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ASSESSMENT OF THE EFFECT OF COMPETITIVE INTELLIGENCE ON MARKET SUCCESS IN THE MEDIA INDUSTRY IN RWANDA. A CASE OF NATION MEDIA GROUP.

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ABSTRACT

Competitive Intelligence (CI) is both a process and a product. The process of Competitive Intelligence is the action of gathering, analyzing, and applying information about products, domain constituents, customers, and competitors. This practice is good for the short term and long term planning needs of an organization. The product of Competitive Intelligence is the actionable output ascertained by the needs prescribed by an organization. Competitive Intelligence is an ethical and legal business practice. Competitive intelligence is essential since it entails getting a strategy to accomplish laid down company objectives. The objective of this study was to assess the effect of competitive intelligence on market success. The study adopted a descriptive survey design. Stratified random sampling was used to determine the sample size. The target population for the study was 150 employees of Nation Media group in Rwanda. The study used both primary and secondary data, where questionnaires, interview were used for data collection. Data collected was analyzed through SPSS version 21. Data analysis involved statistical computations for averages, percentages, and correlation and regression analysis. Ordinary least squares (OLS) regression method of analysis was adopted to determine the inferential statistics. This is because helped in determining the market success. The study found a positive relationship between competitive intelligence and market success. A 1% increase in product intelligence leads to a 25.3% increase in market success, while a 1% increase in new market success leads to a 44.5% increase market success and a 1% increase in technology intelligence leads to a 39.6% increase in market success while a 1% increase in strategic intelligence leads to a 59.8% increase market success. The study concluded that firms should lean towards competitive intelligence practices to increase their market success. This relationship is expected as firms increase on competitive intelligence market success also increases. The study recommends that media industry should be more vigorous in establishing strategic alliance intelligences through mergers and acquisitions, penetrate foreign market through alliances, cross-border listing and trading, change of business processes, engaging in strategic alliances with other media institutions, global intelligence alliance and agency approach and partnerships which affect the success of the sector.

Key words: Competitive Intelligence, Market success, Product intelligence, Technology intelligence, New market intelligence and Strategic alliance intelligence

1.0 Background.

The present business environment is competitive, and the achievement of competitive advantage has become a strategic priority for each enterprise which desires to maintain its position on the market or, sometimes, only to survive. As a result, competitive intelligence as a strategic business tool has long been proposed in an effort to increase a company's competitiveness (Mutua 2010). It is an important aspect of strategic management because it serves as the first link in the chain of perceptions and actions that permit an organization to adapt to its environment. Environments pose important constraints and contingencies for organizations, and their competitiveness depends on their ability to monitor and adapt their strategies based on information acquired through competitive intelligence activities. Companies should become increasingly aware of the necessity to remain informed of their competitive environment (Nasri, 2009).

Competitive intelligence provides knowledge of competitors, their marketing strategies, objectives, research activity, their strengths and weaknesses and other information. This analysis helps companies in understanding their position with respect to major competitors in the global competitive environment and provides actionable business competitive intelligence (Cobb, 2003). Organizations are increasingly seeking to better understand how they can leverage their value propositions in the marketplace. This practice constitutes effective means, put at the disposal of the company, to supervise its environment, in search of signals likely to constitute opportunities or threats able to influence its results. Whatever its size or its branch of industry, the company must have at the good moment of the useful information to implement and to develop strategy (Guimaraes, 2000).

According to Myburgh (2004), the objectives of competitive intelligence are to manage and reduce risk, make knowledge profitable, avoid information overload, ensure privacy and security of information, and use corporate information strategically. In essence, competitive intelligence helps strategists to understand the forces that influence the business environment and, more importantly, to develop appropriate plans to compete successfully (McGonagle & Vella, 2002).

Guimaraes (2000) further provides a summary of the benefits of competitive intelligence practice in strategic planning namely: bringing to light business opportunities and problems that will enable proactive strategies; providing the basis for continuous improvement; shedding light on competitor strategies; improving speed to market and thereby supporting rapid globalization; improving the likelihood of company survival; increasing business volume; providing better customer assessment; and improving understanding of external influences.

Thus, the guiding principles in any strategic management process, whether in the public or private sector, is about understanding what changes are needed, how to implement and manage these changes, and how to create a roadmap for sustaining improvements that lead to better performance. The difficulty in strategic management is the challenge of laying a foundation for success in the future while meeting today's challenges. Strategic planning is based on the premise that leaders and managers of public and nonprofit organizations must be effective strategists if their organizations are to fulfill their missions, meet their mandates, and satisfy constituents in the years ahead (Bryson, 1995).

