composite index of Competitive Intelligence Strategy

CIS*PG, CIS*ER, CIS*I are Interaction terms

ε' is error term

Verdict making standards for regulating influence is shown in Table 3.1.

Table 3.1: Moderation Decision Criteria

Model	Model	Total effect	Conclusion
3.2	3.3		
β1 is not pertinent P> 0.05	-	-	No overall impact on regulator
β2 is not pertinent P<0.05	β3 is not pertinent P >0.05	-	Regulator is explanatory construct
β2 is pertinent P<0.05	β3 is pertinent P<0.05	β3	Regulating construct has regulating impact

Source: Baron and Kenny (1986)

Moderation influence is existent if the interface influence expounds statistically significant extent of difference amidst explanatory constructs and explained construct (Baron and Kenny, 1986). Regression constant for interface term (beta) offers approximation of regulation influence. Moderation of competitive intelligence strategy and performance of regulated microfinance banks relationship exists if beta is statistically different from zero.

3.4.2 Test for Mediation

To check for statistical intervention influence of competitive advantage on connection concerning competitive intelligence strategy and organization performance, this research will utilize four steps causal path analysis by Baron and Kenny (1986). Methodology is appropriate owing to its capacity to gauge both linear and nonlinear influence of connection among constructs and is efficient when compared to product of coefficient model recommended by Mackinnon and Fairchild (2009).

Step 1: Regression analysis with explanatory construct forecasting explained construct

$PMFB = \beta 0 + \beta 1CIS + E'$ ………………………………………………….. {3.5}

Step 2: Regression analysis with explanatory construct forecasting intervening construct.

$CA = \beta 0 + \beta 1CIS + E'$ …… {3.6}

Step 3: Regression analysis with intervening construct forecasting explained construct.

$PMFB = \beta 0 + \beta 1CA + E'$ …….. {3.7}

Step 4: Regression analysis with explanatory and intervening constructs forecasting explained construct.

$PMFB = \beta 0 + \beta 1CIS + \beta 2CA + E'$ ……. {3.8}

Where:

PMFB is Performance of Regulated Microfinance Banks

$\beta 0$ is Constant

$\beta 1$, $\beta 2$ are Regression Coefficients

CIS is the Composite Index of Competitive Intelligence Strategy

CA is Competitive Advantage

E' is the Error Term

Assessing mediation entails ascertaining whether CIS (explanatory construct) is meaningfully linked to performance of regulated microfinance banks (explained construct) when there is a mediator (competitive advantage). The aim of stages 1-3 will be to determine if there is connection between constructs and if it subsists, will continue with forth stage. Stage four will be utilized to approximate if there is intervention and if it is partial or complete. This will be done in agreement with Baron and Kenny (1986) commendations. Competitive advantage will be involved as an independent construct to establish whether it has partial, complete or no impact on connection concerning competitive intelligence strategy and performance of regulated microfinance banks as indicated in Table 3.2 below.

Table 3. 2: Decision Criteria for Mediation

	Findings	Conclusion
1	If β1 in model 3.5 is pertinent. If β1 in model 3.6 is pertinent. If β1 is not pertinent & β2 in model 3.7 is pertinent.	Complete intervention
2	If β1 in model 3.5 is pertinent. If β1 in model 3.6 is pertinent. If β1 in model 3.5 is pertinent and β1 in model 3.6 is not pertinent while β2 in model 3.7 is pertinent.	Partial intervention
3	If β1 in model 3.5 is not pertinent. If β1 in model 3.6 is not pertinent. If β1 in model 3.5 is pertinent and equivalent to β1 in model 3.6 and β2 is not pertinent in model 3.7.	No intervention

Source: Baron and Kenny (1986)

Whole mediation occurs when explanatory construct no longer influences explained construct after controlling intervening construct while partial intervention happens after even controlling mediator construct; there is a connection concerning explanatory and explained constructs.

3.5 Target Population and Sampling

Research population will be all thirteen (13) Microfinance Banks in Kenya that are regulated and licensed by CBK of Kenya (Appendix III). Microfinance banks can be grouped into large, medium and small based on market share of each as shown in Table 3.3

Table 3. 3: Distribution of Target Population

Category	Frequency	Percentage
Large	3	23.1
Medium	3	23.1
Small	7	53.8
Total	13	100

Source: (CBK, 2018)

Large regulated microfinance banks constitute 23.1%, medium 23.1% and small microfinance Banks 53.8% of all microfinance banks in Kenya. The respondents will be approximately 2,431 employees of microfinance banks in Kenya. The distribution of target population and respondents across different regulated microfinance banks is indicated in Table 3.4

Table 3. 4: Distribution of Target Population and Respondents

Regulated Microfinance Bank	**Group**	**No. of employees**	**Percentage of the respondents**
Kenya Women MFB	Large	887	36.49
Faulu MFB	Large	789	32.46
Rafiki MFB	Large	324	13.33
Sub Total		**2,000**	**82.27**
Smep MFB	Medium	113	4.65
Caritus MFB	Medium	74	3.04
Sumac MFB	Medium	63	2.59
Sub Total		**250**	**10.28**
Remu MFB	Small	29	1.19
Uwezo MFB	Small	27	1.11
Daraja MFB	Small	26	1.07
Century MFB	Small	24	0.99
U & I MFB	Small	23	0.95
Maisha MFB	Small	28	1.15
Choice MFB	Small	24	0.99
Sub Total		**181**	**7.45**
Grand Total		**2,431**	**100**

Source: Human Resource Information System (2020)

3.6 Sampling Design and Procedure

Sample size of 344 respondents will be computed by applying Yamane (1967) method for computing sample size from determinate population.

$$\boldsymbol{n = \frac{N}{1+N(e)2}}$$

Where:

n is sample size

N is population size

e is allowed margin error (0.05)

$$\boldsymbol{n = \frac{2{,}431}{1+2{,}431\ (0.05)2}}$$ **= 343.5 = 344 (rounded figure)**

Table 3. 5: Distribution of Sample Size

Strata	Stratum Size	Number of Respondents	Sample Size	% of Sample Size
Large	3	2,000	283	82.27
Medium	3	250	35	10.28
Small	7	181	25	7.25
Total	13	2,431	344	100

Source: Researcher, 2020

Proportionate stratified sample of participants will be assumed on foundation of the number of regulated Microfinance Banks in each echelon and the number of respondents. Sampling factor will be derived from the number of respondents from each bank. In this scenario, large regulated microfinance banks will make a contribution of 283 (82.27%) compared to medium microfinance banks at 35 (10.28%) and small microfinance banks at 25 (7.25%) which is proportionate to their number of respondents 2000, 250 and 181. Thus, the resultant illustration scope of 344 is considered illustrative of the three levels encompassing large, medium as well as small banks.

3.7 Data Collection Instrument

The research will employ primary as well as secondary data. Primary source of information will be gathered by means of self-administered semi structured questionnaires (Appendix II) administered to employees of each microfinance bank that is regulated by CBK. Questionnaire will be managed via drop and pick technique of supervision to permit ample time for the participants to fill in the questionnaire. The instrument will have both closed and open ended queries. Questionnaires will be subdivided into six segments to acquire data that covers various perspectives of the research. Segment A entails demographic features of the participants. Segment B involves technological intelligence. Section C market intelligence strategy, section D competitor intelligence strategy, section E competitive advantage, section F regulatory framework and G performance of regulated Microfinance Banks. Questionnaire will be subjected to reliability and validity tests.

Secondary data will be gathered through document assessment of printed sources as well as publications from CBK like CBK Bank Supervision Annual Report Review (Appendix IV). This data will be suitable for making additional data and authenticating information gathered using questionnaires. Five point likert rating scale oscillating from “No extent” to “Very high extent” will be utilized to measure variables in sections B to G. This scale has equivalent intervals where items will be organized rendering to the size as well as values cannot be analogous (Malhotra, Hall, Shaw & Oppenhelm, 2002).

3.7.1 Operationalization of Constructs

Operationalization is defined as assessable, computable as well as usable catalogue for explanatory and explained concepts (Trochim & Donnelly, 2008). Dependent concept in this study is performance of regulated microfinance banks in Kenya whereas competitive intelligence strategy is the independent variable. The study will seek to establish whether competitive advantage and regulatory framework are mediating and moderating variables respectively on association between competitive intelligence as well as performance of regulated microfinance banks. Table 3.6 shows measurement scale of key research constructs and how they will be conceptualized.

Table 3. 6: Operationalization of Constructs

Construct	**Indicators**	**Conceptualization**	**Measure**	Question No.
Technological Intelligence Strategy (Explanatory construct)	▪ Information acquisition ▪ Online training ▪ Internet banking ▪ Acquisition of robust core banking system	Is an aspect of competitive intelligence strategy that focuses on technology trends and scientific breakthroughs	Five theme likert ranking scale Nominal scale	Segment B Question 10 (a – k) Question 11
Market Intelligence Strategy (Independent Variable)	▪ Customer information ▪ Product/service information ▪ Market knowledge ▪ Supplier information	Focussed on the current activities in the market place: sales, pricing and promotions and their effectiveness	Five theme likert ranking scale Nominal scale	Segment C Question 12 (a –h) Question 13
Competitor Intelligence Strategy (Independent Variable)	▪ Establishment of contact centre ▪ Company tracking ▪ Product planning ▪ Response time	is an aspect of CIS that concentrates on identified opponents, measures their competencies, present & future actions, their obligation to the market sector, tracks patent claims and expirations	Five point likert ranking scale Nominal scale	Section D Question 14 Part (a – h) Question 15
Competitive Advantage (Mediating Variable)	▪ Operating excellence ▪ Product leadership ▪ Superior customer service ▪ Brand application	Ways in which an organization employs it expertise and assets to attain higher returns on investment.	Five theme likert ranking scale Nominal scales	Segment E Question 16 (a – j) Question 17
Regulatory Framework (Moderating Variable)	CBK prudential guidelines on: ▪ Capital adequacy ▪ Asset quality	Laws governing microfinance banks and means employed to ensure adherence	Five point likert rating scale Nominal scale	Section F Question 18 (a – e) Question 19

Organizational Performance of Micro finance banks	Financial performance Performance ▪ ROA ▪ ROI Non-financial performance ▪ Customer retention ▪ Employee satisfaction	Accomplishment of organization's set goals	Interval scale Five point likert rating scale	Section G Question 20 (a – h) Question 21

Source: Author (2020)

3.8 Validity and Reliability

3.8.1 Pilot Study

The questionnaire for primary data collection will be pilot-tested on 34 selected respondents who will be experienced branch managers of regulated microfinance banks and who will subsequently be excluded from the key survey. Pilot testing of the questionnaire will be performed prior to real study so as to get suggestion of anticipated answers with a view to pinpointing vague and indistinct queries as well as to identify probable flaws in the approach and instrumentation as proposed by Cooper and Schindler (2008).

3.8.2 Validity

Validity is the capability of the research instrument to assess what it is supposed to assess (Cooper & Schindler 2006). Validity tests suitability, accuracy and meaningfulness of the measurements. The current study will use face, content and construct validity. To measure face validity, the researcher will adapt instruments that have already been tested in previous studies (Tse, Sin & Yim, 2005). Content validity will be gauged through advice of the supervisors as well as subject matter experts as proposed by Kothari (2004). While construct validity will be evaluated using confirmatory factor analysis.

3.8.3 Reliability

Reliability is the mark of constancy with which study appliance assesses whatever it is destined to assess. According to Mugenda and Mugenda (2003) reliability is the degree to which information gathering procedures yield constant outcomes. Reliability of research instrument will be assessed by means of Cronbach's alpha (α). The value of Cronbach's alpha diverges

from zero to one where zero means no inner constancy among articles in the questionnaire whereas one denotes impeccable inner constancy (Cronbach & Hedge, 2001). This research will use Cronbach's alpha coefficient of 0.7 which is considered dependable (Field, 2009).

Reliability of Research Questionnaire

Research pursued to determine degree to which a research instrument would yield alike and steady outcomes in numerous instances within analogous settings. Reliability was assessed through internal constancy utilizing Cronbach alpha. Reliability outcomes are presented in table 3.7.

Table 3.7 Summary of Reliability Measurements

Variable	Number of Items	Pilot Study	Main Study	Remarks
Technological Intelligence	12	0.920	0.876	Reliable
Market Intelligence	10	0.879	0.941	Reliable
Competitor Intelligence	8	0.868	0.955	Reliable
Competitive Advantage	11	0.877	0.964	Reliable
Regulatory Framework	8	0.800	0.910	Reliable
Performance of MFB	11	0.866	0.958	Reliable
Overall	60	0.960	0.981	Reliable

Source; Survey Data (2020)

Outcomes in table 3.7 display general Cronbach's Alpha of 0.960 suggesting that inner constancy of research concepts was very high. Outcomes display from pilot research, technological intelligence had Cronbach's Alpha constant of 0.920, market intelligence 0.879 while competitor intelligence had 0.868. In addition, competitive advantage had a coefficient of 0.877, regulatory framework had 0.800 while performance of microfinance banks had constant of 0.866. Grounded on pilot outcomes the research concluded that all concepts in the research had a reliability constant greater than 0.7. Thus, study questionnaire was found to be reliable as per recommendations of Field (2009).

Table 3.7 display reliability established on the ultimate research. The outcomes revealed that technological intelligence had a coefficient of 0.876, market intelligence 0.941 and competitor intelligence 0.955, competitive advantage had a coefficient of 0.964 and regulatory framework

had 0.910 while performance of microfinance banks had a constant of 0.958. Therefore, grounded on ultimate outcomes, all study concepts had a Cronbach's Alpha constant larger than 0.7. Research thus accomplishes that there was internal constancy of answers by participants in the questionnaire.

3.9 Data Collection Procedure

Data gathering is an important component in making of valuable information for evaluation and is theme to experiential study well-versed by theory (Kinyua, 2015; Groves, Fowler, Couper, Lepkowski, Singer & Tourangeau, 2009). It is the gathering of data from the designated units of research. The researcher will seek for research license from NACOSTI prior to commencing on data gathering. At regulated microfinance level, the researcher will seek permission from the management of regulated microfinance bank to gather data from their employees. Respondents will be entreated to specify their cognizant agreement to take part in the research.

Research instrument will be distributed to all participants of the research through drop and pick technique to permit ample time for the participants to fill in the questionnaire. Filled in research instruments will be picked at agreed time with different participants. Follow-up will be made via office of respondents so as to improve response rate. Researcher will exercise caution and control to make sure all research instruments distributed to participants are received and to accomplish this, an inventory of research instruments will be kept, which will provide a vibrant description of research instrument that will be distributed, and those that will be collected back.

3.10 Data Analysis and Presentation

3.10.1 Quantitative Data Analysis

Data analysis involves data cleaning and excision to identify inaccurate and immaterial data. It also encompasses exploration and reporting. Quantifiable statistics will be evaluated by means of in cooperating descriptive and inferential statistics. Descriptive statistics will comprise mean and standard deviation which will be computed to afford respondents profiles and research concepts. Pearson’s Product Moment correlation (R^2) will be calculated to display extent of disparity in performance of regulated microfinance banks. Inferential statistics involve measurement or relationships and differences between or among constructs. Simple and

multiple linear regression assessment will be done to establish impact of explanatory concept on the explained concept. Multiple linear regression will be utilized to determine the intervening and regulating impact of competitive advantage and regulatory framework on the association amidst competitive intelligence strategy and performance of regulated microfinance banks.

Table 3.8: Research objectives, Hypothesis, Analytical Models and Interpretation

Research Objectives	Hypotheses	Analytical Models	Interpretation
i) To determine impact of technological intelligence strategy on performance of regulated MFBs.	**H_{01}:** Technological intelligence strategy has no statistically pertinent impact on performance of regulated MFBs.	PMB=β0+β1TIS+ ε Where: PMB=Composite index performance of regulated microfinance banks β0 = Constant β1 =Beta coefficients TIS = Technological Intelligence Strategy ε is error term	Adjusted R^2 Value F–Statistic Regression constants P- value < 0.05
ii) To establish impact of market intelligence strategy on performance of regulated MFBs.	**H_{02}:** MI has no statistically pertinent impact on performance of regulated MFBs.	PMB= β0+β2 MIS + ε PMB = Composite index for performance of regulated microfinance bank β0 = Constant β2 = Beta coefficient MIS =Market Intelligence Strategy ε is error term	Adjusted R^2 Value F –Statistic Regression constants P- value < 0.05
iii) To investigate impact of competitor intelligence strategy on performance of CBK regulated MFBs.	**H_{03}:** Competitor intelligence strategy has no statistically pertinent impact on performance of CBK regulated MFBs.	PMB= β0 + β3 COIS+ ε PMB = Composite index for performance of regulated microfinance bank β0 = Constant β3 = Beta coefficients COIS=competitor intelligence strategy ε = Error Term	Adjusted R^2 Value F –Statistic Regression constants P- value< 0.05
iv) To determine mediating impact of competitive advantage on the correlation between	**H_{04}:** CA has no statistically pertinent mediating impact on correlation between	Regression model I. PMB = β0 + β1CIS + εí II. CA = β0+ β1CIS + εí	Adjusted R^2 P-value <0.05 Regression constants

competitive intelligence strategy and performance of regulated MFBs.	competitive intelligence strategy and performance of regulated MFBs.	III. PMB = β0 + β1CA + εί IV. PMB = β0+ β1CIS + β2CA+ εί where: β0 is constant β1,β2 is regression coefficients PMB is composite index of performance of regulated microfinance bank CA is composite index for competitive advantage εί is error term	Four steps causal path analysis will utilized to assess for statistical intervention (Baron &Kenny, 1986).
v) To establish regulating impact of regulatory framework on correlation between CIS and performance of regulated microfinance banks in Kenya.	**H_{05}**: Regulatory framework has no statistically pertinent regulating impact on correlation between CIS and performance of regulated MFBs.	PMB = β0+β1CIS +β2A + β3CIS* T + ε' PMB=β0+β1CIS+β2G + β3CIS*M+ ε' PMB = β0+β1CIS+β2I + β3CIS*C+ ε' Where: PMB=Performance of Regulated Microfinance Bank β0 is constant β1, β2 ,β3 are regression coefficients CIS= Composite index for Competitive Intelligence Strategy CIS*T, CIS*M, CIS*C = Interaction terms ε' is error term	Change in adjusted R^2 value Change in F-value P-value <0.05 Regression constants

Source: Author, 2020

3.10.2 Qualitative Data Analysis

Open ended queries will be examined by means of content analysis which will involve alignment of mutual subjects together so that outcomes can be extra expressive. Use of open ended queries in this research will facilitate utilization of content analysis and enable respondents to bring out applicable matters that cannot simply be recorded when using closed ended queries. Centred on Glesne (2015) assertion on examination of qualitative information,

gathered information will be prearranged, organized, coded and thematically assessed, probing for significance, inferring and portrayal of inferences on the foundation of constructs.

3.11 Diagnostics Tests

Diagnostic assessments are carried out on the gathered information prior to real examination to establish validity of the study results (Kothari, 2004). To make sure that outcomes of multiple linear regression examinations are consistent numerous assessments on simple conventions about population from where information will be derived will be conducted. They include: test of normality, linearity, multicollinearity and homoscedasticity.

3.11.1 Normality Test

Normality is the possibility that gathered information connecting to a definite phenomenon will be typically spread over the population sample (Kothari, 2004). The general guideline is that a concept is practically adjacent to normal if its skewness and kurtosis have values between -0.1 and + 0.1 as suggested by Myoung (2008). Normalcy assessment is significant since regression model approximation approaches are founded on postulation of normality as normally circulated statistics certifies that information is fitting for additional numerical examination and does not upshot to magnified indicators and under assessed standard errors (Field, 2009). Normality will be assessed by means of Shapiro-Wilk trial which has power to identify deviation from normality due to either skewness or kurtosis or both. It gauges whether data is normally spread against null hypothesis (Razali & Wah, 2011).

3.11.2 Test of Linearity

Linearity means that connection amid explanatory and explained concepts is linear. Which means that each increment by one element in an independent concept is linked with stable increment in the explained concept. In addition, correlation constant indicate strength as well as the route of the linear association; a adverse connection shows converse association where an upsurge in one concept cause reduction in the other while positive connection shows straight effect, where an increment in one concept causes an increment in the other concept (Field, 2009). ANOVA tests will be utilized to test the assumption of linearity which equates cluster means by evaluating contrasts of variance approximations to assess whether or not the averages

of numerous clusters are all equivalent (Garson, 2012). ANOVA assessment is greater than two-sample t-test which is vulnerable to amplified casual of committing a type I error.

3.11.3 Test of Independence

Assessments of Independence of error terms suggests that interpretations are autonomous. Durbin Watson (DW) trial checks that residuals of the model(s) are not auto correlated since independence of residual is one of the simple supposition of regression assessment. DW measurement varies from zero to four where tallies between 1.5 and 2.5 specify autonomous observations (Garson, 2012).

3.11.4 Test of Multicollinearity

Multicollinearity refers to the linear correlation among constructs (Hair *et al*., 2010). It seeks to establish if two or more independent concepts in a multiple regression model are directly correlated (Iacobucci, Schneider, Popovich & Bakamitsos, 2017). Multicollinearity will be assessed by calculating the variance inflation factors (VIF) and its reciprocal, the tolerance. VIF value of beyond 10 as well as tolerance smaller than 0.1 shows existence of multi-collinearity (Hair *et al*., 2010). Multicollinearity generates challenge for multiple regression models given that collinearity upsurges standard error of constants creating them less consistent.

3.11.5 Test of Homoscedasticity

Homoscedasticity (homogeneity) refers to supposition that explained concept shows related amounts of difference across a range of values for an explanatory concept (Lewis & Linzer, 2005). Homoscedasticity will be assessed by Levene's trial of homogeneity of variances. This measurement assesses whether or not adjustment amidst explained as well as explanatory concepts is the same. Garson (2012), suggests that possibility assessment should be superior than 0.05 to meet the homoscedasticity supposition to permit regression model for extra assessment.

3.12 Ethical Concerns

Ethics are customs prevailing on human behaviour which have substantial impact on human welfare (Minja, 2009). It encompasses making decision about right and wrong conduct (Kerridge, Lowe & McPhee, 2005). In this research, the researcher will make sure that participation is voluntary and no participant will be coerced into taking part in the study. Permission will be acquired from the selected regulated microfinance banks and cognizant permission gotten from research participants. All respondents will be told of the objective of the research with reassurance that given information will be utilized for academic purpose only. Privacy as well as confidentiality will also be observed. Replies accredited to exact personalities or regulated microfinance banks will be preserved in strict sureness. Designations of participants and regulated microfinance banks will not be disclosed. Therefore, while carrying out research, the scholar will ensure that study morals are adhered to.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The chapter presents outcomes of research on competitive intelligence strategy on performance of regulated microfinance banks. The chapter discusses assessment of response rate, reliability of the research questionnaire, respondents' demographic data, descriptive statistics, analytical assessments, tests of hypotheses and qualitative statistics analysis.

4.2 Response Rate Analysis

Objective of response ratio analysis is to measure how well the targeted population responded in providing research data. The research pursued to gather information from 344 participants from 13 microfinance banks that are regulated by CBK. Questionnaires reverted are as displayed in Table 4.1.

Table 4.1 Response Ratio Analysis.

Strata	Strata Size	Target Sample	Actual Response	Response Rate
KWFT	Large MFB	125	75	60%
FAULU	Large MFB	112	83	74.10%
RAFIKI	Large MFB	46	43	93.50%
TOTAL		**283**	**201**	**71.00%**
SMEP	Medium MFB	16	11	68.75%
CARITUS	Medium MFB	11	9	81.81%
SUMAC	Medium MFB	9	6	66.67%
TOTAL		**36**	**26**	**72.20%**
REMU	Small MFB	4	4	100%
MAISHA	Small MFB	4	3	75%
UWEZO	Small MFB	4	3	75%
DARAJA	Small MFB	4	3	75%
CENTUARY	Small MFB	3	3	100%
CHOICE	Small MFB	3	3	100%
U&I	Small MFB	3	3	100%
TOTAL		**25**	**22**	**88%**
GRAND TOTAL		**344**	**249**	**72.38%**

Source: Research Data (2020)

It is noted from Table 4.1 that the scholar disseminated 344 research instruments, out of which 249 answered positively by completing and submitting the instruments. This signified a total affirmative rejoinder percentage of 72.38%. The residual 27.62% were impassive even after numerous follow-ups and prompts. In the specific groupings it was perceived that there was 71.0% response percentage amongst large microfinance banks, 72.2% for medium microfinance banks while 88.0% for small microfinance banks. Based on these results, small microfinance banks had the highest response percentage at 88.0% trailed by medium microfinance banks at 72.2% while large microfinance banks had the minimum response percentage at 71.0%.

Response percentage was established to be satisfactory for assessment in agreement recommendations suggested by Mugenda (2009) who established that a rejoinder ratio of 50% is suitable for examination and reportage, a ratio of 60% is decent while of 70% and above is exceptional for analysis resolves. Rejoinder percentage for large, medium and small microfinance banks were therefore excellent. Established on the general rejoinder percentage, it was established that the rejoinder ratio of 72.38% was outstanding and demonstrative to allow information assessment and reportage.

4.3 Demographic Information

Research wanted to acquire demographic data concerning to participants' age, gender, educational attainment, rank as well as period of time they have done their job at microfinance bank. The outcomes are as shown in table 4.3.

Table 4.3: Demographic Data of Participants

Category	**Frequency**	**Percentage**
Gender		
Male	129	51.2
Female	120	48.8
Total	**249**	**100**
Age of the Respondents		
18 - 26 years	37	14.9
27 - 35 years	95	38.2
36 - 44 years	62	24.9
45 - 53 years	39	15.7
Above 54 years	16	6.4

Total	**249**	**100**
Level of Education		
Diploma	10	4
Degree	164	65.9
Masters	71	28.5
Doctorate	4	1.6
Total	**249**	**100**
Rank		
Senior	39	15.7
Middle	128	51.4
Junior	82	32.9
Total	249	100
Years of Experience		
Below 3 years	34	13.7
4 - 7 years	88	35.3
8 -11 years	76	30.5
Above 12 years	51	20.5
Total	**249**	**100**

Source: Research Data (2020)

Outcomes displayed in table 4.3 demonstrate that majority of participants were male represented by 51.8% (129) while 48.2% (120) were female this affirms that there was a just demonstration of both genders in this study. For age distribution, it was observed that bulk of the participants were in the age group 27 – 35 years at 89.2% (95) followed by 36 - 44 at 24.9% (62), 45 - 53 at 15.7% (39), 18 - 26 at 14.9% (37) and lastly above 54 years at 6.4% (16). This shows that participants engaged in the research were capable of offering dependable data concerning to the study concepts. Pertaining to educational attainment, majority of the participants had bachelor's degrees at 65. 9% (164), trailed by master's degrees at 28.5% (71), diploma at 4% (10) and finally, doctorate at 1.6% (4). This indicates that bulk of participants had either achieved bachelor's or a master's degree qualification. The respondents had prerequisite knowledge on the competitive intelligence undertakings their organizations had been undertaking and were proficient in gauging influence of these events on the performance of their organization. It was also perceived that majority of the participants were middle level management at 51.4% (128) followed by junior staff at 32.9% (82) while senior management were at 15.7% (39). This indicates that participants were knowledgeable with the competitive intelligence events, as they were the persons bestowed with the obligation of managing the

practices in their organizations and well placed to assess impact of these actions on performance.

Finally, regarding sum of years operated in the microfinance banks, outcomes express that most of the participants 35.5% (88) had toiled in the microfinance bank for between four and seven years, 30.5% (76) between 8-11 years, 20.5% (51) for over 12 years while only 13.7% (34) had toiled for 3 years and below. From the outcomes, it can be concluded that most of the participants had toiled in the microfinance banks for between 4 and 7 years. The responders have been in their current employment for a long period, had adequate knowledge about regulated microfinance banks and thus, information provided was reliable.

4.4 Descriptive Statistics

This segment presents descriptive statistics on the research concepts; technological intelligence strategy, market intelligence strategy, competitor intelligence strategy, competitive advantage, regulatory framework and performance of regulated microfinance banks. These expressive numerical assessments afford a diversity of procedures that comprise methods of central tendency (mean and standard deviation) for compressing huge records collections into lesser as well as remarkable arithmetical tallies to define original observations.

Participants were obligated to reply to declarations on each of the concept on a gauge of 1-5. Procedures of central tendency were utilized in this research to condense features of the concepts under research centered on answers provided by participants from a 5-point Likert scale research instrument. Each concept is discoursed distinctly and outcomes are displayed in distinct tables 4.5, 4.6, 4.7, 4.8, 4.9 and 4.10.followed by discussions.

4.4.1 Technological Intelligence Strategy

Technological intelligence strategy was measured using indicators comprising of Information acquisition, on line training, internet banking and acquisition of robust core banking system. The descriptive data for each of these aspects are displayed in table 4.5.

Table 4.5 Descriptive statistic for Technological Intelligence Strategy

Declaration	Mean	Std. Deviation
Our microfinance bank has shown commitment to embracing latest technology	4.125	.986
Staff inventiveness and creativeness are encouraged	4.012	.914
Staff are capable to convert information and concepts into novel products, procedures and systems.	4.076	3.316
Our microfinance bank has established multiple avenues of acquiring information on latest technology	3.827	.975
This microfinance bank offers internet banking	3.695	1.057
Microfinance bank has robust core banking systems.	3.880	.997
Our microfinance bank has an established online training platform for employees.	3.731	1.018
This microfinance bank has elaborate methods of disseminating information to employees	3.767	.989
Our microfinance bank encourages knowledge sharing among employees.	4.016	.911
Our microfinance bank has elaborate mechanism of evaluating usefulness of information acquired.	3.851	.962
This microfinance bank has multiple sources of information	3.880	1.060
Our microfinance bank guarantees excellence	4.293	1.003
Concept Total	**3.929**	**1.182**

Source: Research Data (2020)

Outcomes in Table 4.5 display that most microfinance banks embraced latest technology to attain the anticipated outcomes with average of 4.125 and standard deviation of 0.986, staff inventiveness and creativeness are encouraged with average of 4.012 and standard deviation of 0.914. Further, staff are capable to convert information and concepts into novel products, procedures and systems with average of 4.076 and standard deviation of 3.316. Microfinance bank has established multiple avenues of acquiring information on latest technology average of 3.827 as well standard deviation of 0.975. In addition, our microfinance bank offers internet banking with mean of 3.695 and standard deviation of 1.057.

Furthermore, outcomes have shown that microfinance bank has robust core banking systems with mean of 3.880 and standard deviation of 0.997 and has an established online training platform for employees as shown by average of 3.731 and standard deviation of 1.018. Grounded on the outcomes it is established that microfinance banks have elaborate methods of disseminating information to employees with average of 3.767 and standard deviation of 0.989.

It is also noted that our microfinance bank encourages knowledge sharing among employees with mean of 4.016 and standard deviation of 0.911. Microfinance bank has elaborate mechanism of evaluating usefulness of information attained with an aggregate of 3.851 and standard deviation 0.962. Our microfinance bank has multiple sources of information had an aggregate of 3.880 and standard deviation of 1.056. Microfinance bank guarantees excellence with mean of 4.293 and standard deviation of 1.003.

Cumulative mean and standard deviation for indicators on technological intelligence strategy were 3.929 and 1.182 correspondingly. Average mean estimates of 4.00 (agree) on a 5- point Likert gauge applied in this research signifying that participants established that events concerning to technological intelligence strategy are carried out in regulated microfinance banks. Additionally, general standard deviation for technological intelligence strategy is high displaying agreement among respondents that variable did not have significant influence on performance of regulated microfinance banks.

4.6.2 Market Intelligence Strategy

Market intelligence strategy was investigated using indicators comprising of Customer segment information, Product/Service information, market knowledge, Suppliers information, services delivered to customers and product packaging – differentiation. The descriptive measurements from rejoinders on market intelligence are displayed in table 4.6.

Descriptive statistic for Market Intelligence Strategy

Declaration	Mean	Std. Deviation
This microfinance bank works hard to ensure brand quality in the market	3.743	1.027
Our microfinance bank has unit designated on acquiring information about prevailing conditions	3.582	.886
Microfinance bank engages a lot in information acquisition about suppliers to competitors	3.418	.881
Our microfinance bank has a designated unit of acquiring information on competitor's products and services	3.466	.898
This microfinance bank has multiple sources of obtaining customer information	3.546	.946
Our microfinance bank prioritizes acquisition of latest information on competitor's products and services	3.594	.946
This microfinance bank offers unique products and services	3.602	.928

Our microfinance bank conducts regular surveys on uptake of bank's products and services.	3.394	.945
regulated microfinance bank has footprint in different parts of the country	3.510	.942
We work hard to enhance our brand quality	3.546	1.081
Variable Aggregate	**3.540**	**.948**

Source: Research Data (2020)

Outcomes in table 4.6 display that regulated microfinance bank works hard to ensure brand quality in the market had an aggregate score of 3.743 and standard deviation of 1.027. Further, microfinance bank has a unit designated on acquiring information about prevailing conditions had a mean of 3.582 and standard deviation of 0.886. Furthermore, microfinance bank engages a lot in information acquisition about suppliers to competitors had an aggregate score of 3.418 and standard deviation of 0.881. Moreover, microfinance bank has a designated unit of acquiring information on competitor's products and services had a mean of 3.466 and standard deviation of 0.946. Furthermore, microfinance bank has multiple sources of obtaining customer information had an aggregate score of 3.546 and standard deviation of 0.946. Microfinance bank prioritizes acquisition of latest information on competitor's products and services had a mean of 3.594 and standard deviation of 0.946. Microfinance bank offers unique products and services had a mean of 3.602 and standard deviation of 0.928. Microfinance bank conducts regular surveys on uptake of bank's products and services had a mean of 3.394 and standard deviation of 0.945. Microfinance bank has footprint in different parts of the country had a mean of 3.510 and a standard deviation of 0.942. While, Microfinance banks work hard to enhance our brand quality had an aggregate score of 3.546 and standard deviation of 1.081.

Cumulative average score for market intelligence strategy was 3.540 with a standard deviation of 0.948. Cumulative mean estimates to 4.00 (high extent) on a 5-point Likert gauge utilized in the study and therefore specifies that there is covenant among participants that actions concerning market intelligence are accomplished in regulated microfinance banks. Additionally, low aggregate standard deviation of 0.948 denotes that the rejoinders were focused about cumulative average and therefore it's a steady and consistent approximation of true mean. In this research, slim disparity from average mean rejoinder affirms that participants established that market intelligence is a key component in influencing performance.

4.6.3 Competitor Intelligence Strategy

The concept of competitor intelligence strategy was measured using indicators comprising of establishment of contact center, company tracking, product planning and response time. The descriptive statistics for competitor intelligence are displayed in table 4.7.

Descriptive statistic for Competitor Intelligence Strategy

Declaration	Mean	Std. Deviation
Our microfinance bank has an established contact centre	4.366	.950
This microfinance bank has a designated unit for gathering information on competitor's products and services.	4.152	.976
Our microfinance bank has a department that tailors products and services that meet customer preferences	4.080	.985
Our microfinance bank has a quick response time to customers queries and enquiries	4.237	.914
This microfinance bank has unit that gathers up to date information about the competitor	4.008	.963
Our microfinance bank has a mechanism of obtaining data from persons who trade with competitors.	3.831	.973
This microfinance bank has a unit that frequently carries an up to date competitor analysis	3.831	.957
Our microfinance bank regularly reviews processes, products and services to mirror current trends.	4.172	.999
Variable Aggregate	**4.085**	**.965**

Source: Research Data (2020)

Outcomes in table 4.7 display regulated microfinance banks in Nairobi city county have an established contact centre to the extent revealed by average of 4.366 and standard deviation of 0.0950, designated unit for gathering information on competitor's products and services with average of 4.152 and standard deviation of .976 and department that tailors products and services that meet customer preferences with average of 4.152 and standard deviation of 0.976. It was established that regulated MFB offers quick response time to customer's queries and enquiries with an aggregate of 4.237 and standard deviation of 0.914 while, unit that gathers up to date information about the competitor had an aggregate of 4.008 while standard deviation was 0.963. It was established that regulated MFB had mechanism of obtaining data from persons who trade with competitors to a moderate degree with a mean of 3.831 as well as standard deviation of 0.973, a unit that frequently carries an up to date competitor analysis to a moderate degree with mean of 3.831 as well as standard deviation of .957 and reviews processes, products and services to mirror current trends had an average of 4.172 as well as

standard deviation of 0.965. Cumulative mean as well as standard deviations for indicators on competitor intelligence are 4.085 and 0.965 correspondingly. This general average estimates toward 4.00 (high extent) on the 5-point Likert measure utilized in the research and therefore reveals that the levels of undertakings pertaining to competitor intelligence in regulated microfinance banks are practiced to a high extent. Furthermore, low cumulative standard deviation of 0.965 suggests that rejoinders are focused about cumulative average and therefore it's a steady and consistent approximation of the true mean. In this study, respondents agree that competitor intelligence plays important function in performance.

4.6.4 Competitive Advantage

The variable competitor intelligence strategy was investigated using indicators comprising of operational excellence, product leadership, superior customer service and brand application. Descriptive indicators of concept are displayed in Table 4.8.

Descriptive statistic for Competitive Advantage

Statement	Mean	Std. Deviation
This microfinance bank brand name is widely known	4.084	1.061
Our microfinance bank has products and services that meets customer's needs	4.205	.939
This microfinance bank offer excellent services to customers	4.321	.894
Our microfinance bank is reputed for offering operational excellence to customers.	4.293	.924
This microfinance bank offers superior customer service to customers	4.297	.894
Our microfinance bank brand is reputable in the market.	4.068	.937
Our microfinance bank offers products and services that are different from competitors	3.940	.959
This microfinance bank is known for products and service leadership	3.912	.938
Our microfinance bank has unique products and services that customers identify with.	3.936	.957

This microfinance bank uses brand applications that are user friendly.	3.952	1.042
Our microfinance bank works closely with our stakeholders to enhance consumer awareness of our brand	4.117	.983
Variable Aggregate	**4.102**	**.957**

Source: Research Data (2020)

Outcomes in table 4.8 express majority of responders were of the view that their regulated MFB brand name is widely known, has products and services that meets customer's needs and offer excellent services to customers with average of 4.084, 4.205 and 4.301 correspondingly with their corresponding standard deviations of 1.061, 0.939 and 0.894 respectively. In addition, regulated MFB reputed for offering operational excellence to customers, offers superior customer service to customers, brand is reputable in the market, offers products and services that are different from competitors and known for products and service leadership with mean scores of 4,293, 4.207, 4.068, 3.940 and 3.912 respectively with their corresponding a standard deviations of 0.924, 0.894, .937, 0.959 and 0.938 respectively. Lastly, regulated MFB in Nairobi City County has unique products and services, uses brand applications that are user friendly and works closely with our stakeholders to enhance consumer awareness of our brand with mean scores of 3.936, 3.952 and 4.117 respectively and with their corresponding standard deviation of 0.957, 1.042 and 0.957 correspondingly.

The overall aggregate average and standard deviations for indicators on competitive advantage 4.102 as well as 0.957 correspondingly. This overall average estimates to 4.00 (high extent) on a 5-point Likert measure applied in the research and therefore reveals that the levels of events concerning competitive advantage in regulated microfinance banks are practiced to a high extent. Furthermore, low aggregate standard deviation of 0.957 suggests that the answers are focused about cumulative average and hence a steady and consistent appraisal of the true mean. Therefore, respondents in this research agree that competitive advantage plays significant role in performance.

4.6.5 Regulatory Framework

The concept of regulatory framework was measured using indicators comprising of prudential guidelines on capital adequacy and asset quality, professional bodies. Descriptive data of regulatory framework are displayed in table 4.9.

Descriptive statistic for Regulatory Framework

Declaration	**Mean**	**Std. Deviation**
Our regulated microfinance banks adheres to prudential guideline on capital adequacy	4.269	0.973
Regulated microfinance banks adheres to prudential guideline on asset quality	3.864	0.974
Our regulated microfinance bank operates in an environment that is highly regulated	4.337	0.924
This microfinance bank operates within the professional standards outlined by professional bodies.	4.281	0.964
Regulatory framework is prohibitive to the regulated microfinance banking business.	3.844	0.969
Statutory requirements for microfinance banking business are too prohibitive	3.743	0.957
Compression to obey to typical business norms limits our creativeness	4.006	0.972
Proficient ethics put in place by business practitioners are very severe and encompassing.	4.239	0.959
Variable Aggregate	**4.073**	**0.962**

Source: Research Data (2020)

Outcomes in table 4.9 reveal regulated microfinance banks adheres to prudential guideline on capital adequacy and asset quality with average of 4.269 and 3.864 correspondingly with their corresponding standard deviations of .973 and .974. In addition, regulated microfinance bank operates in an environment that is highly regulated had a tally of 4.337 on average as well as standard deviation of .924. Moreover, microfinance bank operates within professional standards outlined by professional bodies had an aggregate of 4.281 and standard deviation of 0.964. Furthermore, regulatory framework is prohibitive to the regulated microfinance banking business reported an aggregate of 3,844 and standard deviation of 0.069. Statutory requirements for microfinance banking business are too prohibitive had 3.743 and standard deviation of 0.957. Pressure to adapt to normal industry practices limits our creativeness had a

tally of 4.006 and standard deviation of 0.972. While professional canons placed down by the business community are very challenging and engaging had a mean of 4.239 whereas standard deviation was 0.959. Cumulative average was 4.073 and standard deviation of 0.962.

Overall cumulative tally and standard deviations of indicators on regulatory framework are 4.073 and 0.962 correspondingly. This cumulative average estimates to 4.00 (high extent) on a 5-point Likert gauge utilized in research and hence, shows that levels of events concerning to regulatory framework in regulated microfinance banks are practiced to a high extent. Furthermore, low cumulative standard deviation of 0.962 infers that rejoinders focused around cumulative mean and therefore, it's a steady and consistent appraisal. In this study, participants concur that regulatory framework performs a critical role in performance.

4.6.6 Organization Performance

Organization performance was determined using items including of return on assets, return on investments, client retention and employee satisfaction. Descriptive statistics concerning performance are displayed in Table 4.10.

Descriptive statistic for Performance of Regulated MFB

Declaration	Mean	Std. Deviation
Staff expertise improves output of tasks.	4.402	.916
Employee's knowledge improves the speed of performing tasks.	4.329	.914
Employee's performance is adequately monitored	4.165	.916
Staff performance is measured using both quantifiable and qualitative measures	3.835	.829
Our microfinance bank continuously assesses employee's job satisfaction	3.442	.879
Our microfinance bank makes efforts to attract and retain customers	3.896	.821
Our microfinance bank engages in campaigns to mobilize customers to join the bank	4.028	.859
Our microfinance bank works hard to ensure customers are satisfied	4.072	.904
Microfinance bank work hard to increase customer retention level	4.060	.916
Microfinance bank focuses on lines of businesses that results in growth of return on assets (ROA)	4.329	.887
Microfinance bank engages on business activities that are geared to increase return on investment (RO1)	4.374	.934

Variable aggregate	**4.085**	**.889**

Source: Research Data (2020)

Outcomes in Table 4.10 reveal that regulated microfinance bank's staff expertise improves output of tasks, employee's knowledge improves the speed of performing tasks, employee's performance is adequately monitored and Staff performance is measured using both quantifiable and qualitative measures had an average of 4.402, 4.329, 4.165 and 3.835 correspondingly with their corresponding standard deviations of .916, .914, .916 and .829 correspondingly. Simultaneously, the study discovered that regulated MFB continuously assesses employee's job satisfaction, makes efforts to attract and retain customers, engages in campaigns to mobilize customers to join the bank and works hard to ensure customers are satisfied with mean scores of 3.442, 3.896, 4.028 and 4.072 respectively with their corresponding standard deviations of .879, .821, .859 and .904. Moreover, microfinance bank work hard to increase customer retention level, focuses on lines of businesses that results in growth of return on assets (ROA) and engages on business activities that are geared to increase return on investment with an average of 4.060, 4.329 and 4.374 correspondingly with their corresponding standard deviations of .916, .887 and .934 respectively.