Competitive Intelligence (Cl) is the tool of knowledge and adequate understanding of the market's realities, of the techniques and thinking manner of the direct competitors, of the cultural context from whom they precede from, of the intentions and of its capacity of putting them in practice (Briciu & Mihai, 2009). Thus, competitive intelligence represents the enterprise's capacity to administrate the information from various sources for obtaining competitive advantages. Cl represents an enterprise process of some actions of gathering, treatment and spreading of some information (only the one useful for the enterprise) with the purpose of gaining a competitive advantage. According to Mihai 2009, the concept is relatively new in

appearance and is insufficiently exploited (certain dimensions), undifferentiated initially by the industrial/economic espionage, and often framed in the strategic management, the competitive management or the performance management, gained its title of fundamental discipline.

Organization opportunities often center on identifying ways to modify the current strategy to add value for customers. Market intelligence plays a critical role in assessing how new opportunities can be utilized in extending to extend and leverage the current strategy. According to Kahaner (1997), a firm's intelligence team will help in identifying in detail the marketplace strategy of the dominant players in the market that are competing with the firm. This information will help an organization to develop appropriate strategies to counter the strengths of competitors and also develop appropriate strategies to compete effectively. Important information to be catered will be for example the rate of customization of their total solutions for vital customers, levels of service and the prices currently being charged.

As with competitor threats, identification and assessment of competitive risks focuses intelligence work on shaping strategy inputs that frame the executive dialogue around the three core strategy questions. Therefore, an organization's strategic move is based on the understanding that a strategy based on creating and sustaining differences in products and services is subject to constant attack by imitators and subject to erosion as customers' preferences, technology, regulations and substitutes shift (Carroll & Mui, 2008). Competitive Intelligence looks for uncovering early signs of risks and opportunities stemming from the continuous shift of the balance of power in any industry.

Media industry is very vivid and one of the most versatile industry. Mass media, as it is called theoretically, is one of the most influential industries as it is directly connected with the mass audience. The main work of Media industry is to provide information and generate public opinion. The Media industry first started with the mass distribution of newspapers and magazines. Today, the definition of media has changed and media has many sub forms like Broadcasting with the help of TV and radio, Entertainment with use of audio visuals -films and videos, internet that includes blogs, forums, music, news, then publishing which includes books, papers, magazines, and it also includes postal mail, telephony and another interactive media. The media has various purposes like providing entertainment, education, Advocacy among others (MultiQuest, 2004).

The Nation Media Group (NMG) founded in 1959 by His Highness the Aga Khan, is now the largest independent media company in East and Central Africa. It is also the leading multimedia business in Eastern Africa, producing not only print media but also publishing electronically and on the Internet, all of which attracts a regular readership quite unparalleled within the region. In addition to the flagship newspaper The Daily Nation, the group owns newspapers, magazines and radio and TV stations in Kenya, Uganda, Tanzania and Rwanda (www.nationmedia.com).

The Nation Media Group is the largest and most influential media company in the East and Central Africa, and one of the largest publicly listed information providers in Africa. Nation Media Group's local and regional presence is well established, its current market leadership in the print media segment is likely to be maintained in the foreseeable future. Its contribution in the last financial year was about 85% of the company's revenue. The company's expansion policy, on the print and electronic media, to new markets: a move that is set to sustain the earnings growth momentum. The NMG has subsidiary companies in Nation Marketing and Publishing Ltd (NM&P), Nation Carriers Ltd, Monitor Publications Ltd (MPL)-Uganda, Mwananchi Communications Ltd (MCL)- Tanzania, alongside operating agreements with Media

Magazines- South Africa to locally produce magazines through NMG's subsidiary the East Africa Magazines Ltd (EAM). The Nation Media Group through its subsidiary companies is in operation mainly in the media industry with an established leadership. Locally the company runs a television and radio station

previously both bearing the company's name tag, now as NTV and Easy FM respectively, and KFM, a radio station and the Monitor TV station, both run by MPL of Uganda. The company's leadership in the print media segment is compact with its flagship daily the 'Daily Nation' and the 'Sunday Nation' having the highest per day circulation figures of about 200,000 and 250,000 copies (Nairobi Stocks and Markets Report, 2006).