Aggregate average and standard deviation of pointers on performance are 4.085 and 0.889 correspondingly. Average mark approximates 4.00 on a 5-point Likert gauge utilized in this study affirms that there is consensus among participants that pointers of performance are existing in regulated microfinance banks. Low cumulative standard deviation suggests a slim inconsistency of replies and therefore, cumulative average responses is steady and consistent estimator of true mean. General slim inconsistency of replies from cumulative average response sanctions that performance is significant in regulated microfinance banks.

4.7 Diagnostic Assessment Outcomes

Analytical assessments were made on the gathered information to ascertain that data met pertinent expectations of linear regressions (Greene, 2002). Desecrations of expectations of multiple regression assessments can end up in prejudiced approximations of affiliations, over or under assertive approximations of accuracy of regression constants as well as unreliable assurance ranks and importance assessments (Cohen *et al*., 2003; Chatterjee & Hadi, 2012). Diagnostic assessments administered includes normality, multicollinearity and linearity.

4.7.1 Normality Test

Statistical processes necessitates that data be normally spread. According to Ghasemi and Zahediasl (2012) postulation of normality desires to be tested prior to carrying out any parametric assessment since soundness of outcomes will be contingent on data being normally spread. When data is not normally spread, utilizing statistical assessments that undertake normality may provide deceptive outcomes. Shapiro-Wilk assessment was engaged to assess normality. To establish if statistics do trail a standard spreading, study matched p-value to the consequence level. Consequence height of 0.05 was embraced for this research shows the peril of finalizing that statistics does not adhere to standard spread when essentially statistics actually trail a typical spread was 5%. Razali and Wah (2011) assert that rule of thumb for Shapiro-Wilk assessment is that statistics is typically spread when assessment is non-important ($p>0.05$). Shapiro –Wilk assessment of normally outcomes are displayed in table 4.11.

Table 4.11 **Shapiro-Wilk Test of Normality Results**

	Kolmogorov-Smirnov[a]			Shapiro-Wilk			Conclusion
	Statistic	df	Sig.	Statistic	df	Sig.	
Market Intelligence	.051	249	.200*	.992	249	.206	Normally Distributed
Technological Intelligence	.053	249	.088	.995	249	.532	Normally Distributed
Competitor Intelligence	.045	249	.200*	.992	249	.213	Normally Distributed
Competitive Advantage	.065	249	.013	.991	249	.145	Normally Distributed
Regulatory Framework	.064	249	.015	.992	249	.170	Normally Distributed
Firm Performance	.060	249	.029	.992	249	.160	Normally Distributed

Source: Research data (2020) *. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Statistics from table 4.11 discloses that six study constructs had p values of 0.532 for technological intelligence strategy, 0.206 for market intelligence strategy, 0.213 competitor intelligence strategy, 0.145 for competitive advantage, 0.170 for regulatory framework while 0.160 for performance of regulated microfinance. In this scenario, these computed prospective principles were better than 0.05 thus at 95% assurance level, the model tails a typical spread as suggested by Razali and Wah (2011).

4.7.2 Assessment of Multicollinearity

Multicollinearity was verified by calculating variance inflation factors (VIF) and its reciprocal, tolerance. VIF enumerates sternness of multicollinearity in a normal least- squares regression assessment. VIF's better than 10 are a symbol of multicollinearity; greater VIF, the more severe the issue. Outcomes are displayed in table 4.12

Table 4.12 Collinearity Statistics

Variable	Tolerance	VIF	Comment
Technological Intelligence	.939	1.065	No multicollinearity
Market Intelligence	.929	1.076	No multicollinearity
Competitor Intelligence	.931	1.074	No multicollinearity
Competitive Advantage	.940	1.064	No multicollinearity
Regulatory Framework	.957	1.045	No multicollinearity

Source: Research Data (2020)

Table 4.12 displays that all study concepts had tolerances and VIFs grander than 0.1 as well as fewer than 10 correspondingly. Salmerón, García and García (2018) suggest that VIF of at least 10 or tolerance of at most 0.1 submit existence of multicollinearity. Technological intelligence strategy had VIF of 1.065, market intelligence strategy had the highest VIF at 1.076, competitor intelligence strategy 1.074 while competitive advantage had 1.064. Regulatory framework yielded the least with VIF at 1. This indicates that there was no multicollinearity and hence all forecaster constructs were upheld in the regression paradigm as this is steady with threshold suggested by Salmerón, García and García.

4.7.3 Linearity Test

Regarding postulation of linearity, linear affiliation of explanatory concepts on explained concept was assessed by means of Pearson's correlation constant among organization performance and each of the postulated independent concepts as suggested by Yount, (2006). Linearity outcomes are presented in Table 4.13.

Table 4.13 Outcomes of Pearson's Correlation Linearity Test

Variable		Performance	Conclusion
Technological Intelligence Strategy	Pearson Correlation	1	Linear Relationship
	Sig. (2 tailed)	0.000	
	N	249	
Market Intelligence Strategy	Pearson Correlation	0.697	Linear Relationship
	Sig. (2 tailed)	0.000	
	N	249	
Competitor Intelligence Strategy	Pearson Correlation	0.828	Linear Relationship
	Sig. (2 tailed)	0.000	
	N	249	
Competitive Advantage	Pearson Correlation	0.813	Linear Relationship
	Sig. (2 tailed)	0.000	
	N	249	
Regulatory Framework	Pearson Correlation	0.665	Linear Relationship
	Sig. (2 tailed)	0.000	
	N	249	
Performance	Pearson Correlation	0.728	Linear Relationship
	Sig. (2 tailed)	0.000	
	N	249	

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

Source: Survey Data (2020)

Outcomes displayed in Table 4.13 show technological intelligence strategy had a Pearson correlation of 1 with a corresponding p-value 0.000, market intelligence strategy had 0.697 corresponding p-value 0.000, competitor intelligence strategy had Pearson correlation of 0.828 with corresponding p-value 0.000, competitive advantage had 0.813 with a p-value

0.000, regulatory framework had Pearson correlation pf 0.665 with p-value 0.000 while performance had a Pearson association of 0.728 with corresponding p-value of 0.000. This suggests that jointly and individually, independent variables have a linear affiliation with the explained concept. Results established theoretical underpinning of the study that the predictor variables influences organizational performance (Gupta, 2005)

4.7.4 Homoscedasticity Test

Homogeneity of difference undertakes that variance of explained concept is similar at all levels of explanatory concept. Homoscedasticity was assessed by Levene's trial. This assessment was to ratify that difference among explanatory and explained concepts are identical crossways of all tenets of the two concepts. It is to certify that distribution of the tallies in the concepts about the average are unevenly similar. If assessment is not substantial (computed possibility ≥ .05), the two variances are not expressively diverse therefore, roughly equal (Gastwirth *et al*., 2009). The outcomes are displayed in Table 4.14.

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Technological Intelligence	.797	27	218	.753
Market Intelligence	1.309	27	218	.150
Competitor Intelligence	.991	27	218	.482
Competitive Advantage	.754	27	218	.807
Firm Performance	1.024	27	218	.437
Regulatory Framework	1.820	27	218	.110

Source: Survey Data (2020)

Table 4.14 indicates that computed possibility is superior than 0.05 for all study constructs. These standards ranges amid 0.110 for regulatory framework and 0.807 for competitive advantage. In this scenario, differences were considerably equivalent as suggested by Gastwirth

4.8 Test of Hypotheses

Hypothesis assessment was conducted via multiple regression assessment. Outcomes of assessments were construed through adjusted R^2 and P values at $P < 0.05$ importance equal.

Concepts undergoing research were degenerated on performance pointers and a compound ration for all concepts calculated to replicate whole concepts. Hypothesis for straight connections were first accessible trailed by intervened and moderated connection supposition respectively. The ensuing suppositions were verified in the corresponding manner.

H_{01}: Technological intelligence has no statistically substantial impact on performance of Central Bank of Kenya regulated microfinance banks.

H_{02}: Marketing intelligence strategy has no statistically significant impact on performance of Central Bank of Kenya regulated microfinance banks.

H_{03}: Competitor intelligence strategy has no statistically significant impact on performance of Central Bank of Kenya regulated microfinance banks.

H_{04}: Competitive edge has no statistically substantial intervening impact on the relationship between competitive intelligence strategy and performance of Central Bank of Kenya regulated microfinance banks.

H_{05}: Regulatory framework has no statistically significant regulating impact on connection amid competitive intelligence as well as performance of Central Bank of Kenya regulated microfinance banks.

4.8.1 Assessment of Direct Relationship Hypotheses

Multiple regression assessment was done at 95% assurance height (α =0.05) with organization performance as explained concept and competitive intelligence as explanatory concept. Objective of this research was to determine impact of competitive intelligence on performance of Central Bank of Kenya regulated microfinance banks. The experiential model was in the following format:

$$\mathbf{PER_F = \beta 0 +} \beta 1TIS + \beta 2MIS + \beta 3CS \mathbf{+ \varepsilon}$$

Where:

PER_F = Performance of regulated microfinance banks

$\beta 0$ = Constant

$\beta 1$, $\beta 2$, $\beta 3$ = Beta coefficients

T_{IS} = Technological intelligence strategy

M_{IS} = Market intelligence strategy

C_S = Competitor intelligence

ε’ = error term

Outcomes of regression are displayed in Table 4.14

Table 4.14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.839[a]	.705	.701	.40808	.705	194.721	3	245	.000

a. Predictors: (Constant), Competitor Intelligence, Market Intelligence, Technological Intelligence

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	97.278	3	32.426	194.721	.000[b]
	Residual	40.799	245	.167		
	Total	138.077	248			

a. Dependent Construct: Organization Performance

b. Predictors: (Coefficents), Competitor Intelligence, Market Intelligence, Technological Intelligence

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.842	.138		6.104	.000
	Technological Intelligence	.038	.060	.042	.630	.529
	Market Intelligence	.244	.048	.251	5.092	.000
	Competitor Intelligence	.547	.056	.617	9.796	.000

a. Explained Concept: Organization Performance
   Source: Survey Data (2020)

Outcomes in table 4.14 display paradigm fit, which institutes how paradigm equation fits statistics. Relationship constant (R) is perceived as 0.839, which means that there is robust affirmative association amid explanatory concepts and organization performance. Adjusted R2 was utilized to determine projecting power of research paradigm and it was established to be 0.701 suggesting that 70.1% of difference in organization performance is expounded by technological intelligence strategy, market intelligence strategy and competitor intelligence. Remainder 29.9% of difference in performance is expounded by additional concepts other than constructs already in the paradigm. The outcomes further express that F indicator is 194.721 with *p*-tally of 0.000. This is a suggestion that regression paradigm is substantial. Summarized statistics in table 4.14 shows unstandardized beta coefficient for technological intelligence strategy is 0.038 with calculated p-value of 0.529, market intelligence strategy is 0.244 with significance p-value of 0.000 while and competitor intelligence strategy is 0.547 and significance p-value of 0.000. The regression paradigm assessed in table 4.14 for straight connection is displayed below.

Organization Performance = 0.842 + 0.038 Technological Intelligence + 0.244 Market Intelligence + 0.547 Competitor Intelligence

Outcomes of regression assessment indicate that adjusted constant of numerous determination = 0.701 which signifies that competitive intelligence expounds 70.1 % of the deviations in performance. The suggested regression paradigm fitted statistics well as it was numerically substantial at F (3, 245) = 194.721 and computed probability = 0.000. Additionally, regression assessment showed that holding competitive intelligence to coefficient, performance would be at 0.842.

4.8.2. Test of Hypothesis One

Initial purpose of the study was to investigate influence of technological intelligence on performance of Central bank of Kenya regulated microfinance banks. Respective null proposition (H_{01}) was that technological intelligence has no statistically substantial impact on performance of regulated microfinance banks. Summarized statistics in table 4.14 reveals that

technological intelligence had unstandardized beta constant $\beta 1 = 0.038$ as well as designed p-tally of 0.529. The *p*-tally being grander than 0.05 infers that research did not reject the null proposition. Research thus established that at 95% confidence level, technological intelligence strategy had no statistically substantial impact on performance of regulated microfinance banks.

Supposition on this proposition was expounded on the foundation of numerous pointers specifically; demographic features of the participants, descriptive measurements of explanatory concept, prior studies and supporting theories. In relations of demographic features, the research stated that nearly 51.4% of the participants were in the medium level management whose role in the management of regulated microfinance banks in Nairobi City County is directly connected with the attention of the concept. The concept sought to determine the degree to which technological intelligence strategy affects performance of Central Bank of Kenya microfinance banks.

On the foundation of theoretical anchorage, the concept was supported by propositions of RBV theory commenced by Penrose in 1959 and advanced by Rumelt (1984), Wernerfelt (1984) and Barney (1986). According to RBV theory an organization may be observed as a amalgamation of assets which are transformed by managers into assets and flaws of an organization. Assets are fiscal, tangible, social or human, technological, and institutional aspects that permit an organization to generate value for its clients. Ownership and deployment of crucial and valuable assets which are inflexible in supply allows institutions to accomplish competitive advantage (Grunert & Hildebrandt, 2004). This dimension suggests that organization's competitive edge is as a results of attainment of strategic assets that are valued, infrequent, difficult to replicate, and exorbitant to replace (Jones & Hill, 2009). The theory additionally, outlines that assets must be varied, immovable and valued in a manner that provides significance to organization and infrequent so as to provide exceptional value in comparison to other organizations in the market. Thus, regulated microfinance banks continuously pursue to own these assets so as to attain competitive edge and improve their performance. Exceptional perspectives of the principle are prominence on "VRION" structure whose attention is generating worth, guaranteeing infrequency, matchlessness, organization precisely and non-substitutability of assets. Although research neither emphasize on all proportions of VRION outline, proportions of worthiness through acquisition of robust core banking system and

organization specificity were addressed. Thus, propositions of RBV appear to be strategically employed in the microfinance banking and accounting for the affirmative impact of technological intelligence on performance.

Previous studies conducted by Asikia, Magaji and Murila (2019) on technological intelligence and organizational performance of insurance companies in Ogun state, Nigeria found that technological intelligence had a substantial positive impact on organization performance and process innovation mediates connection between technological intelligence and organization performance. Study by Waithaka, Bula and Kimencu (2015) revealed that technology oriented competitive intelligence strategy had positive and statistically significant correlation with performance of organizations listed on Nairobi Securities Exchange. While study by, Hadi and Ebrahimpour (2014) found out that there was significantly positive connection between technological intelligence strategy and performance and its dimensions. However, the extant study concluded that technological intelligence strategy has no significant impact on performance. These outcomes are unpredictable to the point that not all competitive intelligence are established to contribute to performance.

The previous studies by Kilic, Cakmak, Eren and Sakarya (2016); Hajari, Hamidi and Aslani (2015) and Taghva, Majidfar, Salami and Karshenas (2014) show that there haves been limitations in the manner in which the concept has been conceptualized as some viewed at assessment of technological intelligence strategies employed on performance while extant study examined impact of technological intelligence on performance of regulated microfinance banks. There have been limitations in failing to connect technological intelligence with performance, limits in the field in which researches were concluded as some were done in learning sector, insurance sector, hospitality industry, commercial banks. While others were established on theoretical assessment hence lacked experiential sustenance. Outcomes of this research enhances knowledge to strategic management sector through connecting technological intelligence with performance of regulated microfinance banks and also enables generalization of outcomes that technological intelligence influences performance of institutions nevertheless the degree of influence is contingent on the field in which research was done.

4.6.3 Assessment of Hypothesis Two

Second precise purpose of research wanted to examine impact of market intelligence strategy on performance of regulated microfinance banks. The study null proposition conveyed suggested that market intelligence strategy has no statistically relevant impact on performance of regulated microfinance banks. The outcomes of regression assessments in table 4.14 established that market intelligence strategy is numerically relevant at β of 0.244; t of 5.092; p value of 0.000, therefore at 95% confidence level, market intelligence strategy has affirmative impact on performance. Furthermore, an upsurge of 0.244 in performance is attributable to a component upsurge in market intelligence holding all other factors constant. The P-tally was 0.000 and being fewer than 0.05 relevance level null proposition was disallowed meaning that market intelligence has substantial impact on performance of regulated MFB.

The outcomes on this proposition was expounded on the foundation of demographic features of the participants in the research, descriptive features of explanatory concept, supporting models and prior studies. In relations of demographic features, participants were employees of regulated microfinance banks who were either in the category of senior, middle and junior level management. They institute participation to corporate as well as business level of administration of regulated microfinance banks. The tactical tasks of corporate level of administration is the designation of the bank's sphere where they are in control of determining the market niche, kinds of merchandises and facilities to provide.

Supervisors are custodians of corporate level policies under their control of traversing markets in which they participate in away and manner so that they have market advantage and competitive edge in relation to contestants (Pearce & Robinson 2012). This is in agreement with market intelligence which entails pinpointing client segment information and requirements. They then utilize data to recognize profits that customers get in the services offered and thus, are in a place to advance policies that would provide anticipated value and profits to focused clients. Therefore, participants are in a situation to generate a strategy that recognizes and converses all the profits that the organization will offer to their focused clientele and estimated price they will offer to each clientele segment for those profits which is the center of this concept.

The outcomes of the research may also be expounded by descriptive indicators on the explanatory concept which had cumulative mean of 3.540 and standard deviation of 0.948 indicating that market intelligence strategy actions were highlighted and accomplished to a

moderate level. Functional pointers of the concept focused on establishing economic rent offered to clients, pinpointing limited points of variance between them and services provided by contenders and establishing pertinent economic rent really treasured by clients so as to provide ultimate worth to the customers which is the objective of market intelligence. Microfinance banks exercise these indicators to a moderate degree thus it is conceivable for the concept to have a positive impact on performance specifically when debated from perspective of Porters Generic Strategies whose proposition is that of differentiation as one the approach to the point that microfinance banks have recognized themes of differentiation and complemented with client dedicated economic rent, have curved a market niche for themselves appropriate to drive and maintain performance.

The research anchored on the postulates of RBV theory which centers on the association between organization's assets and performance. The theory proposes that organizations that have vast assets may attain competitive edge and thus greater performance. In so doing such organizations may engross in market research and development to establish practices that would enhance significance to their clients. According to Slater and Narver, 2000; Kahn, 2001; Calantone et al., 2002; Hughes et al., 2008 market intelligence strategy is necessary for business performance because collecting external information about client wants and competitor approaches, sharing data between departments and utilizing this data to respond to dynamics of market variations will aid organizations build superior client value over time.

In relations to prior studies linked to the concept, outcomes were deduced by means of extant studies by Kunle, Akanbi and Tubosun (2017) researched on effect of marketing intelligence on business competitive advantage: a study of Diamond Bank Plc, Nigeria observed that organizations that access to competitor's sales information, market prospect, contestants' threats and risks had substantial and positive effect on industry competitive advantage and overall performance. Zahra (2017) studied market intelligence effect on planned performance in shrinking markets reported that organizations in shrinking markets function in the background of market intelligence, retorting to client wants and employing them to improve planned performance.

Navarro-García, Barrera-Barrera and Villarejo-Ramos (2013) researched on influence of market intelligence on the connections amidst market distances (domestic vs. foreign) perceived by export managers, strategic marketing mix decisions (standardization vs.

adaptation) and export performance (growth in foreign sales and satisfaction) reported affirmative connection amidst marketing intelligence and organization performance on the global scene. Sande and Ragui (2018) who studied competitive intelligence and performance of Equity Bank Limited reported that there was affirmative impact of market intelligence has on bank performance, however not big enough. Therefore, outcomes of this hypothesis are constant with the outcomes by earlier scholars.

Although extant research was in a diverse segment the outcomes are analogous to those of prior researches which informed that market intelligence can be utilized to enhance organization performance. Hence, the outcomes in hypothesis two create important input to strategic management awareness in numerous means. Prior researches by Navarro-García, Barrera-Barrera and Villarejo-Ramos (2013); Boro (2013); Rono (2016) and Tahmasebifard (2018) showed that a limit existed in the conceptualization of the concept, segment in which researches were conducted and failing to indicate current connection amid market intelligence and organization performance. The research spreads level of understanding of connection amid market intelligence and performance of regulated microfinance banks in Kenya by proposing a vibrant operationalization of the concept. The research also offers confirmation for outcomes acquired previously to be generalized notwithstanding inimitable features of researches.

4.6.4 Assessment of Hypothesis Three

Third precise purpose pursued to assess impact of competitor intelligence on performance of regulated microfinance banks. Research null proposition articulated from this purpose suggested that competitor intelligence strategy has no significant impact on performance of regulated microfinance banks. Outcomes of regression assessment in Table 4.14 ascertained that competitor intelligence strategy is numerically relevant at $\beta=0.547$; $t = 9.796$; $p = 0.000$, hence at 95% assurance level, competitor intelligence strategy has a confirmatory impact on performance. In this situation, an element upsurge in competitor intelligence causes an upsurge of 0.547 in performance. The P-tally was 0.000 and being smaller than 0.05 relevance extent null proposition was overruled implying that competitor intelligence strategy had momentous impact on performance of regulated microfinance bank. Coefficient of competitor intelligence was positive and thus the conclusion of the study is that competitor intelligence strategy has substantial positive influence on performance of regulated microfinance banks.

The outcomes on this proposition is expounded on foundation of the demographic features of the participants, descriptive measurements of explanatory concept, anchoring theories and prior studies. In relations of demographic features, participants were employees of regulated microfinance banks who were either in the group of senior, middle and junior level management. They institute participation to corporate and business level of management of regulated microfinance banks in Nairobi City County. The tactical tasks of business level administration is description of the bank's realm under their control of outlining fields to market and brands of merchandises and amenities to provide. Supervisors are also in control of commercial level policies under their control of traversing marketplaces in which they contest in away and manner as to have advantage and competitive edge in comparison to contestants (Pearce & Robinson, 2012).

On the foundation of theoretic positioning, the construct was grounded on Porter's five forces model which focused on assessment of competitive forces influencing organizations and concentrates on tracing definite opponent activities and linking them to competitive scheme. Porter seized dimension of skimming exterior environment to collect information on contestants and established five forces model to expound on powers fashioning rivalry in a sector (Teece, 2007). This well outlined systematic framework assists management to connect isolated aspects and their influence on an organization's operational environment (Tallon & Pinsonneault, 2011).

The outcomes validate experiential conclusions by prior scholars such as Stenberg (2017) who studied the impact of competitive intelligence on strategy building and Arrigo (2016) researched on deriving competitor intelligence from social media: microblog challenges and opportunities in Milan, Italy that competitive intelligence strategy positively influence organization performance. On the other hand, The previous studies by Köseoglu, Mehraliyev, Altin & Okumus (2020); Lin, Evans, Kharel & Williams (2019) suggest that there has been gaps in the manner the concept has been conceptualized as some considered examination of competitor intelligence strategy on performance regulated microfinance banks, there has been disconnect in failure to connect competitor intelligence with performance, disconnects in the segment in which researches were carried out as some were done in manufacturing, technological and learning organizations as compared to regulated microfinance banks. While others were founded on theoretic analysis hence missing empirical sustenance. Outcomes of

this research enhances understanding to strategic management sector through connecting competitor intelligence with performance of regulated microfinance banks in Nairobi City County. It also enables simplification of outcomes that competitor intelligence influences on performance of institutions although the degree of influence depends on the segment in which research is carried out.

4.6.6 Test of Hypothesis Four

Fourth purpose of this research was to establish intervening impact of competitive edge on the connection amid competitive intelligence and performance of regulated microfinance banks in Nairobi City County. Associated null hypothesis (H_{04}) was expressed as competitive advantage has no mediating impact on the connection between competitive intelligence strategy and performance of regulated microfinance banks. To assess this hypothesis, Baron and Kenny (1986) four stage methodology for assessing mediation impact was utilized. First stage involved regression investigation between CIS and performance of regulated microfinance banks in Nairobi City County. The second stage involved regression assessment between competitive intelligence strategy and competitive advantage. Third stage involved regression assessment between competitive advantage and organization performance. Fourth stage involved regression assessment between competitive intelligence strategy, competitive advantage and organization performance.

Step One: Regression of Organization Performance on Competitive Intelligence Strategy

In this stage organization performance is regressed on competitive intelligence strategy. The outcomes are as displayed in Table 4.15.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.821[a]	.675	.673	.42642

a. Predictors: (Constant), Competitive Intelligence Strategy

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	93.164	1	93.164	512.352	.000[b]
	Residual	44.913	247	.182		

	Total	138.077	248			

a. Explained concept: Organization Performance

b. Predictors: (Constant), Competitive Intelligence Strategy

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.905	.143		6.324	.000
	Competitive Intelligence Strategy	.833	.037	.821	22.635	.000

a. Dependent Variable: Organization Performance

Source:Survey Data (2020)

Outcomes in table 4.15 on the regression of performance on competitive intelligence demonstrate an adjusted R Square (R^2) of 0.675 suggesting the paradigm explained 67.5% of the changes in performance. The remaining 32.5% of the variations in performance of regulated microfinance banks is expounded by added aspects not encompassed in the experiential paradigm. F indicator of 512.352 with p-tally of 0.000 demonstrates that regression paradigm is relevant. Research therefore concludes that competitive intelligence was relevant in forecasting performance. Précised measurements in table 4.15 additionally indicate that beta constant for ($\beta 0$) is 0.905 with the t measurements of 6.324 as well as P-tally of 0.000 while standardized beta constant for competitive intelligence β_1 is 0.821 with t statistics of 22.635 and P-value of 0.000. Subsequently P-tally is smaller than assurance height of 0.005, competitive intelligence strategy was established to be important forecaster of organization performance. β_0 of 0.905 implies that when competitive intelligence strategy is held constant, organization performance will be at 0.905 while β_1 of 0.821 shows that if all additional aspects are constant, a component variation in competitive intelligence strategy would outcome to 0.821 variation in organization performance. Approximated model is therefore summed as follows.

Organizational Performance = 0.905+ 0.821 CIS + ε

Stage Two: Regression of Composite Competitive Intelligence Strategy on Competitive advantage

The second stage involved regression assessment of competitive advantage on competitive intelligence strategy. Outcomes are ishown in Table 4.16

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.876[a]	.768	.767	.39703

a. Predictors: (Constant), Competitive Intelligence Strategy

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	128.924	1	128.924	817.861	.000[b]
	Residual	38.936	247	.158		
	Total	167.860	248			

a. Explained Concept: Competitive Edge

b. Predictors: (Constant), Competitive Intelligence Strategy

Source: Research Data (2020)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.362	.133		2.716	.000
	Competitive Intelligence Strategy	.980	.034	.876	28.598	.000

a. Dependent Variable: Competitive Advantage

Source: Search Data (2020)

Outcomes in table 4.16 show adjusted R square of 0.767 signifying that competitive intelligence projected 76.7% of change in competitive advantage. Remaining 23.3% is expounded by additional aspects not encompassed in experiential paradigm. F indicator of 817.861 with p-tally of 0.000 shows that regression paradigm is relevant and concluded that the model was important in forecasting competitive advantage. Summary figures in table 4.16 additionally indicates that beta coefficient for constant (β0) is 0.362 while standardized beta constant for the competitive intelligence (β1) is 0.876 with t indicators of 28.598 and p-tally of 0.000. As p-tally is smaller than relevance height of 0.05, competitive intelligence strategy was established to be pertinent

forecaster of competitive advantage. Coefficient β0 of 0.362 denotes that if all additional aspects are maintained constantly, competitive advantage will be at 0.362 while β1 of 0.876 shows that when all extra aspects are maintained constantly, a component variation in the competitive intelligence would result to 0.876 variation in competitive advantage. Approximated model can therefore be summed as follows;

$$\mathbf{CA = 0.362 + 0.876CIS + \varepsilon}$$

Step Three: Regression of Organization Performance on Competitive Advantage

Third stage involved regression assessment of organization performance on competitive advantage. Summarized figures of regression assessment of organization performance on competitive advantage are displayed in table 4.17

Table 4.17: Regression of Organization Performance on Competitive Advantage

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.880[a]	.775	.774	.35484

a. Predictors: (Constant), Competitive Advantage
Source: Research Data (2020)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	106.978	1	106.978	849.637	.000[b]
	Residual	31.100	247	.126		
	Total	138.077	248			

a. Dependent Variable: Organization Performance
b. Predictors: (Constant), Competitive Advantage

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.810	.115		7.065	.000
	Competitive Advantage	.798	.027	.880	29.149	.000

a. Explained Concept: Firm Performance
Source: Survey Data (2020)

Outcomes in table 4.17 indicate adjusted R square of 0.774 suggesting that competitive advantage projected 77.4% of the differences in performance of regulated microfinance banks in Nairobi City County. The other 22.6% of difference is explicable by aspects not encompassed in the empirical. F-indicator of 849.637 and the P-tally of 0. 000. As P-tally was smaller than relevant level (0.05), research established that competitive advantage expressively influenced performance of regulated microfinance banks. Coefficient outcomes were as displayed in table 4.17. The outcomes further indicate that beta coefficient for the constant (β0) is 0.810 while the standardized beta constant for competitive advantage (β1) is 0.880 with t indicators of 29,149 and p-tally of 0.000. As p-tally is smaller than relevant level of 0.05, competitive advantage was established to be a pertinent forecaster of organization performance. Constant β0 of 0.810 denotes that when all aspects are maintained constantly, organization performance will be at 0.810 while β1 of 0.880 shows that if additional aspects are constantly maintained, a component variation in competitive advantage would outcome to 0.880 variation in organization performance. Expected model is summarized below;

$$\boldsymbol{PER_F = 0.810 + 0.880CA + \varepsilon}$$

Stage Four: Regression of Organization Performance on Competitive Intelligence Strategy and Competitive Advantage

Stage four involves regression assessment of organization performance on competitive intelligence strategy as well as competitive edge. Outcomes of regression of organization performance on competitive intelligence strategy and competitive edge are displayed in table 4.18

Table 4.18 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.886[a]	.786	.784	.34694

a. Predictors: (Constant), Competitive Intelligence Strategy, Competitive Edge

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	108.467	2	54.233	450.564	.000[b]
	Residual	29.610	246	.120		
	Total	138.077	248			

a. Dependent Construct: Organization Performance

b. Predictors: (Constant), Competitive Intelligence Strategy, Competitive Edge

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.678	.118		5.739	.000
	Competitive Advantage	.627	.056	.691	11.275	.000
	Competitive Intelligence Strategy	.219	.062	.216	3.517	.001

a. Explained Concept: Organization Performance

Source: Survey Data (2020)

Outcomes indicated in table 4.18 indicate adjusted R Square is 0.784 showing 78.4% of change in organization performance is expounded by competitive intelligence strategy and competitive advantage. Remaining 21.6% of change is expounded by additional aspects not involved in experiential paradigm. F indicator is 450.564 with p-tally of 0.000 indicates that regression paradigm is relevant at $p < 0.05$. Outcomes in table 4.18 additional indicate beta factor for constant (β_0) is 0.678 while the standardized beta coefficients for competitive intelligence strategy (β_1) is 0.691 at t indicators of 11.275 and p-tally of 0.000 while competitive advantage (β_2) is 0.216 at t measurements of 3.517 as well as p-tally of 0.001. As both p-tallies are smaller than relevance height of 0.05, competitive intelligence strategy and competitive advantage were established to be important influencers of organization performance. Factor β_0 is 0.678 indicates that holding all other aspects constant, organization performance will be at 0.678 while β_1 of 0.691 shows that holding all additional aspects constantly, a component variation in competitive intelligence strategy would yield to 0.691 variation in organization performance while β_2 of 0.216 suggests that with all other aspects being constant, a component variation in competitive advantage would upshot in 0.216 variation in organization performance. Projected model is summarized as below;

$$PER_F = 0.678 + 0.216CIS + 0.691CA + \varepsilon$$

Table 4.19: Summary of Regression Outcomes for Intervening Influence

Parameter	Step 1	P-value	Step 2	P-Value	Step 3	P-Value	Step 4	P-Value	Conclusion

R^2	0.675	-	0.768	-	0.775	-	0.786	-	There is evidence of partial mediation since P≤ 0.05 for coefficients. Null hypothesis is thus overruled
Adjusted R^2	0.673	-	0.767	-	0.774	-	0.784	-	
F- Value	512.352	0.000	817.861	0.000	849.637	0.000	450.564	0.000	
β Constant	0.905	0.000	0.362	0.000	0.810	0.000	0.678	0.000	
β Competitive Intelligence Strategy	0.821	0.000	0.876	0.000	-	-	0.691	0.001	
β Competitive Advantage	-	-	-	-	0.880	0.000	0.216	0.01	

Source: Survey Data (2020)

When composite index for competitive intelligence was degenerated alongside organization performance soundness of connection as designated by adjusted R square was established to be 0.673 and standardized beta constant of 0.821. When intervening aspect, competitive advantage was presented, strength of association as designated by adjusted R square increased to 0.784 while standardized beta constant for competitive intelligence declined by 0.13 to 0.691 demonstrating influence of forecaster concept diminishes as generally illustrative power of the paradigm lessens.

Resolution on proposition tried was done by means of decision endorsed by Baron and Kenny (1986) that suggests first stage of degenerating organization performance beside competitive intelligence, constant of competitive intelligence was relevant and either stage two of degenerating competitive advantage on competitive intelligence or stage four of degenerating organization performance on competitive intelligence and competitive advantage is similarly relevant, then some practice of intervention is sustained. If in stage four competitive intelligence is not relevant after guiding competitive advantage, then complete mediation is sustained. If in stage four competitive intelligence remains relevant after scheming competitive advantage, then partial intervention is sustained.

In this research it was established in stage four competitive intelligence continued to be relevant after guiding competitive advantage and the paradigm was similarly relevant thus in interpretation of results and principles, research rejected null proposition. Thus, it was established that competitive advantage has a partly intervening impact on association amid

competitive intelligence and performance of regulated microfinance banks. Thus the strength of the connection between competitive intelligence and performance of microfinance banks was reliant on the state of capabilities created from placement of competitive intelligence. Supposition on this proposition was expounded on the foundation of numerous arguments' explicitly descriptive statistics of intervening concept, prior researches as well as anchoring theories. Descriptive indicators on the intervening concept had 4.10 as mean score while 0.957 as standard deviation which applicants established that competitive advantage was deployed in the regulated microfinance banks.

Theoretically, the concept was buttressed by proposals of RBV that concentrates on connection amid organization's assets and performance. The model states organizations that have enormous assets could achieve competitive edge and thus superior performance. This dimension also contends that organizations achieve competitive edge through employing treasured assets and competences which are inflexible in source (Grunert & Hildebrandt, 2004). Thus, to attain competitive edge and thereby, great performance, organizations should pursue assets that are treasured, infrequent, matchless and non-replaceable. In principle, the model proposes greater performance via improved competitive edge attained through usage of distinctive, great valued and infrequent organization assets. Assets may be categorized as visible, that can be detected in addition to assessed by means of clearness like physical assets as well as financial while immaterial resources, that could not be openly detected as well as assessed like status of an organization and intellectual assets, and skills, which include capabilities (Wilk and Fensterseifer (2003). Itami (1987) presented indiscernible resources that are essential for economical edge. These include data grounded assets like expertise, knowledge, trademark, client conviction, organization culture, and supervisory talents.

It is therefore established that the propositions of resource based view theory appear to be soundly utilized in the segment and accounts for partial mediating impact of competitive advantage on connection concerning competitive intelligence and performance of regulated microfinance banks in Nairobi City County. This conclusions are in line with Prahalad and Hamel (2006) who concluded that competencies are significant for organization's to triumph in the market also labelled basic competencies as amalgamation of assets as well as expertise which empowers an organization to be distinctive in the market setting. Basic competencies are established over time as a result of incessant learning and enhancement and when suitably

applied they allow institutions entrance to additional markets as well as contribute meaningfully to supposed client profits of products.

Research done by Azim, Abdullah and Gorondutse (2017) based on resource based view theory on competitive strategy and firm performance revealed that efficiency and performance through reduction of costs, maintenance of great quality, flexibility, enhanced delivery dependability, and prompt feedback enabled manufacturing firms to attain competitiveness and performance. Ibrahim and Primiana (2015) researched on impact of strategic competitive advantage on cooperation performance in Indonesia. Research found out that strategic competitive advantage had relevant impact on cooperation performance. Majeed (2011) theoretically focused on impact of competitive edge on organizational performance. It is a linear relationship between competitive advantage as an explanatory concept and organizational performance as explained concept. Research findings revealed strong positive connection between organization's competitive advantage and its performance. Competitive advantage led the companies towards attaining great returns. Finally, Okonda, Ojera and Ochieng (2016) researched on effect of competitive edge on connection amid strategic change and performance of organizations in the alcohol industry in Kenya. Outcomes suggested a fairly resilient important positive connection concerning competitive edge and organizational performance.

Even though the extant research was in a diverse segment, outcomes are similar to those of previous scholars. In assessment of these, outcomes on this hypothesis create a pertinent input to strategic management field in various ways. Prior researches by Talaja, Miočević and Alfirević (2017); Kaleka and Morgan (2017); Ejrami, Salehi and Ahmadian (2016) and Ibrahim and Primiana (2015) had showed that there is a gap in the usage of the concept of competitive advantage as in many researches it was assessed as an explanatory construct, researches in other segments and that competitive advantage had not been directly associated to competitive intelligence and organization performance. Through this outcome the research offers experiential understanding on the function of competitive advantage when exploring the linkage between competitive intelligence and organization performance. Studies operationalized competitive advantage variedly by means of numerous methods of competitive advantage. Furthermore, prior researches were done in other segments and since outcomes are in pact with those of the extant research, which offers experiential proof that outcomes achieved

can be generalized in microfinance bank despite their distinctive features of organizations being researched.

4.6.7 Test of Hypothesis Five

The last purpose of this research was to establish regulating impact of regulatory framework on the connection between competitive intelligence and performance of regulated microfinance banks. The research therefore hypothesized that regulatory framework has no regulating impact on the connection between competitive intelligence and performance of regulated microfinance banks. To assess this proposition, commendations of Fairchild and MacKinnon (2009) two stages multiple linear regression paradigm was utilized.

Stage One: Regression of Organization Performance on Competitive Intelligence

In this stage, organization performance was degenerated on competitive intelligence and outcomes indicated in Table 4.20.

Table 4.20: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.821[a]	.675	.673	.42642

a. Predictors: (Constant), Competitive Intelligence Strategy

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	93.164	1	93.164	512.352	.000[b]
	Residual	44.913	247	.182		
	Total	138.077	248			

a. Dependent Variable: Firm Performance

b. Predictors: (Constant), Competitive Intelligence Strategy

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.905	.143		6.324	.000
	Competitive Intelligence Strategy	.833	.037	.821	22.635	.000

a. Explained Concept: Organization performance

Source: Survey Data (2020)

It is perceived that R^2 is equivalent to 0.675 denoting the paradigm expounded 67.5% of differences in performance. This also denotes that 32.5% of the variations in performance of regulated microfinance banks is impacted by other aspects not encompassed in the model. F-indicator of 512.352 and relevance level 0.000. As P-tally is smaller than relevance level of 0.05 denotes competitive intelligence is an important interpreter of performance of regulated microfinance banks in Nairobi City County. It is also perceived that accustomed beta constant of competitive intelligence was 0.821 with p-tally of 0.000< 0.05 denoting varying competitive intelligence by single component upsurges performance by 82.1%. P-value indicate competitive intelligence was an important interpreter of performance. Paradigm is therefore summarized below:

$$PER_F = 0.905 + 0.821CIS + \varepsilon$$

Stage Two: Regression of Organization Performance on Composite Competitive Intelligence Strategy, Regulatory Framework and Interaction Term.

Regulatory framework was presented aa well as fresh r square value ($r^2$2), beta constant for interactive aspect and relevance of interactive term were noted. Outcomes of regression paradigm are revealed in table 4.21.

Table 4.21: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.909[a]	.827	.825	.31256

a. Predictors: (Constant), CIS*RF, Regulatory Framework, Competitive Intelligence Strategy

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	114.142	3	38.047	389.453	.000[b]
	Residual	23.935	245	.098		
	Total	138.077	248			

a. Dependent Construct: Firm Performance

b. Predictors: (Constant), CIS*RF, Regulatory Framework, Competitive Intelligence Strategy

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.513	.292		-5.179	.000
	Competitive Intelligence Strategy	1.143	.099	1.127	11.574	.000
	Regulatory Framework	.961	.080	1.097	12.035	.000
	CIS*RF	-.170	.023	-1.193	-7.369	.000

a. Dependent Construct: Performance
Source: Research Data (2020)

Outcomes in table 4.21 show value of R^2 is 0.827 which denotes the paradigm projected 82.7% of variations in performance. F-value of the paradigm was 389.433 with a relevance of 0.000 which denotes that model was important in forecasting performance of regulated microfinance banks as p-value is smaller than 0.05 relevance level. Established on outcomes in table 4.21, it is perceived that standardized beta constant for competitive intelligence is 1.127 with relevance level of 0.000. Standardized beta constant of regulatory framework is 1.097 with P-tally of 0.000. Interactive aspect of competitive intelligence as well as regulatory framework had a standardized beta constant of -1.193. From the explanations it was established that competitive intelligence is important in envisaging performance as P-tally is smaller than 0.05. Further, results indicated the significance of R^2 is 0.675 and 0.827 correspondingly. Founded on these outcomes research established that there was a 0.152 variation in R^2. Variation in R square submits supervisory structure expounds decrease of 15.2% of change in organization performance.

Paradigm could be summarized as below:

$$PER_F = -1.513 + 1.127Cis + 1.097Rf - 1.193Cis*Rf + \varepsilon$$

Regularization impact could be summarized as displayed in Table 4.22

Parameter	**Step 1**	**P-value**	**Step 2**	**P-Value**	**Conclusion**
R^2	0.675	----	0.821	----	

Adjusted R^2	0.673	----	0.825	----	Regulatory framework has a moderating effect on the relationship between competitive intelligence strategy and organizational performance.
F- Value	512.352	0.000	389.453	0.000	
β Constant	0.905	0.000	-1.513	0.000	
β Competitive Intelligence Strategy	0.821	0.000	1.127	0.000	
β Regulatory framework	----	----	1.097	0.000	
β Competitive Intelligence Strategy*Regulatory framework	----	----	-1.193	0.000	

Source: Research Data (2020)

When competitive intelligence was degenerated alongside organization performance strength of connection as designated by R square (R^2) was established to be 0.675. Standardized beta constant was 0.821 as well as P-tally of 0.000 denoting competitive intelligence was important in forecasting performance. When regulating aspect, regulatory framework was presented, strength of connection as shown by R square enlarged to 0.821while standardized beta constant for competitive intelligence improved by 0.306 to 1.127 denoting impact of predictor construct improved even as overall instructive power of connection also improved. Resolution on proposition was based on recommendations by Fairchild and MacKinnon (2009) paradigm that outlines degeneration constant for interactive aspect *β3* offers approximation of regulating impact on connection amid explanatory as well as explained construct. When regression constant for interactive aspect *β3* is numerically diverse from zero, an indication of important regularization of explanatory as well as explained construct.