1.2 Statement of the Problem

The current business environment is characterized by the production of diverse forms of leverage over organizations, such as the speed of technological transformation, the acceleration of competition and demographical dynamics (Portes, 2005). Consequently, organizations need to develop strategies in order to fit into the environment, where responsiveness, alertness, decision making, and speed are all important (Ruhli & Sachs, 1997). As a result of this emergence of a tougher business environment, firms and governments have increasingly recognized the significance of competitive intelligence on a global scale as a basic instrument for improving their chances of success, if not survival (Chen, 2005). A firm needs to understand market rules, it's actor's strategy and of the influence of other forces on the market, of the weak and strong points of each other simultaneous with the intervention in an active and advantageous manner in the prevailing competition.

Organizations use competitive intelligence to compare themselves to other organizations, which enables them to make informed decisions. Most firms today realize the importance of knowing what their competitors are doing, and the information gathered allows organizations to realize their strengths and weaknesses. With the right amount of information, organizations can avoid unpleasant surprises by anticipating competitors' moves and decreasing response time. Competitive Intelligence research is evident in Daily Newspapers, Airlines and Commercial banks (Muiva, 2001). High market competition in Rwanda today, among media houses has become an order of the day, sole searching and borrowing of ideas has also increased competition and making the Media houses intelligence to undo the other. As a result, Media houses have confined to more aggressive competitive intelligence in order to have a bigger share in the market. No known research has been done within the Rwandan media industry in relation to competitive intelligence. This research therefore intends to establish and explore the extent to which Media houses have adopted competitive intelligence on market success.

Despite the fact that the media sector in Rwanda is facing many challenges posed by the competitive environment in the industry. No study that has been done on industry in Rwanda hence the need to fill the gap by assessing the effect of competitive intelligence on market success

1.3 Objectives of the study

1.3.1 General objective

The general objective of the study was to assess the effect of competitive intelligence on market success in the media sector in Rwanda.

1.3.2 Specific objectives

The study was guided by the following specific objectives:

1. To establish the product intelligence adopted by media sector and their effect on market success.
2. To investigate whether new markets intelligence practices employed by media sector affect market success.
3. To assess whether the technology intelligence practices affect market success of media sector in Rwanda
4. To establish the strategic alliance intelligence practices adopted by media sector and their effect on market success.

2.0 Literature Review

2.1 Empirical review

Viviers, Saayman, Muller and Calof (2002) found that South African firms were very poor in the formal organization and processing intelligence. In most companies the marketing department was responsible for the competitive intelligence function and firms were found to recognize the importance of getting information from people in and outside the firms. Most employees were found to have regularly reported competitive information to appropriate managers although the information was rarely validated. The study found that the responding South African firms had the right attitude towards competitive intelligence. Most respondents agreed that competitive intelligence could be used to create competitive advantage for their companies and that senior management supported intelligence activities. However, respondents indicated that employees did not understand what competitive intelligence was, and only marginally agreed that senior managers use competitive intelligence regularly in planning and strategic decision making.

Wright, Pickton and Callow (2002) examined competitive intelligence in UK firms and found firms with integrated procedures in which competitors are determined by satisfaction of customer's needs, intelligence gathered through conducting primary research, information gathered translated to strategic action and there was an intelligence unit charged with a specific mandate and located where it would have greatest impact. Using the findings, the researchers developed best practice typology for effective competitive intelligence practices in an organization.

In an investigation on the acquisition and strategic use of competitive intelligence in Malaysian listed firms (Yap & Rashid, 2011) found that more than half of the surveyed firms had formal competitive intelligence units. The units were found to be located within the marketing or market research or corporate planning departments. It was found that on average the units employed between two to five full-time employees. The top source of competitive intelligence for managers was newspapers and periodicals, the internet, extranets and customers. The intelligence acquired was mostly used while making strategic decisions.

In a study that examined perceived environmental uncertainty and competitive intelligence practices (Yap, Rashid & Sapuan, 2011) found that where managers had a higher perception of environmental uncertainty, there existed a higher need for information processing. The study's findings indicated that when the business environmental sector was perceived to be variable and complex, managers tended to acquire and process information about that sector to reduce its uncertainty when making strategic decisions. The study also found that when the environmental sector was perceived to be of strategic importance and uncertain, then a greater amount of competitive intelligence was acquired and the greater the extent of the intelligence was used in strategic decision making.

Wright and Calof (2006) also expressed the need to focus more on various elements of the competitive intelligence model, and to test, not just measuring the entire holistic construct. In its most basic form, the

activities of competitive intelligence involve planning, collecting, analyzing, communicating and management. Most studies to date have tried to measure all of these, with varying success. Even those studies which have attempted to link competitive intelligence with performance measures still use broad measures of the entire process (Blenkhorn & Fleisher, 2007).

Papers presented include Fleisher et al. (2008), a case study which looks at how an intelligence department was the catalyst for profitable success in a membership-led organization, and Trim and Lee (2008), which explores the link with strategic marketing intelligence and organizational resilience. Michaeli and Simon (2008) explore the application of how a technique used frequently in other fields, Bayes' theorem, can be used in CI analysis. Focus is also evident in Fleisher (2008), a paper which looks at open source intelligence, proposing new ways to categorise it and identifying the practical problems with its use.

Liu and Wang (2008) looked at the use of intelligence for forecasting service strategies and provide a much tighter focus on using competitive intelligence. By demonstrating the linkages between intelligence and other fields, Qiu (2008) examines entrepreneurial attitude, normative beliefs and their influence on managerial scanning practices for Competitive Intelligence. This in turn is linked to managerial interpretation of organizations' strength and weakness in the competitive arena. This provides evidence on how intelligence itself is linked not only to decision-making but also to organizational assessment. Tanev and Bailetti (2008) focus on the link between intelligence activities and innovation within technology firms, while Dishman and Calof (2008) report on the CI practice of technology-led companies and how this is used in the development of their marketing strategy.

2.1.1 Competitive intelligence is the core of competitive strategy

Whatever strategic framework the firm chooses to embrace for the management of its business, no one element remains more fundamental to competitive strategy than competitive intelligence. Competitive intelligence is more concerned with doing the right thing, than doing the thing right. The goal of a competitor analysis is to develop a profile of the nature of strategy changes each competitor might make, each competitor's possible response to the range of likely strategic moves other firms could make, and each competitor's likely reaction to industry changes and environmental shifts that might take place. Competitive intelligence should have a single-minded objective to develop the strategies and tactics necessary to transfer market share profitably and consistently from specific competitors to the company. A firm which does not rigorously monitor and analyze key competitors is poorly-equipped to compose and deploy effective competitive strategy and this approach leaves the firm and its markets vulnerable to attack. The basis for competitive intelligence revolves around decisions made by managers about the positioning of a business to maximize the value of the capabilities that distinguish it from its competitors. Failure to collect, analyze and act upon competitive information in an organized fashion can lead to the failure of the firm itself (Shrivastava & Mitroff, 1984).

What then is competitive intelligence; how do we define it; In what ways does it differ from market research? How is it used to make companies more competitive; who needs competitive intelligence; How is it managed and produced; How should competitive intelligence be used and by who; what are its costs and where does competitive intelligence fit within the strategic management system of the firm; what are the measurable "bottom line" benefits for managers and their organizations? The Chinese military strategist, Sun Tzu, emphasized the need for competitive intelligence: "Now the reason the enlightened prince and the wise general conquer the enemy whenever they move, and their achievements surpass those of ordinary men, is foreknowledge". The upside of successfully predicting a competitor's future plans are apparent; as are the consequences of making business decisions based on information that is faulty.

Competitive intelligence is usually composed of five major areas of endeavor, and is performed under three

main approaches in the competitive intelligence framework. These five areas of endeavor include assessment of strategies, competitor perceptions, and effectiveness of current operations, competitor capabilities, and long-term market prospects.

Strategic intelligence is concerned mainly with competitor analysis or gaining an understanding of a competitor's future goals, current strategy, assumptions held about itself and the industry, and capabilities - diagnostic components. Intelligence about the firm's major customers, suppliers and partners (in marketing or research and development alliances) is often also of strategic value (Pickton & Callow, 2002).

Tactical intelligence is generally operational and on a smaller-scale, not so centered on being predictive. Tactical issues include competitors' terms of sale, their price policies and the plans they have for changing the way in which they differentiate one or more of their products from yours. Middle-level marketing and sales manager's number among some of the main users of tactical intelligence. They want to know how to win the day, today.

Counter intelligence is defending company secrets. Every firm has competitors as interested in knowing your plans as you are in knowing theirs, maybe even more so. Often, this area of endeavor will involve security and information technology, but others are often overlooked, such as hiring and firing strategies, to contain competitor opportunities within the firm. Competitive intelligence *is* the determination of solutions to these principle factors and determinants of ongoing competitive advantage. They basically answer the questions; what is the basis of competition; where does the firm compete; who does the competitor compete against; and how does the firm compete.