In the research standardized beta constant for interactive aspect of competitive intelligence and regulatory framework, *β3* was -1.193 that offers approximation of regulating impact on connection amid competitive intelligence as well as organization performance and P-tally of collaborative was 0.000. It was noted that standardized beta constant for interactive aspect of competitive intelligence and supervisory structure was relevant. Thus, the research rejected null hypothesis and established that supervisory framework has relevant regulating impact on connection amid competitive intelligence as well as performance of regulated microfinance

banks. The supposition on this proposition is expounded centered on numerous factors specifically descriptive measurements of construct, prior studies and supporting models.

The descriptive measurements on regulating construct regulatory framework had general average tally of 4.073 that suggests on average participants established that regulatory framework affects connection between competitive intelligence strategy and performance of regulated microfinance banks in Nairobi City County to a high extent. The variable focused on determining whether regulated MFB adheres to prudential guidelines on capital adequacy, and asset quality. In addition, the construct focused on whether MFBs operate in an environment that is highly regulated. Furthermore, whether principles and beliefs enforced by professional groups are challenging, restraining and encumbers service delivery. Whether pressure to imitate to typical industry practices restrains invention. The construct also concentrated on whether supervisory framework is excessive to microfinance banking industry and whether microfinance banks are confronted with strict guidelines and protocols which are challenging. Considering these operating pointers, regulatory framework moderates connection between competitive intelligence and performance in the context of regulated microfinance banks in Nairobi City County.

The construct was buttressed by proposals of institution theory accredited to Meyer and Rowan (1977), DiMaggio as well as Powell (1983) who contended institution in dynamic settings function in an exceedingly entrenched setting oscillating from numerous occupations, guidelines and agendas, which function as influential mythologies. DiMaggio and Powell (1983) observed organizational procedures as ways by which corporate atmosphere creates units to look comparable. In this respect research established that certainly regulated microfinance banks function in extremely controlled environment which are moderated by government as well as professional entities. Regulated setting outlines behavior of institutions as well as allows organizations to work in a publicly accountable manner and that the government and the professional entities play important function in influencing organization environment in the contemporary business setting (Campbell, 2007). Although the research did not center on all perspectives of institutional model, perspectives of proficient ethos as well as government moderation were explained via defining if pressure to obey commerce principles, government guidelines and procedures are restraining, challenging as well as restrain invention.

Therefore, propositions of the institution theory appear to be quite appropriate to regulated microfinance banks.

The study findings were consistent with Pedo (2018) findings that supervisory structure had an important as well as affirmative effect on performance of public private partnerships in road projects in Kenya. Mutangili, Awuor and Cheluget (2020) conducted a study on moderating effect of regulatory framework in the connection amidst international procurement practices as well as stock chain performance of energy development agencies in Kenya established that there is a substantial regulating impact of supervisory framework on the connection amidst global procurement practices and stock chain performance of energy development agencies. Karungani and Ochiri (2017) focused on effects of policy and regulatory framework on organization performance concluded that procedure and regulatory framework within procurement department played a positive significant role in enhancing organizational performance.

Although the current research was in a diverse segment, some of the outcomes are analogous to those of prior scholars such as Mutangili, Awuor and Cheluget (2020); Karungani and Ochiri (2017); Montolio, Trillas and Baute (2014); Ombaka, Machuki and Awino (2014) and Pedo (2018) Thus, this research offers an understanding on the connection amongst competitive intelligence, supervisory structure and performance in the environment of regulated microfinance banks. Secondly, prior researches were conducted in other segments and since the outcomes are in agreement with those of the extant research, affords proof that outcomes attained can be generalized in microfinance banking sector despite their distinctive features.

4.8 Analysis of Qualitative Data

Qualitative statistics from semi-structured queries were analyzed on foundation of common themes as directed by study constructs. Assessment of qualitative statistics is shown and deliberated below.

Table 4.23 Qualitative Data Analysis

Themes	Description

Technological Intelligence	Technological intelligence strategy provides robust systems that are critical in performance of regulated microfinance banks
Market Intelligence	Critical in obtaining client and market information important to regulated microfinance bank
Competitor Intelligence	Competitor information is pertinent to regulated microfinance banks
Competitive Advantage	Differentiated ways of service delivery is important to regulated microfinance banks
Regulatory framework	Formulation of standards critical in operation of regulated microfinance banks
Performance	Competitive intelligence plays a pertinent function in the performance of regulated microfinance banks

Source: Research Data (2020)

Table 4.23 indicates that regulated microfinance banks had robust core banking system, elaborate online and internet banking services. Furthermore, that staff inventiveness and knowledge sharing were encouraged. Elaborate modes of disseminating and evaluating usefulness of information affecting performance. This is line with views of Yeboah and Ewur (2014) that disseminating and evaluating usefulness of information is key to performance. Also, alignment of multiple sources of information and operation excellence on the market, competitor and technological trends tends to improve organization performance. As noted, these outcomes correspond with recommendation made by Sehnem, Jabbour, Pereira & de Sousa Jabbour (2019) that organization's performance is improved through alignment of multiple goals and operational excellence. Furthermore, the respondents identified market intelligence as a critical component of obtaining information on customer needs, market segment and reimbursements to be provided to each client section. This facilitates them to offer improved amenities to clients hence enhancing client service provision as well as leading to growth in clientele base in the long term through recommendations and repeat customers. These finding is in line with suggestions of Garnefeld, Eggert, Helm & Tax (2013) that organization's revenue streams improves through business referrals. Market intelligence was also depicted as an essential factor that leads to enhanced performance of regulated

microfinance banks by offering tailor made products and services that are unique to each client segment.

Respondents deliberated that gathering information on competitor's products and services, tailoring of products and services to meet customer preferences while obtaining information about customer's needs, regulated microfinance banks were allowed to concentrate and retain specific customers and thus increasing performance. As noted, these outcomes correspond with the proposition made by Chung, Joung & Kim (2018), that institution's performance is enhanced when organization focus and retain individual customer. In addition, respondents indicated that their differentiated ways of service delivery, products and services that meet client's needs, excellent services to customers, operation excellence, quick response to queries, superior services and increased customer satisfaction and enabled regulated microfinance banks to achieve competitive edge over competitors which in turn translates to improved performance this in line with outcomes of Kunle, *et al.*, (2017) that any organization in the market situations that is capable of identifying and create efficient utilization of opportunities will have competitive advantage over competitors in the market which will incline to rise sales volume, market share, profits, efficiency and performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presents summary of outcomes, supposition, input of the research to knowledge and endorsements for additional research. Aim of this research was to determine effect of competitive intelligence strategy on performance of regulated microfinance banks. Explicit research purposes sought to determine impact of technological intelligence, market intelligence as well as competitor intelligence respectively on performance of regulated microfinance banks; to establish the intervening impact of competitive edge on the connection concerning competitive intelligence strategy as well as performance of regulated microfinance banks; and to determine the regulating impact of supervisory framework on the connection between competitive intelligence and performance of regulated microfinance banks.

5.2 Summary of the Study

The focal aim of this research was to establish impact of competitive intelligence strategy on performance of regulated microfinance banks. The study tested direct relationship between competitive intelligence strategy (technological intelligence, market intelligence and competitor intelligence) and performance of regulated microfinance banks, intervening impact of competitive edge on connection amidst competitive intelligence strategy as well as performance of regulated microfinance banks and regulating impact of supervisory structure on the connection concerning competitive intelligence and performance of regulated microfinance banks.

This research was established on positivism paradigm embracing expressive and illustrative study techniques. Target populace of the research was all the 13 microfinance banks that are synchronized by CBK in Nairobi City County which resulted to a sample scope of 344 employees were nominated by means of proportionate stratified random selection procedure. Reported outcomes were attained from 249 participants who were employees of regulated microfinance banks in Nairobi City County.

Data utilized to deduce outcomes was attained via a research instrument where participants were obligated to reply to declarations on each of the construct on a measure of 1-5. Procedures of central tendency comprising of mean as well as standard deviation were utilized to encapsulate construct features and inferential examination was done by means of multiple linear regression in order to assess connection among constructs. Conclusion on hypothesis assessment was done by means of P-tallies of Beta constant values at 95% assurance height.

5.2.1 Technological Intelligence Strategy and Organization Performance

First purpose of the study was to determine impact of technological intelligence on performance of regulated microfinance banks. Negated supposition for this purpose was that technological intelligence has no statistically important impact on performance of regulated microfinance banks. Anticipation of the research was that there is a connection between technological intelligence strategy and performance of regulated microfinance banks. This expectation was however, not confirmed as test results for hypothesis one concluded that at ninety five percent significant level, technological intelligence strategy had no statistically significant effect on performance of regulated microfinance banks.

Outcome of the current research was explained from previous research findings. Empirical outcome established significant positive connection between technological intelligence and performance and its dimensions. Prior researches agree with the current research on the significance of technological intelligence on performance of organizations in spite of this researches showing that the effect is not significant on performance of regulated microfinance banks.

Outcomes of the research were also expounded by descriptive statistics on the explanatory construct showing that technological intelligence aspects were practiced to a moderate extent. On the basis of a theoretical framework, the construct was supported by propositions of RBV theory which viewed an organization as amalgamation of assets which are transformed by managers into strengths and weaknesses of an organization. Assets are fiscal, tangible, social or human, technological, and institutional aspects that permit an organization to generate value for its clients. Ownership and deployment of crucial and valuable assets which are inflexible in supply allows institutions to accomplish competitive advantage (Grunert & Hildebrandt, 2004). This dimension suggests that an organization’s competitive edge is because of

endowment of tactical assets that are valued, uncommon, expensive to copy and pricey to substitute (Jones & Hill, 2009).

The research adds to knowledge in strategic management in numerous means, first prior researches failed to display the connection between technological intelligence and performance. This research offers an understanding on connection between technological intelligence and performance of regulated microfinance banks in Nairobi City County. In addition, prior researches were done in other segments and because outcomes are in covenant with those of extant research, the existing research offers evidence that outcomes attained previously can be generalized in regulated microfinance banks despite their distinctive features.

5.2.2 Market Intelligence Strategy and Organizational Performance

Second aim of the research was to determine impact of market intelligence on performance of regulated microfinance banks. Null hypothesis of the construct was that market intelligence has no statistically important impact on performance of regulated microfinance banks. Outcomes showed that market intelligence has an important affirmative effect on performance of regulated microfinance banks. These outcomes were expounded on the foundation of demographic features of participants, descriptive statistics of the construct, prior studies and RBV theory.

On the foundation of demographic features of participants the research established that, since participants were employees of regulated microfinance banks who are in close communication with their clients in delivery of amenities, it is conceivable that they were convoluted in ascertaining client necessities and client sector data and hence are in a situation to improve plans that would be beneficial to focused clients. On the foundation of the descriptive statistics, the research stated that market intelligence aspects were underscored and accomplished to a modest degree. The research deduced this to suggest that regulated microfinance banks have means of acquiring customer segment information, supplier information, means to deliver services to customers and product packaging that differentiate it from competitors.

Theoretically, outcomes of the research reinforced the suggestions of RBV theory proposals were buttressed via improvement of both physical and immaterial profits that organizations will offer to each client sector and ownership of distinctive assets that would simplify

ascertainment of clients' remunerations and their efficient enactment. Outcomes of the research were in line with the outcomes of other empirical researches which indicated that market intelligence enhance organization performance through enhanced client commitment, services presented to clients, product packaging offered by the organization and amplified efficiency of marketing.

The research outcomes enhance the pool of knowledge by connecting gap on association that subsists amongst market intelligence and organization performance. Research outcomes indicated affirmative important association among constructs. The research similarly progresses level of indulgence of the association amongst market intelligence and organization performance of regulated microfinance banks by proposing a vibrant conceptualization of the variable of market intelligence strategy. Research outcomes also offers proof of generalization of prior study outcomes beyond the scope of focus of extant research of regulated microfinance banks to all microfinance banks.

5.2.3 Competitor Intelligence and Organization Performance

Third purpose of the research was to establish impact of competitor intelligence on performance of regulated microfinance banks. The articulated postulate was that competitor intelligence has no statistically significant impact on performance of regulated microfinance banks. The outcomes showed that competitor intelligence strategy has statistically significant effect on performance of regulated microfinance banks. These outcomes were described on the foundation of demographic features of participants, descriptive measurements of the construct, prior studies as well as RBV of an organization.

Research noted that participants were employees of regulated microfinance banks who are in regular communication with customers in delivery of facilities, it is likely that they were tangled in detecting client necessities and client section data and hence are in a situation to come up with plans that would be beneficial to the focused clients. On the foundation of the descriptive statistics, the research reaffirmed that competitor intelligence aspects were underscored and accomplished to a moderate extent. This meant that microfinance banks that have established contact centre and give quick response to enquiries achieve better outcomes. On the foundation of the theoretic alignment, construct was grounded on RBV theory which postulates that ownership of crucial assets in conjunction with efficient association and

placement allows institutions to attain and endure competitive edge. Research outcomes contribute to the pool of knowledge by linking gap on connection that occurs amongst competitor intelligence and organization performance. Research outcomes indicated positive and significant connection between the concepts.

5.2.4 Competitive Intelligence Strategy, Competitive Advantage and Organization Performance

Fourth objective for this research was to determine intervening impact of competitive advantage on the connection between competitive intelligence and performance of regulated microfinance banks. Accompanying hypothesis was that competitive edge has no statistically intervening impact on connection amongst competitive intelligence and performance of the regulated microfinance banks. Research confirmed that operational excellence, product leadership, superior customer service and brand application enabled regulated microfinance banks to have competitive edge over competitors. It was thus established that competitive edge partly intervenes connection amongst competitive intelligence strategy and performance. This was understood to mean that the strength of the association amongst competitive intelligence and organization performance rest on the state of capabilities created from utilization of aspects of competitive advantage.

5.2.5 Competitive Intelligence Strategy, Regulatory Framework and Organization Performance

The last purpose of the research was to determine regulating impact of regulatory framework on the connection between competitive intelligence and performance of regulated microfinance banks. The research thus hypothesized that regulatory framework has no statistically regulating impact on the connection between competitive intelligence and performance of regulated microfinance. The research established that regulatory framework has statistically substantial regulating impact on the connection between competitive intelligence and performance of regulated microfinance bank. Deduction on this proposition was expounded on the foundation of numerous facts; specifically demographic features of participants, descriptive indicators of regulating construct, prior studies and institution theory.

Grounded on demographic features, it was distinguished that participants for the research were drawn from Central Bank of Kenya regulated microfinance banks. These banks operate in a highly controlled environment moderated by Central Bank of Kenya and professional entities that control the processes of their participants such as Kenya Bankers Association (KBA) and Association of Microfinance Institutions (AMFI). Concerning descriptive statistics, research established that participants agreed that Central Bank of Kenya and professional bodies affect performance of microfinance banks in the county. This meant that both Central Bank of Kenya and professional entities were professed to apply pressure on the administration of microfinance banks.

Outcomes of the research reinforced propositions of institutional theory since regulated microfinance banks operate in controlled environments which are moderated by Central Bank of Kenya and professional entities. Outcomes were comprehended to be steady with experiential studies which backs that regulatory framework regulates connection amongst numerous constructs such as corporate control and policies and performance of organizations.

The research enhances organization's pool of knowledge by offering comprehension on the connection amongst competitive intelligence, regulatory framework and organization performance. In addition, prior researches were conducted in other segments and because outcomes are in covenant with those of extant research which affords proof of generalization of prior study outcomes beyond extant context of regulated microfinance banks to all the microfinance institutions despite distinctive features of organizations studied.

5.3 Conclusions

Research investigated impact of competitive intelligence on performance of Central Bank of Kenya regulated microfinance banks. On the foundation of research outcomes, scholar inferred some significant deductions. In respect to primary purpose of the study, technological intelligence had no statistically substantial impact on performance of regulated microfinance thus, there is no connection between technological intelligence strategy and performance of regulated microfinance for this study.

In addition, established on the second purpose, market intelligence strategy has numerically important effect on the performance of regulated microfinance banks and thus there is a

connection amongst market intelligence strategy and performance of regulated microfinance banks. Similarly, on the foundation of the third purpose, competitor intelligence strategy is numerically important and hence there is connection amongst competitor intelligence strategy and performance of CBK regulated microfinance banks.

Additionally, research sought to determine intervening impact of competitive advantage on the connection between competitive intelligence strategy and performance of regulated microfinance banks in Nairobi City County, Kenya. Grounded on this purpose, the scholar accomplishes that competitive advantage partly intervenes the connection between competitive intelligence strategy and performance of regulated microfinance banks in Kenya. Lastly, research proposed to determine intervening impact of regulatory framework on the connection amongst competitive intelligence and performance of regulated MFB in Kenya. On the foundation of this purpose, the scholar determines that regulatory framework regulates the connection amongst CIS and performance of regulated microfinance bank.

In conclusion, the research established that the connection amongst positioned competitive intelligence and performance of Central Bank of Kenya regulated microfinance banks is reliant on the level of capabilities created from placement of competitive intelligence. On the contrary, connection concerning competitive intelligence and performance of Central Bank of Kenya regulated microfinance banks is influenced by the level of supervisory structure of the official setting in which microfinance banks are functioning.

5.4 Contributions of the Study to Knowledge

This research concentrated on competitive intelligence and performance of regulated microfinance banks. The research thus makes the ensuing influences to knowledge in the field of competitive intelligence and performance. To begin with, research had proven that prior studies had offered little devotion to observing performance of regulated microfinance banks because of diverse range of services offered by these organizations which are challenging to research, enumerate as well as gauge. Thus, they had not addressed the performance aspects of the regulated microfinance banks. Extant research contributes to this knowledge by concentrating on quantities of performance of regulated microfinance banks using two dimensions of fiscal as well as non-fiscal aspects of performance. Additionally, empirical researches had determined that researches on competitive intelligence had been conducted out

beyond borders of Kenya and Africa at large. Those that were conducted within Kenya did not concentrate on performance of regulated microfinance banks. Extant research adds to knowledge by connecting competitive intelligence to performance of regulated microfinance banks.

Furthermore, prior researches carried out towards understanding competitive intelligence strategy had been carried out by means of theoretical thinking and had connected competitive intelligence to other constructs such as business intelligence strategy, competitive analysis and strategy oriented competitive intelligence. This research adds to the understanding of strategy by giving an experiential research on connection amidst competitive intelligence and performance of regulated microfinance banks.

Lastly, studies done on technological intelligence strategy, market intelligence strategy and competitor intelligence strategy thought to be nothing more than a set of organizational functions and not as subsets of competitive intelligence strategy. Further, competitive intelligence strategy in regulated microfinance banks had not received sufficient focus from scholars. Extant research contributes to knowledge by adopting technological intelligence strategy, market intelligence strategy and competitor intelligence strategy as various subsets of competitive intelligence strategy and their linkage with performance.

5.5 Recommendations for Policy and Practice

Outcomes of this research have significant inferences for strategy and drill that can be drawn for tenacity of improving competitive intelligence strategy in regulated microfinance banks and other organizations in Kenya. The research marks the ensuing recommendations. First, technological intelligence strategy, market intelligence strategy and competitor intelligence strategy are stated to have been positioned at a modest range. Technological intelligence strategy did not have significant affirmative impact on performance. While on the other hand, market intelligence had affirmative and important impact on performance. Thus, management of CBK regulated microfinance banks should consider enhancing all activities relating to market intelligence strategy. Furthermore, competitor intelligence strategy was established to absolutely impact performance of regulated microfinance banks in Nairobi City County. Thus, administration of regulated microfinance banks ought to take initiatives to champion adoption of competitor intelligence strategy and as well as committing more financial resources to

enhance entrenchment of the strategy. Moreover, Competitive edge was established to partially intervene the connection between competitive intelligence strategy and performance. Thus, management should strive to ensure acquisition and retention of core resources that make organizations have competitive edge over competitors.

Furthermore, regulatory framework was found to moderate relationship between competitive intelligence strategy and performance. Thus, management of regulated microfinance banks should develop and implement policies to diminish adverse impact of regulatory framework on performance of regulated microfinance banks. The research also endorses that administration of these regulated microfinance banks ought to link to proficient bodies so that they get strategies and skills to manage their organizations, acquire current and trending data impacting on the output while at the same period relish their canopy defense. The state also ought to enact guidelines that are not punitive to the regulated microfinance banks so as not to adversely impact on their performance.

5.6 Recommendations for Further Research

This research sought to investigate effect of competitive intelligence strategy on performance of regulated microfinance banks. It also pursued to determine intervening and regulating impact of competitive edge and supervisory structure on the connection amongst competitive intelligence and performance. In this scenario, the outcomes and deductions are restricted to regulated microfinance banks in Nairobi City County, Kenya. The scholar applied a self - administered research instrument which depend on the trustworthiness and truthfulness of participants. Furthermore, the research overlooked impact of the specific aspects of competitive advantage and supervisory structure on the connection between competitive intelligence and performance. Moreover, the research did not deliberate other forms of competitive advantage such as cost leadership which may as well have impact on the connection between competitive intelligence strategy and performance.