2.2 Conceptual Framework

In this study the dependent variable is Market success while the independent variables are the competitive intelligence strategies which are: product differentiation strategies, markets intelligence practices, technology intelligence practices and strategic alliance intelligence practices. The variables and their relationship are shown in the Figure 2.1 below:

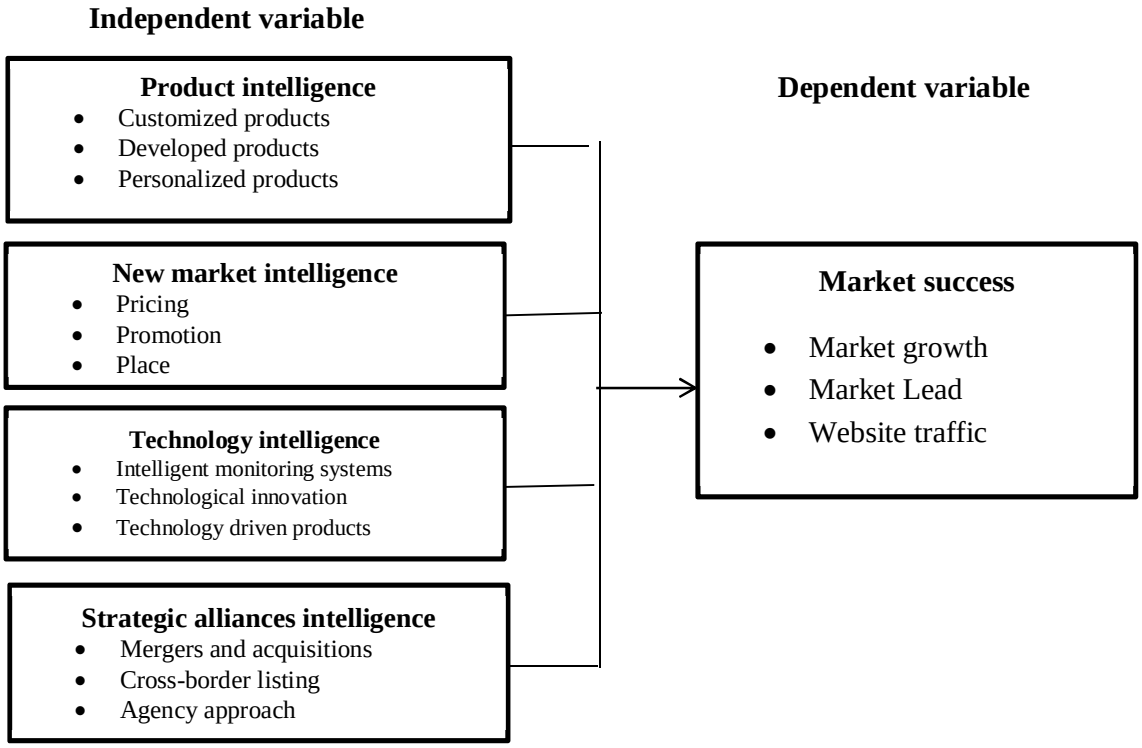

Figure 8: Conceptual framework

2.2.1 Product intelligence

Product intelligence as a strategy has been widely discussed in the strategy field, where the majority of studies have examined the performance consequences of product intelligence even though the nature of this relationship still remains largely unresolved (Park, 2002). Early studies have argued that product intelligence was valuable from a conceptual perspective; increasing levels of product intelligence should have a positive influence on performance due to economies of scope and scale, market power effects, risk reduction effects, and learning effects (Christensen and Montgomery, 1981).

When new products are under development, and not yet marketed, competitive intelligence will focus on the marketplace. Once the product is introduced and placed into the market, competitive intelligence will shift more emphasis on the customer. As the products gains market attention, the emphasis shifts to the competition. The intelligent products deliver a whole new range of capabilities that cannot be found in other products. For example, many of these products are autonomous and reactive or they can co-operate with other products.

The first intelligence dimension of autonomy refers to the extent to which a product is able to operate in an independent and goal-directed way without interference of the user (Baber 1996). The experts that were interviewed in this phase of the study also mentioned the dimension of autonomy. One of the experts noted: "Intelligent products are products that can overtake daily activities and concerns from their user." An example of an autonomous product is the Automower of the Swedish firm Husqvarna. This lawnmower is placed on the lawn after which it moves through the garden and cuts the grass all by itself. By setting the limits of the lawn with a metal wire, the owner ensures that the lawnmower will remain within the area that should be mowed. Another example of an autonomous product is the Trilobite vacuum cleaner developed by Electrolux.