Future researchers should concentrates on authenticating outcomes and supposition of this research by undertaking similar studies in other institutions and segments in Kenya. Similarly, constraint of self-administered research instrument can be acted upon by upcoming scholars through utilization of impartial measures of performance. In addition, more studies ought to be done to determine regulating and intervening function of other constructs on the connection

between competitive intelligence strategy and performance. Finally, the study noted that technological intelligence strategy did not have a substantial impact on performance of regulated microfinance banks in Nairobi City County. Therefore, this study suggest that other researches be carried out on technological intelligence strategy in other financial institutions such as commercial banks and SACCOS to establish whether technological intelligence strategy will have a significant effect on their performance.

REFERENCES

Aaker, D. A. (1983). Organizing a Strategic Information Scanning System. *California Management Review*, *25*(2), 76-83.

Acquaah, M. & Agyapong, A. (2015). The Relationship between Competitive Strategy and Firm Performance in Micro and Small Businesses in Ghana: The Moderating Role of Managerial and Marketing Capabilities. *Africa Journal of Management, 1*(2), 172-193.

Adidam, P.T., Banerjee, M. & Shukla, P. (2012). Competitive Intelligence and Firm's Performance in Emerging Markets: An Exploratory Study in India. *Journal of Business & Industrial Marketing,* 27 (3): 242 – 254.

Adner, R. & Zemsky, P. (2006). A Demand-Based Perspective on Sustainable Competitive Advantage. *Strategic Management Journal, 27*(3): 215-239.

Aebi, V., Sabato, G., & Schmid, M. (2012). Risk Management, Corporate Governance, and Bank Performance in the Financial Crisis. *Journal of Banking & Finance*, *36*(12), 3213-3226.

Agha, S., Alrubaiee, L., & Jamhour, M. (2012). Effect of Core Competence on Competitive Advantage and Organizational Performance. *International Journal of Business and management*, *7*(1), 192.

Ahmed, R. R., Ahmad, N., Khoso, I., Arif, K. A. & Palwishah, R. I. (2014). Competitive Intelligence and Marketing Effectiveness of Organizations: An Investigation from Pakistan. *Middle-East Journal of Scientific Research,* 22 (10), 1565-1570.

Aktouf, O. (2004). The False Expectations of Michael Porter's Strategic Management Framework. *Revista Universidad & Empresa,* 6(6), 9-41.

Al-Alak, B. A. & Tarabieh, S. A. (2011). Gaining Competitive Advantage and Organizational Performance through Customer Orientation, Innovation Differentiation and Market Differentiation. *International Journal of Economics and Management Sciences*, *1*(5), 80-91.

Alashban, A. A., Hayes, L. A., Zinkhan, G. M., & Balazs, A. L. (2002). International Brand-Name Standardization/Adaptation: Antecedents and Consequences. *Journal of International Marketing*, *10*(3), 22-48.

Aldrich, H. (2008). *Organizations and Environments*. Stanford University Press. California, USA.

Ale Ebrahim, N., Ahmed, S., & Taha, Z. (2009). Virtual Teams: A Literature Review. *Australian Journal of Basic and Applied Sciences*, *3*(3), 2653-2669.

Alhadid, A. Y. (2016). The Effect of Organization Agility on Organization Performance. *International Review of Management and Business Research*, *5*(1), 273.

Ansoff, I. (1965). *Corporate Strategy: Business Policy for Growth and Expansion.* McGraw-Hill: New York, USA.

April, K. & Bassa, J. (2006). A Critique of Strategic Competitive Intelligence Process within a Global Energy Multinational. *Problems and Perspectives in Management,* 4(2), 86-99.

Aragón-Correa, J. A. & Sharma, S. (2003). A Contingent Resource-Based View of Proactive Corporate Environmental Strategy. *Academy of Management Review*, *28*(1), 71-88.

Aramide, O. A. & Adebisi, K. S. (2018). Information Use, Competitive Intelligence and Organizational Performance: Human Information Behaviour Perspective. *Journal of Business and Management,* 20(5), 39 - 45.

Argyris, C. (2017). *Integrating the Individual and the Organization*. Routledge: Abingdon, UK.

Armstrong, M. (2006). Competition in Two- Sided Markets. *The RAND Journal of Economics*, *37*(3), 668 - 691.

Arrigo, E. (2016). Deriving Competitive Intelligence from Social Media. *International Journal of Online Marketing,* 6(2), 49–61.

Asikhia, O. A., Magaji, N. & Muritala, A. S. (2019). Technological Intelligence and Organizational Performance: Moderating Role of Process Innovation. *Open Journal of Economics and Commerce.* Vol. 2, No. 1, pp. 25-31.

Awadallah, E. A. & Allam, A. (2015). A Critique of the Balanced Scorecard as a Performance Measurement Tool. *International Journal of Business and Social Science*, *6*(7), 91-99.

Ayub, A., Raisani, I., Iftekhar, H. & Mushtaq, A. (2014). Role of Marketing Intelligence by Strategic Function on Organizational Performance: Evidence from Pakistan. *Acta Universitatis Danubius. Œconomica*, *10*(6).

Azim, M. S., Abdullah, H. H. & Gorondutse, A. H. (2017). Competitive Strategy and Firm Performance: A Review of Literature. *International Journal of Business and Technopreneurship,* 7(1), 87 – 92.

Bagnoli, M. & Watts, S. G. (2015). Competitive Intelligence and Disclosure. *The Rand Journal of Economics,* 46(4), 709 - 729.

Barney, J. B. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management,* 17(1), 99-120.

Barney, J. B. (2001). Resource Based Theories of Competitive Advantage: A Ten-Year Retrospective on the Resource-Based View. *Journal of Management, 27*(6), 643-650.

Baron, R. M. & Kenny, D. A. (1986). The Moderator–Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*, *51*(6), 1173.

Baum, J. A. & Mezias, S. J. (1992). Localized Competition and Organizational Failure in the Manhattan hotel industry, 1898-1990. *Administrative Science Quarterly*, *37*(4), 580-604.

Beaver, G. & Prince, C. (2002). Innovation, Entrepreneurship and Competitive Advantage in the Entrepreneurial Venture. *Journal of Small Business and Enterprise Development*, *9*(1), 28-37.

Bose, S. & Thomas, K. (2007). Applying the Balanced Scorecard for Better Performance of Intellectual Capital. *Journal of Intellectual Capital, 8*(4), 653-665.

Bryman, A. & Bell, E. (2003). *Business Research Methods.* Oxford University Press: New York, USA.

Bryman, A. & Bell, E. (2015). *Business Research Methods*. Oxford University Press: New York, USA.

Calof, J. (2017). Canadian Competitive Intelligence Practices–a Study of Practicing Strategic and Competitive Intelligence Professionals Canadian Members. *Foresight*, *19*(6), 577-589.

Calof, J. L. & Skinner, B. (1998). Competitive Intelligence for Government Officers: A Brave New World. *Optimum*, 28(2), 38–42.

Carpenter, V. L. & Feroz, E. H. (2001). Institutional Theory and Accounting Rule Choice: an Analysis of Four US State Governments' Decisions to Adopt Generally Accepted Accounting Principles. *Accounting, Organizations and Society*, *26*(7-8), 565-596.

Casey, W. & Peck, W. (2004). A Balanced View of Balanced Scorecard. *Executive Leadership Group, White Paper:* The Leadership Lighthouse Series.

Central Bank of Kenya (2017). *Bank Supervision Annual Report*. Central Bank of Kenya, Nairobi, Kenya.

Central Bank of Kenya (2016). *Bank Supervision Annual Report*. Central Bank of Kenya, Nairobi, Kenya.

Central Bank of Kenya (2015). *Bank Supervision Annual Report*. Central Bank of Kenya, Nairobi, Kenya.

Chaves, R. A. & Gonzalez-Vega, C. (1994). Principles of Regulation and Prudential Supervision and their Relevance for Microenterprise Finance Organizations. *The New World of Microenterprise Finance*, 55-75.

Chen, H., Chiang, R. H. & Storey, V. C. (2012). Business Intelligence and Analytics: From Big Data to Big Impact. *MIS quarterly*, *36*(4).

Chen, M. J. (1996). Competitor Analysis and Interfirm Rivalry: Toward a Theoretical Integration. *Academy of Management Review*, *21*(1), 100-134.

Chesbrough, H. (2010). Business Model Innovation: Opportunities and Barriers. *Long Range Planning*, *43*(2-3), 354-363.

Chiva, R., & Habib, J. (2015). A Framework for Organizational Learning: Zero, Adaptive and Generative Learning. *Journal of Management & Organization*, *21*(3), 350-368.

Christen, R. P., Lyman, T. R. & Rosenberg, R. (2003). Microfinance Consensus Guidelines: Guiding Principles on Regulation and Supervision of Microfinance.

Christopher, M., Payne, A. & Ballantyne, D. (2013). *Relationship Marketing*. Routledge: Abingdon, UK.

Chung, M., Ko, E., Joung, H., & Kim, S. J. (2018). Chatbot e-service and Customer Satisfaction Regarding LuxuryBbrands. *Journal of Business Research*.

Ciappei, C., & Simoni, C. (2005). Drivers of New Product Success in the Italian Sport Shoe Cluster of Montebelluna. *Journal of Fashion Marketing and Management: An International Journal*, *9*(1), 20-42.

Collis, D. J. (1994). How Valuable are Organizational Capabilities? *Strategic Management Journal*, 15 (SI), 143 – 152.

Cooke, F. L., Cooper, B., Bartram, T., Wang, J., & Mei, H. (2019). Mapping the Relationships between High-Performance Work Systems, Employee Resilience and Engagement: A Study of the Banking Industry in China. *The International Journal of Human Resource Management*, *30*(8), 1239-1260.

Cooper, D. R. & Schindler, P. S. (2006). *Business Research Methods* (9th ed.). McGraw-Hill: New York, USA.

Cosic, R., Shanks, G., & Maynard, S. (2012). Towards a Business Analytics Capability Maturity Model. In *ACIS 2012: Location, Location, Location: Proceedings of the 23rd Australasian Conference on Information Systems 2012 (ACIS)*, 1 - 11.

Craig, B., & Von Peter, G. (2014). Interbank Tiering and Money Center Banks. *Journal of Financial Intermediation*, *23*(3), 322-347.

Croley, S. P. (2009*). Regulation and Public Interests: The Possibility of Good Regulatory Government.* Princeton University Press: New Jersey, USA.

Daft, R. L. (1991). *Management* (2nd ed.). Dryden Press: Chicago, USA.

Dälken, F. (2014). *Are Porter's Five Competitive Forces Still Applicable? A critical Examination Concerning the Relevance for Today's Business.* University of Twente: Twente, Netherlands.

Davcik, N. & Sharma, P. (2016). Marketing Resources, Performance and Competitive Advantage: A Review and Future Research Directions. *Journal of Business Research*. 69(12), 5547 – 5552.

Day, G. S. (2011). Closing the Marketing Capabilities Gap. *Journal of Marketing*, *75*(4), 183-195.

De Haan, H. H. (2015). Competitive Advantage, What does it Really Mean in the Context of Public Higher Education Institutions? *International Journal of Educational Management, 29*(1), 44 – 61.

Deng, Z. & Luo, L. (2010). An Exploratory Discussion of New Ways for Competitive Intelligence on the Web 2.0. *International Federation for Information Processing*, 252 (1), 597 - 604.

Deschamps, J. P. & Nayak, P. (1995). *Product- Juggernauts*. HBS Press: Boston, USA.

Deephouse, D. L. (1999). To be Different, or to be the Same? It's a Question (and Theory) of Strategic Balance. *Strategic Management Journal*, *20*(2), 147-166.

Dess, G. G., Lumkin, G. T., Eisner, A. B. & McNamara, G. (2012). *Strategic Management: Text and Cases*. McGraw-Hill: New York, USA.

Dick, A. A., & Lehnert, A. (2010). Personal Bankruptcy and Credit Market Competition. *The Journal of Finance*, *65*(2), 655-686.

DiMaggio, P. J., & Powell, W. W. (1983). The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields. *American Sociological Review*, 147-160.

DiMaggio, P. J., & Powell, W. W. (1991). 'Introduction'. In Powell W. W. & DiMaggio P. J. (eds.). *The New Institutionalism in Organizational Analysis*. University of Chicago Press: Chicago, USA.

Dirisu, J. I., Iyiola, O., & Ibidunni, O. S. (2013). Product Differentiation: A Tool of Competitive Advantage and Optimal Organizational Performance (A study of Unilever Nigeria PLC). *European Scientific Journal*, *9*(34).

Dishman, P. L. & Calof, J. L. (2008). Competitive Intelligence: a Multiphasic Precedent to Marketing Strategy. *European Journal of Marketing*, *42*(7/8), 766-785.

Dugal, M. (2001). CI Product Line: a Tool for Enhancing User Acceptance of CI. *Competitive Intelligence Review*, 9 (2), 17-25.

Dulčić, Ž., Gnjidić, V., & Alfirević, N. (2012). From Five Competitive Forces to Five Collaborative Forces: Revised View on Industry Structure-firm Interrelationship. *Procedia- Social and Behavioral Sciences*, 58, 1077-1084.

Du Plessis, T. & Gulwa, M. (2016). Developing a Competitive Intelligence Strategy Framework Supporting the Competitive Intelligence Needs of a financial institution's Decision Makers. *South African Journal of Information Management*, *18*(2), 1-8.

Du Toit, A. (2015). Competitive Intelligence Research: An Investigation of Trends in the Literature. *Journal of Intelligence Studies in Business*, 5(2), 14 – 21.

Ejrami, M., Salehi, N. & Ahmadian, S. (2016). The Effect of Marketing Capabilities on Competitive Advantage and Performance with Moderating Role of Risk Management in Importation Companies. *Procedia Economics and Finance*, *36*, 22-28.

Elkington, J. (2013). Enter the Triple Bottom Line. In *The triple bottom line* (pp. 23-38). Routledge.

Esmaeili, M., R. (2014). A Study on the Effect of the Strategic Intelligence on Decision Making and Strategic Planning. *International Journal of Asian Social Science*, 4(10), 1045-1061.

Evans, S. (2007). Performance Measures for Small Business. *Journal of Financial Management*, 32, 45-56.

Ezenwa, O., Stella, A. & Agu, A. O. (2018). Effect of Competitive Intelligence on Competitive Advantage in Innoson Technical and Industry Limited, Enugu State, Nigeria. *International Journal of Business, Economics & Management, 1*(1), 26-37.

Fahey, L. (1999). *Competitors: Outwitting, Out Manoeuvring and Outperforming*; John Wiley & Sons: New York, USA.

Fahy, J. (2000). The Resource-Based View of the Firms: Some Stumbling-Blocks on the Road to Understanding Sustainable Competitive Advantage. *Journal of European Training*, 24, 94–104.

Field, A. (2009). Logistic Regression. *Discovering Statistics Using SPSS, 264*, 315.

Fleisher, C. S., & Bensoussan, B. E. (2015). *Business and Competitive Analysis: Effective Application of New and Classic Methods*. FT Press: New Jersey, USA.

Fleisher, C. S., Wright, S. & Allard, H. T. (2008). The Role of Insight Teams in Integrating Diverse Marketing Information Management Techniques. *European Journal of Marketing, 42*(7/8), 836 - 851.

Flower, E. (2004). Competition, Technology, and Planning: Preparing for Tomorrow's Library Environment. *Information Technology & Libraries*, 23(2): 67-69.

Folan, P. & Browne, J. (2005). A Review of Performance Measurement: Towards Performance Management. *Computers in Industry, 56*(7), 663-680.

Fuld, L. M. (1991). The Intelligence Process: A Management Checklist. *Canadian Business Review*. 18(2), 39 - 42.

Gabber, H. (2007). Competitive Intelligence Topology Analyze for Improved Plan Operation. *Industrial Management and Data Systems*, 107(2): 198-236.

Garnefeld, I., Eggert, A., Helm, S. V., & Tax, S. S. (2013). Growing Existing Customers' Revenue Streams through Customer Referral Programs. *Journal of Marketing, 77*(4), 17-32.

Garson, G. D. (2012). *Testing Statistical Assumptions*. Statistical Associates Publishing: North Carolina, USA.

Garrison, G., Wakefield, R. L., & Kim, S. (2015). The Effects of IT Capabilities and Delivery Model on Cloud Computing Success and Firm Performance for Cloud Supported Processes and Operations. *International Journal of Information Management, 35*(4), 377-393.

Gauzelin, S. & Bentz, H. (2017). An Examination of the Impact of Business Intelligence Systems on Organizational Decision Making and Performance: The Case of France. *Journal of Intelligence Studies in Business*, 7(2), 40–50.

Gavrea, C., Ilies, L. & Stegerean, R. (2011). Determinants of Organizational Performance: The Case of Romania. *Management & Marketing, 6*(2).

Gibbons, P. & Prescott, J. (1996). Parallel Competitive Intelligence Processes in Organizations. *Revista International Journal of Technology Management*, 11 (1-2), 162 – 178.

Gilad, B. (2011). Strategy without Intelligence, Intelligence without Strategy. *Business Strategy Series, 12*(1), 4 - 11.

Gilad, B. (1989). The Role of Organized Competitive Intelligence in Corporate Strategy. *Columbia Journal of World Business*, 24, 29–35.

Gilad, B. & Gilad, T. (1985). A systems Approach to Business Intelligence. *Business Horizons,* 28(5), 65 – 70.

Glesne, C. (2015). *Becoming Qualitative Researchers. An Introduction*. Pearson: New York, USA.

Goyat, S. (2011). The Basis of Market Segmentation: A Critical Review of Literature. *European Journal of Business and Management*, *3*(9), 45-54.

Gračanin, Š., Kalac, E. & Jovanović, D. (2015). Competitive Intelligence: Importance and Application in Practice. *Review of Innovation and Competitiveness: A Journal of Economic and Social Research*, *1*(1), 25-44.

Grant, R.M. (1991). The Resource-Based Theory of Competitive Advantage: Implications for Strategy Formulation. *California Management Review*, 30(3), 114 - 135.

Greve, H. R. (2009). Bigger and Safer: the Diffusion of Competitive Advantage. *Strategic Management Journal*, *30*(1), 1-23.

Grawe, S. J., Chen, H., & Daugherty, P. J. (2009). The Relationship between Strategic Orientation, Service Innovation, and Performance. *International Journal of Physical Distribution & Logistics Management*, *39*(4), 282-300.

Griffith-Jones, S., & Tyson, J. (2013). The European Investment Bank: Lessons for Developing Countries. *Wider Working Paper*, 2013/019.

Groves, R. M., Fowler, F. J., Couper, M. P., Lepkowski, J. M., Singer, E. & Tourangeau, R. (2009). *Survey Methodology*. John Wiley and Sons: New York, USA.

Grundy, T. (2006). Rethinking and Reinventing Michael Porter's Five Forces Model. *Strategic Change*, 15(5), 213-229.

Grunert, K. G. & Hildebrandt, L. (2004). Success Factors, Competitive Advantage and Competence Development. *Journal of Business Research,* 57, 459 - 461.

Guest, D. E. (2011). Human Resource Management and Performance: Still Searching for Some Answers. *Human Resource Management Journal*, *21*(1), 3 -13.

Gujarat, D. N. & Porter, D.C. (2009). *Basic Econometrics*. (5th Ed.). McGraw Hill Inc: New York, USA.

Gustafsson, A., Herrmann, A. & Huber, F. (Eds.). (2013). *Conjoint Measurement. Methods and applications.* Springer Science & Business Media: Berlin, Germany.

Hadi, F., & Ebrahimpour, H. (2014). Investigating the Relationship between Technology Intelligence and Business Performance. *Singaporean Journal of Business Economics, and Management Studies,* 2(11), 2014

Hajari, M., Hamidi, M., & Aslani, A. (2015). Generations of Technology Intelligence in the SMEs: A Science Park Case Study. *International Journal of Service Science, Management, Engineering, and Technology*, *6*(2), 50-62.

Hanlon, A. (2018). Smart Insights. Https://Www.Smartinsights.Com/Digital Marketing

Hannan, M. T. & Freeman, J. (1977). The Population Ecology of Organizations. *American Journal of Sociology*, 82, 929–964.

Hannan, M. T., Ranger-Moore, J. & Banaszak-Holl, J. (1990). Competition and the Evolution of Organizational Size Distributions. In J. V. Singh (ed.), *Organizational Evolution: New Directions.* Sage: Newbury Park, California, USA.

Hannan, T. H. (1991). Bank Commercial Loan Markets and the Role of Market Structure: Evidence from Surveys of Bank Lending. *Journal of Banking and Finance,* 15, 133–149.

Hao, M. (2000). Competitive Advantage and Firm Performance. *Competitiveness Review: An International Business Journal*, *10*(2), 15–32.

Hooley, G., Piercy, N.F. & Nicoulaud, B. (2008) *Marketing Strategy and Competitive Positioning.* Prentice Hall/Financial Times: Harlow; USA.

Huang, H. C. (2009). Designing a Knowledge-Based System for Strategic Planning: A Balanced Scorecard Perspective. *Expert Systems with Applications*, *36*(1), 209-218.

Huayta, K., Garcia, A., & Sotomayor, N. (2018). *Competitive Environment and Financial Stability in the Peruvian Microfinance System* (No. 2018-005).

Hubbard, G. & P. Beamish (2011). Strategic Management: Thinking, Analysis, Action, Pearson Education Australia.

Huber, F., Herrmann, A., & Morgan, R. E. (2001). Gaining Competitive Advantage Through Customer Value Oriented Management. *Journal of Consumer Marketing*, *18*(1), 41-53.

Husted, B. W., & Allen, D. B. (2006). Corporate Social Responsibility in the Multinational Enterprise: Strategic and Institutional Approaches. *Journal of International Business Studies*, *37*(6), 838-849.

Iacobucci, D., Schneider, M. J., Popovich, D. L. & Bakamitsos, G. A. (2017). Mean Centering, Multicollinearity, and Moderators in Multiple Regression: The Reconciliation Redux. *Behaviours Research Methods*, *49*(1), 403-404.

Ibrahim, R. & Primiana, I. (2015). Influence of Strategic Competitive Advantage on Cooperation Performance. *International Journal of Economics, Commerce and Management United Kingdom*, *3*(4), 1-18.

Ismail, A. I., Rose, R. C., Abdullah, H. & Uli, J. (2010). The Relationship between Organisational Competitive Advantage and Performance Moderated by the Age and Size of Firms. *Asian Academy of Management Journal*, *15*(2), 157-173.

Jafari, M., Jalal, R., Akhavan, P. & Mehdi, N. F. (2010). Strategic Knowledge Management in Aerospace Industries: a Case Study. *Aircraft Engineering and Aerospace Technology*, 82(1), 60 – 74.

Jamali, D. (2010). MNCs and International Accountability Standards through an Institutional Lens: Evidence of Symbolic Conformity or Decoupling. *Journal of Business Ethics*, *95*(4), 617-640.

Jenster, P. & Søilen, K. S. (2013). The Relationship between Strategic Planning and Company Performance – A Chinese Perspective. *Journal of Intelligence Studies in Business*, *3*(1).

Johnson, G., Scholes, K. & Whittington, R. (2008). Exploring Corporate Strategy: Text & Cases. Pearson Education: Australia.

Johnson, P. (2006). Corporate Strategy: Purpose. In *Astute Competition* (pp. 141-155). Emerald Group Publishing Limited: Bingley, West Yorkshire, England.

Johnson, P. & Clark, M. (2006). *Business and Management Research Methodologies.* SAGE Publications: London, UK.

Jones, G. R. & Hill, C. L. (2009). *Strategic Management: An Integrated Approach*. Houghton Mifflin: Boston, USA.

Jovane, F., Westkämper, E., & Williams, D. (2008). *The Manu Future Road: Towards Competitive and Sustainable High-Adding-Value Manufacturing*. Springer Science & Business Media: New York, USA.

Kaleka A. & Morgan N. A., (*2017*). Which Competitive Advantage(s)? Competitive Advantage–Market Performance Relationships in International Markets. *Journal of International Marketing*, 25(4), 25-49.

Kaplan, R. S. (2001). Strategic Performance Measurement and Management in Nonprofit Organizations. *Nonprofit Management and Leadership*, *11*(3), 353-370.

Kaplan, R. S. & Norton, D. P. (1992). The Balanced Scorecard: Measures that Drive Performance. *Harvard Business Review*, 70 (1), 71-79.

Kaplan, R. S., & Norton, D. P. (1996). *The Balanced Scorecard: Translating Strategy into Action*. Harvard Business Press: Massachusetts, USA.

Karagiannopoulos, G. D., Georgopoulos, N., & Nikolopoulos, K. (2005). Fathoming Porter's Five Forces Model in the Internet Era. *Info*, 7(6), 66-76.

Karungani, W. P., & Ochiri, G. (2017). Effect of Policy and Regulatory Framework on Organization Performance. A Case Study of Nairobi County, Kenya. *International Journal of Economics, Commerce and Management,* 5(6).

Keh, H. T., Nguyen, T. T. M., & Ng, H. P. (2007). The Effects of Entrepreneurial Orientation and Marketing Information on the Performance of SMEs. *Journal of Business Venturing*, *22*(4), 592-611.

Kerridge, I., Lowe, M., & McPhee, J. (2005). *Ethics and Law for the Health Professions* (2nd ed.). The Federation Press: Sydney, Australia.

Keuper, F. (2002). Convergence-based View— Ein Strategie-Strukturationstheoretischer Ansatz zum Management der Konvergenz Digitaler Erlebniswelten. In *Electronic Business und Mobile Business,* 603-654.

Kilic, A., Cakmak, T., Hakan, E. R. E. N. & Sakarya, F. (2016). Technology Intelligence Process in Technopark Firms: an Empirical Research in Turkey. *International Journal of Economics and Finance Studies*, *8*(1), 74-100.

King'ori, S., Kioko, W., & Shikumo, H. (2017). Determinants of Financial Performance of Microfinance Banks in Kenya. *Research Journal of Finance and Accounting*, *8*(16), 1-8.

Kingsbury, B., Krisch, N., & Stewart, R. B. (2004). The Emergence of Global Administrative Law. *Law & Contemp. Probs.*, *68*, 15.

Kinyua, G. M. (2015). Relationship between Knowledge Management and Performance of Commercial Banks in Kenya. Unpublished Doctoral Thesis. Kenyatta University.

Kotabe, M., & Mol, M. J. (2009). Outsourcing and Financial Performance: A Negative Curvilinear Effect. *Journal of Purchasing and Supply Management*, *15*(4), 205-213.

Koriyow, O. I. & Karugu, L. (2018). Competitive Intelligence Strategies and Performance of Commercial banks in Garrisa County, Kenya. *International Academic Journal of Human Resource and Business Administration,* 3(1), 371-394.

Köseoglu, M. A., Ross, G. & Okumus, F. (2016). Competitive Intelligence Practices in Hotels. *International Journal of Hospitality Management*, *53*, 161-172.

Kothari, C. R. (2004). *Research Methodology: Methods and Techniques*. New Age International.

Kruger, J. P. (2010). A Study of Strategic Intelligence as a Strategic Management Tool in the Long-Term Insurance Industry in South Africa. *International Journal of Social Economics*, 19(5), 223-235.

Kunle, A. L. P., Akanbi, A. M. & Ismail, T. A. (2017). The Influence of Marketing Intelligence on Business Competitive Advantage (A Study of Diamond Bank Plc). *Journal of Competitiveness*, *8*(1).

Lahti, T., Wincent, J., & Parida, V. (2018). A Definition and Theoretical Review of the Circular Economy, Value Creation, and Sustainable Business Models: Where are We Now and Where Should Research move in the Future? *Sustainability*, *10*(8), 2799.

Lee, K.C., Lee, S. & Kang, I.W. (2005). KMPI: Measuring Knowledge Management Performance. *Information and Management*, 42(3), 469-82.

Leech, N., Barrett, K. & Morgan, G. A. (2013). *SPSS for Intermediate Statistics: Use and Interpretation*. Routledge: Abingdon, UK.

Lewis, J. B. & Linzer, D. A. (2005). Estimating Regression Models in Which the Dependent Variable is Based on Estimates. *Political analysis*, *13*(4), 345-364.

Li, Y. (2014). The Impact of Regulation on the Financial Performance of Small Corporation in Australia. *West East Institute*. New Orleans, USA.

Lin, F., Evans, R. D., Kharel, R., & Williams, R. A. (2019). Competitor Intelligence and Product Innovation: The Role of Open-Mindedness and Interfunctional Coordination. *IEEE Transactions on Engineering Management*.

Lindgreen, A., Hingley, M. K., Grant, D. B., & Morgan, R. E. (2012). Value in Business and Industrial Marketing: Past, Present, and Future. *Industrial Marketing Management*, *41*(1), 207-214.

Lockett, A., Thompson, S., & Morgenstern, U. (2009). The Development of the Resource-Based View of the Firm: A Critical Appraisal. *International Journal of Management Reviews*, *11*(1), 9-28.

Lorini, M. R. (2018). Collective Empowerment through Information and Communication Technologies: Co-creation Processes in Underserved Communities in Cape Town *(Doctoral dissertation, Faculty of Commerce).*

Luo, X., Rindfleisch, A. & Tse, D. K. (2007). Working with Rivals: The Impact of Competitor Alliances on Financial Performance. *Journal of Marketing Research*, 44(1), 73-83.

Lunogelo, H. B., Mbilinyi, A. & Hangi, M. (2009). The Global Financial Crisis and Tanzania: Effects and Policy Responses. *Report of the Economic and Social Research Foundation.*

Lusthaus, C., Adrien, M. H. & Morgan, P. (2000). Integrating Capacity Development into Project Design and Evaluation. *Approach and Frameworks. Global Environment Facility*.

Madsen, D. Ø., & Stenheim, T. (2014). Perceived Benefits of Balanced Scorecard Implementation: Some Preliminary Evidence. *Problems and Perspectives in Management*, 12(3), 81-90.

Majeed, S. (2011). The Impact of Competitive Advantage on Organizational Performance. *European Journal of Business and Management*, 3(4).

Makhija, M. (2003). Comparing the Resource-Based and Market-Based Views of the Firm: empirical evidence from czech privatization. *Strategic Management Journal, 24, 433–451*.

Malhotra, N. K., Hall, J., Shaw, M., & Oppenheim, P. (2002). Marketing Research: An Applied Orientation. Sydney: Prentice Hall.

Maltz, A. C., Shenhar, A. J., & Reilly, R. R. (2003). Beyond the Balanced Scorecard: Refining the Search for Organizational Success Measures. *Long Range Planning*, 36(2), 187-204.

Matthews, B., & Ross, L. (2014). *Research methods*. Pearson Higher Ed.

Maune, A. (2014). Competitive Intelligence and Firm Competitiveness: An Overview. *Corporate Ownership & Control, 12(1).*

Mawa, B. (2008). Impact of Microfinance Towards Achieving Poverty Alleviation. *Pakistan Journal of Social Sciences*, *5*(9), 876-882.

Mbai, E., Ngui, T., & Ndiao, O. (2018). Competitive Strategies Implementation and Quality Service Delivery in Standard Chartered Bank (K) Ltd. *International Academic Journal of Human Resource and Business Administration*, *3*(1), 246-265.

McCann, P. (2004). The Changing Definition of Organizational Effectiveness. *Human Resource Planning*, 27 (1), 7-30.

McGonagle, J. J. & Vella, C.M. (2004). Competitive Intelligence in Action, *The Information Management Journal*, 38(2), 64.

McGonagle, J.J. & Vella, C.M. (2012). *Proactive Intelligence: The Successful Executives Guide.* Springer-Verlag: London, United Kingdom

McNabb, D. E. (2008.) *Research Methods in Public Administration and Non-profit Management: Quantitative and Qualitative Approaches* (2nded.). M.E. Sharpe, Inc.: New York, USA.

Meyer, J. W, & Rowan, B. (1977). Institutional Organizations: Formal Structure as Myth and Ceremony, *American Journal of Sociology*, 83, 340–363.

Meyer, J. W. & Scott, W. R., (1983). Centralization and the Legitimacy Problems of Local Government. In J. W. Meyer and W. R. Scott (Eds.), *Organizational Environments*. Sage, Newbury Park, CA, 199 – 215.

Meyer, J. W., Scott, W. R., Strang, D. & Creighton, A. L. (1988). Bureaucratization without Centralization: Changes in the Organizational System of U. S. Public Education, 1940–80. In L. G. Zucker (ed.), *Institutional Patterns and Organizations: Culture and Environment*. Ballinger, Cambridge, MA, 139–168.

Minja, D. (2009). Ethical Practices for Effective Leadership: Fact or fallacy-The Kenyan Experience. *KCA Journal of Business Management*, *2*(1).

Mohsin, A. A., Halim, H. A. & Ahmad, N. H. (2015). Competitive Intelligence among SMEs: Assessing the Role of Entrepreneurial Attitude Orientation on Innovation Performance. In M. H. Bilgin, H. Danis, E. Demir, & C. K. M. Lau (Eds.), *Innovation, finance, and the economy.* Springer International: Switzerland.

Montolio, D., Trillas, F. & Baute, E.T. (2014). Regulatory Environment and Firm Performance in EU Telecommunication Services. *C/Tinent coronel Valenzuela*, 1-11.

Markovich, A., Efrat, K., Raban, D. R. & Souchon, A. L. (2019). Competitive Intelligence Embeddedness: Drivers and Performance Consequences. *European Management Journal*.

Motlaghi, E. A., & Mokhtari, A. (2015). The Relationship between Competitive Intelligence and Effectiveness of Marketing Strategies in Capillary Distributor Companies of Food. *A B E R*, 13(6), 3799-3815.

Muchemi, A. W. (2013). Top Management Team Diversity and Performance of Commercial Banks in Kenya. Unpublished Doctoral Thesis. University of Nairobi.

Mugenda, D. M., & Mugenda, A. (2003). *Research Methods; Quantitative and Qualitative Research.* African Centre for Technology Studies: Nairobi, Kenya.

Murphy, G. B., Trailer, J. W. & Hill, R. C. 1996. Measuring Performance in Entrepreneurship Research. *Journal of Business Research*, 36, 15-23.

Mustafa, F., Khursheed, A., & Fatima, M. (2018). Impact of Global Financial Crunch on Financially Innovative Microfinance Institutions in South Asia. *Financial Innovation*, *4*(1), 13.

Myoung, P. H. (2008). Univariate Analysis and Normality Test Using SAS, Stata and SPSS. *Working paper*. The University Information Technology Services (UITS). Centre for Statistical and Mathematical Computing, Indiana University.

Namada, J. M. (2018). Organizational Learning and Competitive Advantage. In *Handbook of Research on Knowledge Management for Contemporary Business Environments* (pp. 86-104). IGI Global.

Negash, S., & Gray, P. (2008). Business Intelligence. In *Handbook on Decision Support Systems 2* (pp. 175-193). Springer: Berlin, Heidelberg, Germany.

Newbert, S. L. (2008). Value, Rareness, Competitive Advantage, and Performance: a Conceptual- Level Empirical Investigation of the Resource- Based View of the Firm. *Strategic Management Journal*, *29*(7), 745-768.

Okiro, K., & Ndungu, J. (2013). The Impact of Mobile and Internet Banking on Performance of Financial Institutions in Kenya. *European Scientific Journal*, *9*(13).

Ombaka, B., Machuki, V. N. & Mahasi, J. (2015). Organizational Resources, External Environment, Innovation and Firm Performance: A Critical Review of Literature. *DBA Africa Management Review*, 5(1).

Onaolapo, A. A., & Odetayo, T. A. (2012). Financial Inclusion as Tools for Survival in Globally Competitive Environment: Lessons for Nigerian Microfinance banks. *American Journal of business and Management*, *1*(4), 241-247.

Ouma, P., & Kilika, J. M. (2018). Innovation Strategies, First Mover Advantage and Performance in the Context of the Microfinance Sector: A Review of Literature. *International Journal of Business and Management*, *13*(7).

Pallotti, F., & Lomi, A. (2011). Network Influence and Organizational Performance: The Effects of Tie Strength and Structural Equivalence. *European Management Journal*, *29*(5), 389-403.

Parker, R., & Bradley, L. (2000). Organizational Culture in the Public Sector; Evidence of Six Organizations. *The International Journal of Public Sector Management*, (13), 2, 125-141.

Patrick, M. C. & Ngozi, H. N. (2017). Competitive Intelligence and Product Development in Selected Pharmaceutical Firms in Anambra State of Nigeria. *International Journal of Scientific and Research Publications,* 7(4).

Penrose, R. (1959). The Apparent Shape of a Relativistically Moving Sphere. In *Mathematical Proceedings of the Cambridge Philosophical Society*, 55(1), 137-139.

Peyrot, M., Childs, N., Van Doren, D. & Allen, K. (2002). An Empirically Based Model of Competitor Intelligence Use. *Journal of Business Research, 55*(9), 747-758.

Peterson, R. A. & Brown, S. P. (2005). On the Use of Beta Coefficients in Meta-Analysis. *Journal of Applied Psychology*, *90*(1), 175.

Pfeffer, J. & Salancik, G. R. (1978). *The External Control of Organizations*. Harper & Row: New York, USA.

Porter, M. E. (2008). The Five Competitive Forces that Shape Strategy. *Harvard Business Review, 86*(1), 79–93.

Porter, M. E. (2008). *On Competition*. Harvard Business Press: Massachusetts, USA.

Porter, M. E. (2001). The Value Chain and Competitive Advantage. *Understanding Business Processes*, 50-66.

Porter, M. E. (1991). Towards a Dynamic Theory of Strategy. *Strategic Management Journal,* 12(SI), 95-117.

Porter, M. E. (1985). *Competitive Advantage: Creating and Sustaining Superior Performance*. Simon and Schuster: New York, USA.

Porter, M. (1980). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. Free Press: New York, USA.

Porter, M. E. (1979). How Competitive Forces Shape Strategy. *Harvard Business Review:* Massachusetts, USA.

Porter, M. E., & Heppelmann, J. E. (2014). How Smart, Connected Products are Transforming Competition. *Harvard Business Review*, *92*(11), 64-88.

Prahalad, C. K., & Hamel, G. (2006). The Core Competence of the Corporation. In *Strategische Unternehmungsplanung—Strategische Unternehmungsführung* (pp. 275 - 292). Springer: Berlin, Heidelberg, Germany.

Prescott, J. E., & Miller, S. H. [eds.] (2001). *Proven Strategies in Competitive Intelligence: Lessons from the Trenches*. John Wiley & Sons and Society of Competitive Intelligence Professionals: New York, USA.

Purce, J. (2014). The Impact of Corporate Strategy on Human Resource Management. *New Perspectives on Human Resource Management (Routledge Revivals)*, *67*.

Radaelli, C. M. & Meuwese, A. C. (2009). Better Regulation in Europe: between Public Management and Regulatory Reform. *Public Administration*, *87*(3), 639-654.

Rapp, A., Agnihotri, R. & Baker, T. L. (2011). Conceptualizing Salesperson Competitive Intelligence: An Individual- Level Perspective. *Journal of Personal Selling and Sales Management,* 31(2), 141–156.

Raymond, L. & St-Pierre, J. (2005). Antecedents and Performance Outcomes of Advanced Manufacturing Systems Sophistication in SMEs. *International Journal of Operations and Production Management,* 25(6), 514–533.

Razali, N. M. & Wah, Y. B. (2011). Power Comparisons of Shapiro – Wilk, Kolmogorov – Smirnov, Lilliefors and Anderson – Darling Tests. *Journal of Statistical Modeling and Analytics*, 2(1), 21 – 33.

Reed, R., Lemak, D.J. & Mero, N.P. (2000). Total Quality Management and Sustainable Competitive Advantage. *Journal of Quality Management,* 5, 5–26.

Reinmoeller, P., & Ansari, S. (2016). The Persistence of a Stigmatized Practice: A study of Competitive Intelligence. *British Journal of Management*, *27*(1), 116-142.

Richard, L. (2007). *Sharpening Strategic Intelligence: Why the CIA gets it Wrong and What Needs to be Done to Get it Right*. Cambridge University Press: Cambridge, United Kingdom.

Rivard, S. Raymond L., Verreault D. (2006). Resource-Based View and Competitive Strategy: An Integrated Model of the Contribution of Information Technology to Firm Performance." *Journal of Strategic Information Systems*, 15(1): 29-50.

Robertie, D. L. (2016). Top Managers Networking Influence on Competitive Intelligence Practices: The Case of Hi- Tech SMBs. *European Research Studies*, 19(4).

Robson, C., & McCartan, K. (2016). *Real world research*. John Wiley & Sons: New Jersey, USA.

Rose R. C., Abdullah, H. & Ismad, A. I. (2010). A Review on the Relationship between Organizational Resources, Competitive Advantage and Performance. *Journal of International Social Research*, *3*(11).

Rothaermel, F. T. (2008). Competitive Advantage in Technology Intensive Industries. Advances in the Study of Entrepreneurship, Innovation & Economic Growth, 18, 201-225.

Rousson, V., Gasser, T. & Seifert, B. (2002). Assessing Intrarater, Interrater and Test–Retest Reliability of Continuous Measurements. *Statistics in Medicine*, *21*(22), 3431-3446.

Roxas, B., Chadee, D. & Pacoy, E. (2013). Effect of Formal Institutions on Business Performance in Philippines. An Exploratory Study. *Sage Publications Ltd.* South East Asia Research, 21(1), 27- 40.

Ruigrok, W., & Wagner, H. (2003). Internationalization and Performance: An Organizational Learning Perspective. *Management International Review*, *43*(1), 63-84.

Rumelt, R. P., Schendel, D. E. & Teece, D. J. (1994). *Fundamental Issue in Strategy: Research Agenda.* Harvard Business School Press: Boston Massachusetts, USA.

Sabina, N. (2009). Top Management Team Diversity: A Review of Theories and Methodologies, *International Journal of Management Review,* 1468-2370.

Safarnia, H., Akbari,Z. & Abbas, A. (2012). Review of Competitive Intelligence & Competitive Advantage in the Industrial Estates Companies in the Kerman City: Appraisal and Testing of Model by Amos Graphics. *International Business and Management.* 2(2), 47 – 61.

Salmerón, R., García, C. B., & García, J. (2018). Variance Inflation Factor and Condition Number in Multiple Linear Regression. *Journal of Statistical Computation and Simulation*, *88*(12), 2365-2384.

Sande, G., & Ragui, M. (2018). Competitive Intelligence Practices and Performance of Equity Bank Limited. *International Academic Journal of Human Resource and Business Administration*, *3*(1), 282-302.

Santos J. B. & Brito L. A. L. (2012). Towards a Subjective Measurement Model for Firm Performance. *BAR, Rio de Janeiro*, 9(6), 95 – 117.

Sarkis, J., Gonzalez-Torre, P. & Adenso-Diaz, B. (2010). Stakeholder Pressure and the Adoption of Environmental Practices: The Mediating Effect of Training. *Journal of Operations Management*, *28*(2), 163-176.

Saunders, M. N. (2011). Research Methods for Business Students, (5th ed.). Pearson Education: Delhi, India.

Saunders, M., Lewis, P., & Thornhill, A. (2007). *Research Methods for Business Students* (4th ed.). Prentice Hall: Harlow, UK.

Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research Methods for Business Students* (5th ed.). Prentice Hall: Harlow, UK.

Scherer, A. G., & Palazzo, G. (2011). The New Political Role of Business in a Globalized World: A Review of a New Perspective on CSR and its Implications for the Firm, Governance, and Democracy. *Journal of Management Studies*, *48*(4), 899-931.