Reactivity is the second dimension of intelligence and refers to the ability of a product to react to changes in its environment in a stimulus/response manner (Bradshaw 1997). A good example of a product that is reactive is the Philips Hydraprotect hairdryer. This hairdryer lowers the temperature of the air when the humidity of the hair decreases, thereby preventing damage to the hair caused by hot air. Reactivity can be distinguished from the ability to learn in that reactivity refers to instant reactions to the environment. In contrast to the ability to learn, no internal models of the environment are needed for these reactions and reactions are constant over time. In one of the expert interviews, a respondent addressed reactivity describing an intelligent product as "a product that observes something and takes action on the basis of that observation."

The last dimension, personality, refers to an intelligent product's ability to show the properties of a credible character. This dimension was also distilled from the literature on software agents in which Bradshaw (1997) discusses the property of an agent to have a 'believable personality and emotional state.' Well-known examples of agents with personality are the paperclip- or Einstein assistants in Microsoft Office that suggest that 'someone' assists the users. Physical products can also be equipped with an interface that shows personality characteristics. Levels of personality vary from interfaces showing only a caricature face to interfaces with the ability to show emotions (Cassell & Thorisson 1999). An example of an intelligent product in the marketplace with a high level of personality is Sony's AIBO that can be angry, happy or sad

2.2.2 Technology intelligence

Rycroft and Kash (1999) claimed that competitive intelligence requires a process of co-evolution between technology and cultural perspectives. Technology intelligence exerts a significant influence on the ability to innovate and is viewed both as a major source of competitive advantage and of new product innovation (Porter, 1990). Often, banks experience problems in this area, which are caused by lack of capital expenditure on technology and insufficient expertise to use the technology to its maximum effectiveness (Alstrup, 2000). It is important to link technology intelligence to competitive intelligence in sustaining competitiveness. Organizations that can combine customer value innovation (Kim & Mauborgne, 1999) with technology intelligence have an increased chance of enjoying sustainable growth and profit.

Competitive Intelligent is a vital component of a company's strategic planning and management process. It pulls together data and information from a very large and strategic view, allowing a company to predict or forecast what is going to happen in its competitive environment (SCIP, 2008). By analyzing the capabilities, vulnerabilities, intentions, and moves of the competitors, CI allows a company to anticipate market developments proactively rather than merely react to them. This in turn allows a company to remain competitive by improving its strategic decisions and leading to better performance against its competitors (Calof and Wright, 2008).

2.2.3 New market intelligence

Market intelligence (MI) is industry-targeted intelligence that is developed on real-time (dynamic) aspects of competitive events taking place among the 4Ps of the marketing mix (pricing, place, promotion, and product) in the product or service marketplace in order to better understand the attractiveness of the market (Fleisher Craig 2003). A time-based competitive tactic, MI insights are used by marketing and sales managers to hone their marketing efforts so as to more quickly respond to consumers in a fast-moving, vertical (i.e., industry) marketplace. Craig Fleisher suggests it is not distributed as widely as some forms of CI, which are distributed to other (non-marketing) decision-makers as well (Skyrme, 1989). Market intelligence also has a shorter-term time horizon than many other intelligence areas and is usually measured in days, weeks, or, in some slower-moving industries, a handful of months.

Market intelligence also entails adopting market innovation which is concerned with improving the mix of target markets and how chosen markets are best served. Its purpose is to identify better (new) potential markets and better (new) ways to serve target markets. One has to deal first with the identification of potential markets. Identification is achieved through skillful market segmentation. Market segmentation, which involves dividing a total potential market into smaller more manageable parts, is critically important if the aim is to develop the profitability of a business to the full. Incomplete market segmentation will result in a less than optimal mix of target markets, meaning that revenues, which might have been earned, are misread (Prescott, 2001)

2.2.4 Strategic alliance analysis

One of the newest sources of competitive advantage is the structural-organizational intelligence, which includes all non-human reserves of knowledge in the organization embracing databases, organizational charts, executive instructions of the processes, strategies, administrative programs, and suchlike items whose significance for the organization is higher than its material value (Roos, Roos, Dragonetti and Edvinsson, 1997).