Schilke, O. (2014). On the Contingent Value of Dynamic Capabilities for Competitive Advantage: The Nonlinear Moderating Effect of Environmental Dynamism. *Strategic Management Journal*, *35*(2), 179-203.

Sehnem, S., Jabbour, C. J. C., Pereira, S. C. F., & de Sousa Jabbour, A. B. L. (2019). Improving sustainable supply chains performance through operational excellence: circular economy approach. *Resources, Conservation and Recycling*, *149*, 236-248.

Sepahvand, R., Nazarpoor, A.H. & Veisi, M. (2016). The Effect of Competitive Intelligence on Organizational Performance through Orientation (Case study: Insurance Companies Sanandaj). *International Business Management 10* (7), 1280 – 1283.

Shams, S. R. (2016). Capacity Building for Sustained Competitive Advantage: a Conceptual Framework. *Marketing Intelligence & Planning*, *34*(5), 671-691.

Slater, S. F., & Olson, E. M. (2002). A Fresh Look at Industry and Market Analysis. Business Horizons, 45(1), 15-22.

Smirlock, M. (1985). 'Evidence on the (Non) Relationship between Concentration and Profitability in Banking', *Journal of Money, Credit, and Banking*, 17, pp. 69–83.

Society of Competitive Intelligence Professionals (SCIP) (2009), *Society of Competitive Intelligence Professionals.* The Global Auto Industry, *Strategic Management* Montreal. 26 – 84.

Spanos, Y.E. & Lioukas, S. (2001). An Examination into the Causal Logic of Rent Generation: Contrasting Porter's Competitive Strategy Framework and the Resource Based Perspective. *Strategic Management Journal*, 22(10), 907–934.

Stefanikova, Ľ., Rypakova, M. & Moravcikova, K. (2015). The Impact of Competitive Intelligence on Sustainable Growth of the Enterprises. *Procedia Economics and Finance*, *26*, 209-214.

Suchman, M. C. (1994). Localism and Globalism in Institutional Analysis. In Scott, W. R. & Christensen, S. (eds.). *The Institutional Construction of Organizations*. Sage: Thousand Oaks, California, USA.

Sun, C. C. (2010). A Performance Evaluation Model by Integrating Fuzzy AHP and Fuzzy TOPSIS Methods. *Expert Systems with Applications*, *37*(12), 7745-7754.

Surroca, J., Tribó, J. A., & Waddock, S. (2010). Corporate Responsibility and Financial Performance: The Role of Intangible Resources. *Strategic Management Journal*, *31*(5), 463-490.

Taghva, M. R., Majidfar, F., Salami, R. & Karshenas, A. A. (2014). A Conceptual Model for University-Industry Knowledge Transfer through Technology Intelligence Cycles and Social Networks: Multiple Case Study of Technology Transfer Projects. *Asian Journal of Research in Business Economics and Management*, *4*(9), 57.

Tahmasebifard, H. (2018). The Role of Competitive Intelligence and its Sub-Types on Achieving Market Performance. *Cogent Business & Management*, *5*(1).

Talaja, A., Miočević, D., Pavičić, J., & Alfirević, N. (2017). Market Orientation, Competitive Advantage and Business Performance: Exploring the Indirect Effects. *Društvena istraživanja*, *26*(4), 583-604.

Tallon, P. P. & Pinsonneault, A. (2011). Competing Perspectives on the Link between Strategic Information Technology Alignment and Organizational Agility: Insights from a Mediation Model. *Mis Quarterly*, 463-486.

Tao, Q. & Prescott, J. E. (2000). China: Competitive Intelligence Practices in an Emerging Market Environment. *Competitive Intelligence Review: Published in Cooperation with the Society of Competitive Intelligence Professionals*, *11*(4), 65-78.

Tashman, P., & Marano, V. (2009). Dynamic Capabilities and Base of the Pyramid Business Strategies. *Journal of Business Ethics*, *89*(4), 495-514.

Tassey, G. (2008). Globalization of Technology-Based Growth: The Policy Imperative. *The Journal of Technology Transfer*, *33*(6), 560-578.

Taylor, S. J., Bogdan, R. & DeVault, M. (2015). *Introduction to Qualitative Research Methods: A Guidebook and Resource*. John Wiley & Sons: New York, USA.

Teece, D. J. (2010). Business Models, Business Strategy and Innovation. *Long Range Planning*, *43*(2-3), 172-194.

Teece, D. J. (2007). Explicating Dynamic Capabilities: the Nature and Micro Foundations of (Sustainable) Enterprise Performance. *Strategic Management Journal*, *28*(13), 1319-1350.

Teeratansirikool L., Badir Y. & Charoenngam C. (2013). Competitive Strategies and Firm Performance: the Mediating Role of Performance Measurement. *International Journal of Performance and Performance Management*, 62(2), 168 – 184.

Thompson, A. A. & Strickland, A. J. (2003). *Strategic Management - Concepts and I' Cases (13th ed.).* New York, NY, McGraw-Hill: New York, USA.

Tidd, J., & Bessant, J. R. (2018). *Managing Innovation: Integrating Technological, Market and Organizational Change*. John Wiley & Sons: New Jersey, USA.

Trochim, W., Donnelly, J. P. (2008). *Research Methods: The Essential Knowledge Base*. Nelson Education: Ontario, Canada.

Tse, A., Sin, L., Yim, F., & Heung, V. (2005). Market Orientation and Hotel Performance. *Annals of Tourism Research, 32*(4), 1145-1147.

Tseng, S. M. (2009). A Study on Customer, Supplier, and Competitor Knowledge Using the Knowledge Chain Model. *International Journal of Information Management*, 29, 488–496.

Unda, L. A. & Margret, J. (2015). Transformation of the Ecuadorian Financial System: Regulation and Response. *Journal of Financial Regulation and Compliance, 23*(1), 84-102.

Uyterhoeven, H. E., Ackerman, R. W. & Rosenblum, J. W. (1973). *Strategy and Organization: Text and Cases in General Management*. McGraw-Hill/Irwin: New York, USA.

Valenti M, A., Luce R. & Mayfield. (2011). The Effects of Firm Performance on Corporate Governance. *Management Research Review*, 34(3), 226 – 283.

Vargo, S. L., & Lusch, R. F. (2014). Evolving to a New Dominant Logic for Marketing. In *The Service-Dominant Logic of Marketing* (pp. 21-46). Routledge: Abingdon, UK.

Venter, P. & Van Rensburg, M. J. (2014). The Relationship between Marketing Intelligence and Strategic Marketing. *South African Journal of Economic and Management Sciences, 17*(4), 440-447.

Veugelers, M., Bury, J. & Viaene, S. (2010). Linking Technology Intelligence to Open Innovation. *Technological Forecasting and Social Change*, *77*(2), 335-343.

Waithaka, P., Bula H., & Kimencu, L. (2015). Competitive Intelligence Practices and Performance of Firms Listed on the Nairobi Securities Exchange, Kenya. *European Scientific Journal*, 12(19).

Wamba, S. F., Gunasekaran, A., Akter, S., Ren, S. J. F., Dubey, R., & Childe, S. J. (2017). Big Data Analytics and Firm Performance: Effects of Dynamic Capabilities. *Journal of Business Research*, *70*, 356-365.

Wandiga, E. N., Kilika, J. M. & James, R. (2017). Linking Operations Strategies with Customer Based Competence and Firm Performance in the Context of Knowledge Based

Intensive Sector: A Theoretical Review. *International Journal of Business & Management*, *12*(8), 234-248.

Wang, W. C., Lin, C. H. & Chu, Y. C. (2011). Types of Competitive Advantage and Analysis. *International Journal of Business and Management*, *6*(5), 100.

Ward, K. (2012). *Strategic Management Accounting*. Routledge: Abingdon, UK.

Weber, R. (2004). The Rhetoric of Positivism versus Interpretivism: A Personal View. *MIS Quarterly*, 28(1), 1-12.

Wedel, M., & Kamakura, W. A. (2012). *Market Segmentation: Conceptual and Methodological Foundations* (Vol. 8). Springer Science & Business Media: Berlin, Germany.

Wernerfelt, B. (1984). A Resource- Based View of the Firm. *Strategic Management Journal*, *5*(2), 171-180.

West, D. C., Ford, J., & Ibrahim, E. (2015). *Strategic Marketing: Creating Competitive Advantage*. Oxford University Press: USA.

Whisman, M. A. & McClelland, G. H. (2005). Designing, Testing, and Interpreting, Interactions and Moderator Effects in Family Research. *Journal of family psychology*, *19*(1), 111.

Wilensky, H. L. (2015). *Organizational Intelligence: Knowledge and Policy in Government and Industry* (Vol. 19). Quid Pro Books: London, England.

Wiklund, J. & Shepherd, D. (2005). Entrepreneurial Orientation and Small Business Performance: a Configurational Approach. *Journal of Business Venturing*, *20*(1), 71-91.

Wiklund, J. & Shepherd, D. (2003). Knowledge-Based Resources, Entrepreneurial Orientation, and the Performance of Small and Medium-Sized Businesses. *Strategic Management Journal*, *24*, 1307–1314.

Wolter, K. (2011). Competitive Intelligence. In *Application Management Gabler*, 183-215.

Wright, S., Eid, E. R., & Fleisher, C. S. (2009). Competitive Intelligence in Practice: Empirical Evidence from the UK Retail Banking Sector. *Journal of Marketing Management*, *25*(9-10), 941-964.

Wright, S., Pickton, D. & Callow, J. (2002). Competitive Intelligence in UK Firms: A Typology. *Management Intelligence & Planning 20(6) 349- 360.*

Yap, C. S., Rashid, M. Z. A., & Sapuan, D. A. (2014). Perceived Environmental Uncertainty and Competitive Intelligence Practices. *The Journal of Information and Knowledge Management Systems*, 43, 462–481.

Yap, C. S., Rashid, Z. A., Sapuan, D. A. (2011). Organizational Strategy and Competitive Intelligence Practices in Malaysian Public Listed Companies. *Information Research*, 17(4).

Yeboah, J., & Ewur, G. D. (2014). The Impact of WhatsApp Messenger Usage on Students' Performance in Tertiary Institutions in Ghana. *Journal of Education and practice*, *5*(6), 157-164.

Yigitbasioglu, O. M., & Velcu, O. (2012). A Review of Dashboards in Performance Management: Implications for Design and Research. *International Journal of Accounting Information Systems*, *13*(1), 41-59.

Zhang, Y. & Longyi Li, L. (2009). Study on Balanced Scorecard of Commercial Bank in Performance Management System. *Proceedings of the 2009 International Symposium on Web Information Systems and Applications (WISA'09) Nanchang, P. R. China*, 206-209.

Zhou, Z. K., Brown, J. R., Dev, C. S. & Agarwal, S. (2007). The Effects of Customer and Competitor Orientations on Performance in Global Markets: A Contingency Analysis. *Journal of International Business Studies*, 38(2), 303–319.

Zhou, K. Z., Yim, C. K., & Tse, D. K. (2005). The Effects of Strategic Orientations on Technology and Market-Based Breakthrough Innovations. *Journal of Marketing*, *69*(2), 42-60.

Zikmund, W. G. (2003). *Business Research Methods* (7th ed.). Thomson Publishers: New York, USA.

Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). *Business Research Methods*. Cengage Learning: Boston, USA.

APPENDICES

Appendix I: Letter of Introduction

Paul Ouma
Kenyatta University,
P.O Box 103214 – 00101,
NAIROBI
12th June, 2020

Dear Sir/Madam,

RE: **AUTHORITY FOR DATA COLLECTION**

I am a PhD scholar at Kenyatta University School of business undertaking Doctoral Thesis on **"Competitive Intelligence Strategy on Performance of Central Bank of Kenya Regulated Microfinance Banks in Nairobi City County"**

To realize this objective, you and your institution have been chosen to take part in this scholarly study. I, thus, humbly appeal to you to support me gather information by filling in the questionnaire. Information that you will give will solely be utilized for educational drives and will be handled with ultimate care. Duplicate of final report will be provided to you upon request.

Your help will be acknowledged.

Yours faithfully,

Paul Ouma

Appendix II: Questionnaire

This questionnaire is designed to collect data for purely academic purposes to assist the researcher complete doctoral studies. The questionnaire seeks to obtain information on the dimensions of competitive intelligence strategy among Central Bank of Kenya regulated microfinance banks in Nairobi City County. The data obtained will be used only for academic purposes and all information will be treated with strict confidentiality. You are kindly advised not to write your name or any other form of identification in the questionnaire.

Section A: Background Data/Demographic Data

Definition

Competitive intelligence strategy is the system through which organizations morally and lawfully gathers and examines information on competitor and the competitive environments which managers assimilates in the planning and decision-making procedures to enhance performance.

Instructions

Mark or write in the spaces offered where applicable.

1. Indicate your gender.

Male [ ] Female [ ]

2. Tick bracket that represent your age.

18 – 26 [ ] 27 – 35 [ ] 36 – 44 [ ] 45 – 53 [ ] Above 54 [ ]

3. Highest level of educational qualification?

Diploma [ ] Degree [ ] Masters [ ] Doctorate [ ]

3. Job Title (Optional) …….

4) Position in Employment (Mark)

1	Senior Management	
2	Middle Management	
3	Junior Management	

5) Number of years in employment in the regulated microfinance bank (Please tick).

3 years and below [ ] 4 - 7 years [ ] 8 - 11 years [ ] 12 years and above [ ]

Section B: Technological Intelligence Strategy

6. Kindly show degree to which you agree or disagree with the following phrases listed below that relate to your microfinance bank. Mark (√) the box with a number from the scale of 1-5 that best explain your answer Where; 1= No Extent 2= Low Extent 3= Moderate Extent 4= High Extent 5= Very High Extent.

Technological Intelligence Strategy	**1**	**2**	**3**	**4**	**5**
Our microfinance bank has shown commitment to embracing latest technology					
Staff inventiveness and creativeness are encouraged					
Staff are capable to convert information and concepts into novel products, procedures and systems.					
Our microfinance bank has established multiple avenues of acquiring information on latest technology					
This microfinance bank offers internet banking					
Microfinance bank has robust core banking systems.					
Our microfinance bank has an established online training platform for employees.					
This microfinance bank has elaborate methods of disseminating information to employees					
Our microfinance bank encourages knowledge sharing among employees.					
Microfinance bank has elaborate mechanism of evaluating usefulness of information acquired.					
This microfinance bank has multiple sources of information					
Our microfinance bank guarantees excellence					

11. Briefly describe technological intelligence strategy in terms of online training, internet banking, information acquisition and robust core banking system.

_____

_____

_____

Section C: Market Intelligence Strategy

12. Kindly show degree to which you agree or disagree with the following phrases listed below that relate to your microfinance bank. Mark (√) the box with a number from the scale of 1-5 that best explain your answer Where; 1= Not at all 2= Strongly Disagree 3= Disagree 4= Agree 5= Strongly Agree.

Market Intelligence Strategy	**1**	**2**	**3**	**4**	**5**
This microfinance bank works hard to ensure brand quality in the market					
Our microfinance bank has unit designated on acquiring information about prevailing conditions					
Microfinance bank engages a lot in information acquisition about suppliers to competitors					
Our microfinance bank has a designated unit of acquiring information on competitor's products and services					
This microfinance bank has multiple sources of obtaining customer information					
Our microfinance bank prioritize acquisition of latest information on competitor's products and services					
Microfinance bank offers unique products and services					
This microfinance bank conducts regular surveys on uptake of bank's products and services.					
Regulated microfinance bank has footprint in different parts of the country					
Our microfinance bank work hard to enhance our brand quality					

13. Briefly describe the state of market intelligence strategy in terms of customer information, product and service information, market knowledge and suppliers information.

……

……

……

Section D: Competitor Intelligence Strategy

14. Kindly show degree to which you agree or disagree with the following phrases listed below that relate to your microfinance bank. Mark (√) the box with a number from the scale of 1-5 that best explain your answer. Where; 1= No Extent 2= Low Extent 3= Moderate Extent 4= High Extent 5= Very High Extent.

Competitor Intelligence Strategy	**1**	**2**	**3**	**4**	**5**
Our microfinance bank has an established contact centre					
Microfinance bank has a designated unit for gathering information on competitor's products and services.					
This microfinance bank has a department that tailors products and services that meet customer preferences					
Our microfinance bank has a quick response time to customers queries and enquiries					
Microfinance bank has unit that gathers up to date information about the customer's needs					
This microfinance bank has a mechanism of obtaining data from persons who trade with competitors.					
Our microfinance bank has a unit that frequently carries an up to date competitor analysis					
Microfinance bank regularly reviews processes, products and services to mirror current trends.					

15. Comment on microfinance competitor intelligence strategy in terms of contact centre, response time and product planning.

……

……

…….

Section E: Competitive advantage

16. Kindly show degree to which you agree or disagree with the following phrases listed below that relate to your microfinance bank. Mark (√) the box with a number from the scale of 1-5 that best explain your answer. Where; 1= No Extent 2= Low Extent 3= Moderate Extent 4= High Extent 5= Very High Extent.

Competitive Advantage	**1**	**2**	**3**	**4**	**5**
Our microfinance bank brand name is widely known					
This microfinance bank has products and services that meets customer's needs					
Microfinance bank offer excellent services to customers					
Our microfinance bank is reputed for offering operational excellence to customers.					
This microfinance bank offers superior customer service to customers					
Our microfinance bank brand is reputable in the market.					
Microfinance bank offers products and services that are different from competitors					
This microfinance bank is known for products and service leadership					
Our microfinance bank has unique products and services that customers identify with.					
Our microfinance bank uses brand applications that are user friendly.					
Our microfinance bank works closely with our stakeholders to enhance consumer awareness of our brand					

17. Comment on microfinance bank's approach to sustaining its competitiveness in the market in terms of operational excellence, product leadership, superior customer service and brand application?

……

……

Section F: Regulatory framework

18. Kindly show degree to which you agree or disagree with the following phrases listed below that relate to your microfinance bank. Mark (√) the box with a number from the scale of 1-5 that best explain your answer. Where; 1= Not at all 2= Strongly Disagree 3= Disagree 4= Agree 5= Strongly Agree.

Regulatory framework	**1**	**2**	**3**	**4**	**5**
The regulatory framework is prohibitive to regulated microfinance banking business					
Statutory requirements for microfinance are too demanding					
Regulated microfinance banks in our country faces stringent rules and regulations					
Professional standards laid down by the industry players are very demanding and involving					
Professional ethics imposed by professional bodies are too restrictive and hinders service delivery					
Pressure to conform to standard industry practices constrains microfinance banks innovativeness					
Regulated microfinance banks adheres to prudential guideline on capital adequacy					
Regulated microfinance banks adheres to prudential guideline on asset quality					

19. How would you describe the state of regulatory environment in which Central Bank of Kenya regulated microfinance bank has been operating in the last five years in terms of capital adequacy and asset quality?

……

……

……

Section G: Performance of Central Bank of Kenya Regulated Microfinance Banks

20. This section of the questionnaire seeks to obtain your opinion on the extent to which performance of Central Bank of Kenya regulated microfinance bank has been achieved over the last five years. For each of the statements listed below, indicate (√) by what level Central Bank of Kenya regulated microfinance banks has recorded performance in each of the following dimensions. Please rate performance of the Central Bank of Kenya regulated microfinance bank in a scale of 1-5. Where; 1= Negative (Below 0%) 2= (1-5%) 3= Between 6-10% 4= Between 10-15% 5= Over 15%

Our microfinance bank experienced notable change in the following dimensions of performance.	**1**	**2**	**3**	**4**	**5**
Staff expertise improves output of tasks.					
Employee's knowledge improves the speed of performing tasks.					
Employee's performance is adequately monitored					
Staff performance is measured using both quantifiable and qualitative measures					
microfinance bank continuously assess employee's job satisfaction					
Microfinance bank makes efforts to attract and retain customers					
Microfinance engages in campaigns to mobilize customers to join the bank					
Increase number of potential customers					
Level of customer satisfaction					
Microfinance bank work hard to increase customer retention level					
Microfinance bank focuses on lines of businesses that results in growth of return on assets (ROA)					
Microfinance bank engages on business activities that are geared to increase return on investment (RO1)					

Thank you for your participation.

Appendix III: List of Population

1) Kenya Women MFB Ltd
2) Faulu MFB Ltd
3) Rafiki MFB Ltd
4) Smep MFB Ltd
5) Caritas MFB Ltd
6) Sumac MFB Ltd
7) Remu MFB Ltd
8) U & I MFB Ltd
9) Uwezo MFB Ltd
10) Daraja MFB Ltd
11) Maisha MFB Ltd
12) Century MFB Ltd
13) Choice MFB Ltd

Source: CBK (2018)

Appendix IV: Document Review Guide

CBK Bank Annual Supervision Reports 2014 - 2018

Appendix VI: Budget

NO	ITEM	DESCRIPTION	QUANTITY	RATE	TOTAL
A) TOOLS AND MATERIALS					
1	Ball Pens		25	25	525
2	Pencils		25	25	525
3	Foolscaps ream		10	400	4,000
4	Photocopiers ream		10	500	5,000
5	Box File		4	500	2,000
6	Clip board		4	200	800
7	Paper Punch		1	350	350
8	Stapler		1	450	450
B) RESEARCH SERVICES					
10	Internet Services		12	3,000.00	36,000
11	Airtime		3	3,500.00	10,500
12	Photocopying		3,000	3	9,000
13	Printing		5,000	5	15,000
14	Research Assistants (2)		14	@3,500	98,000
15					
D) COPY OF FINAL RESEARCH					
16	Printing		8	2,500.00	20,000
17	Binding		8	500.00	4,000
	GRAND TOTAL COST				**206,150**