It takes account of organizational capital like intellectual capital, creativity and innovation, processes, and cultural capital, renewal capital, developments like patent rights, and educational efforts (Roos and Roos, 1997). Structural-organizational capital aims at the system, structures, and the current procedures of the

business of an establishment. In the other words, the structural-organizational capital can be classified as organizational culture, organizational learning, operating processes, and information systems (Chen, Zhu, and Xie, 2004). Structural-organizational intelligence (capital), as flexible information infrastructures and efficient inter-organizational communications tool, has transformed the way that firms gather, produce and transmit competitive intelligence (Yolles, 2005). Structural-organizational intelligence provides obstacle to competitors to go through market, operational linkages, business process improvement (e-business) such as e-selling, revenue increasing, cost decreasing, and quality promotion (Maja, 2001).

2.3 Critical Review

Porter & Millar (1985) highlighted the significance of utilizing 'information' for competitive advantage and argued that new information flows greatly enhance an organization's ability to exploit both internal and external linkages. Subsequent authors (e.g., Prokesch 1997; Cerney, 2000; Hamel & Prahalad, 1989; Hansen et al, 1999; Hildreth, 2000) have reinforced the importance of information and knowledge sharing to competitive strategy, although the term 'competitive intelligence' (CI) was not employed. Kahaner (1996) has attributed the increased focus placed upon competitive intelligence as a management discipline to be a result of both increased data availability, and an increase in macro-level change and external uncertainty. Rouach & Santi (2001) defined 'competitive intelligence' as "the art of locating, collecting, processing and storing information to be made available at all levels in the firm, with a view to shaping its future, but also protecting against competitive threat". Wright et al. (2002) made a further distinction between competitor and competitive intelligence. Typically, CI has been viewed as a linear process characterized by discrete steps, i.e., planning and direction, collection of data, analyses, dissemination and securitization (Fuld, 1995; Ashton & Stacey, 1995, Kahaner 1996). However, there is increasing understanding that CI should be viewed in terms of network type processes (Bertacchini & Dou, 2001; April 2002).

3.0 Research design

This research used descriptive research design. This research design was preferred because it would bring about deeper insights and better understanding of the perceived effect of organizational dimensions on a firm's international market expansion. It adopted a case study survey. A case study involves careful and complete observation and analysis of a unit in its relationship to any other unit in the group (Kothari, 2004). A survey design is associated with a guided and quick collection, analysis and interpretation of observation (Mugenda & Mugenda, 1999). The design was deemed appropriate for this study because the main interest is to assess the effect of competitive intelligence on market success in the media sector in Rwanda.

3.1 Target population.

According to Cooper and Schindler (2008), a population is a well-defined set of people, services, elements, and events, group of things or households that are being investigated. There are several media firms in Rwanda however; the researcher was to carry out a research on the Nation media as a case study. The population of study targeted by the researcher will comprise of 150 employees of the Nation Media Group in Rwanda. By population the researcher means complete census of the sampling frames. The population of interest in this study is homogeneous everyone has equal chance to be included in the final sample that is drawn.

3.2 Sample Frame

Sampling frame is a list of all the population subjects that the researcher had targeted during the study. The sample frame for this study is shown in the Table 1

Table 27 Sampling Frame

Area of Operation	**Population**	**Proportions**
Executive Committee	8	5
Senior Management	12	9
Middle Managers	21	16
Reporters	24	18
Editorials	32	23
Marketing and circulation	21	16
Advertising	32	23
Total	**150**	**110**

3.2.1 Sample size and sampling procedure

Sampling is defined as the process of selecting a number of individuals for a study in such a way that they represent the larger group from which they are selected (Mugenda & Mugenda, 2003). A sample size of 110 respondents was determined from a total population of 150 individuals using the formula by Yamane (1967). Stratified random sampling technique was used to select the project team members. Stratified random sampling technique ensures that different groups of a population are adequately represented in the sample. Stratified sampling divides the population into homogeneous groups such that the elements within each group are more alike than the elements in the population as a whole (Nachimas and Nachimas 2008).

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

Where n = the desired sample size

e= probability of error (i.e., the desired precision, e.g., 0.05 for 95% confidence level)

N=the estimate of the population size.

$$n = \frac{150}{1 + 150\,(0.05)^2} = 110$$

4.0 RESEARCH FINDINGS AND DISCUSSIONS

4.1 Product intelligence

4.1.1 Correlations between product intelligence and market success

The Pearson Correlation of product intelligence versus market success was computed and established as 0.503 (p-value=0.000). From table 2, it could then be concluded that there is a moderate positive linear relationship between the two variables since the correlation coefficient is ranging between 0.4 and 0.6 as per to Dancey and Reidy's (2004) correlation coefficient categorization.

Table 2: Correlation between product intelligence and market success

		Product intelligence	Market success
Product intelligence	Pearson Correlation	1	.503**
	Sig. (2-tailed)		.000
	N	105	105
Market success	Pearson Correlation	.503**	1
	Sig. (2-tailed)	.000	
	N	105	105

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

Table 2 indicate that product intelligence is significantly correlated to the market success (r=0.503, p<0.01). This implies that the increasing the product intelligence in this case NMG would result to increased market success. This is in line with studies carried by Boro 2013 on competitive intelligence in commercial banks of Kenya.

4.4.2 Regression Analysis on product intelligence

The regression analysis shows a relationship R = 0.442 and R^2 =0.253 which shows that 25.3% of the corresponding change in market success can be explained by unit change in product intelligence implying that the remaining percentage of 74.7% is explained by other variables

Table 3: Model Summary for product intelligence versus Market success

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.442[a]	.259	.253	.65724

a. Predictors: (Constant), Product intelligence

To test the significance of regression relationship between product intelligence and market success, the regression coefficients (β), the intercept (α), and the significance of all coefficients in the model were subjected to the t-test. The results on the beta coefficient of the resulting model in Table 4.8 shows that the constant α = 21.732 is significantly different from 0, since the p-value = 0.000 is less than 0.05. The coefficient β = 0.606 is also significantly different from 0 with a p-value=0.000 which is less than 0.05. This implied that the model Y=21.732 + 0.606 (product intelligence), is significantly fit. The model Market success = α + β (Product intelligence) holds as suggested by the test above. This confirms that there is a positive linear relationship between product intelligence and market success.

Table 4: Coefficients for product intelligence

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	21.732	.879		24.727	.000
Product intelligence	.606	.062	.503	9.750	.000

a. Dependent Variable: Product intelligence

Further, F-test was carried out to test the relationship between product intelligence and market success. Analysis of variance (ANOVA) was used to determine whether there is a regression relationship, between product intelligence and market success. The ANOVA test in Table 4.10 shows that the significance of the F-statistic 0.000 is less than 0.05 implying that there is a relationship between product intelligence and market success.

Table 5 Product intelligence versus market success.

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2752.653	1	2752.653	95.072	.000[b]
Residual	8106.921	104	28.953		
Total	10859.574	105			

a. Dependent Variable: Market success
b. Predictors: (Constant), Product intelligence

The findings are in line with Ju *et al.,* (2008) study on influence of product intelligence on organizational performance. Their study aimed at revealing whether product intelligence offered by organizations influence organizational performance in food-manufacturing industry in the state of Kedah, Malaysia. Their study produced a beta value of 0.152 (p-value <0.05) suggesting that product intelligence influences organizational performance (β =0.399, p-value <0.01). Therefore, the study found a positive relationship between product intelligence on market success.

4.2 New market intelligence

4.2.1 Correlations between New market intelligence and market success

The Pearson Correlation of new market intelligence versus market success was computed and established as 0.445 (p-value=0.000). From Table 6, it could then be concluded that there is a moderate positive linear relationship between the two variables since the correlation coefficient is ranging between 0.4 and 0.6 as per to Dancey and Reidy's (2004) correlation coefficient categorization.

Table 6: Pearson Correlation of New market intelligence versus market success

		New market intelligence	Market success
New market intelligence	Pearson Correlation	1	.445**
	Sig. (2-tailed)		.000
	N	105	105
Market success	Pearson Correlation	.445**	1
	Sig. (2-tailed)	.000	
	N	105	105

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

Table 6 indicate that New market intelligence is significantly correlated to the market success (r=0.445, p<0.01). This implies that the increasing the New market intelligence in this case NMG would result to increased market success.

4.2.2 Regression Analysis on New market intelligence

The regression analysis shows a relationship R = 0.864 and R^2 =0.198 which shows that 19.8% of the corresponding change in market success can be explained by unit change in New market intelligence implying that the remaining percentage of 80.2% is explained by other variables.

Table 7: Model Summary for product intelligence versus Market success

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.864[a]	.229	.198	.601

a. Predictors: (Constant), New market intelligence

To test the significance of regression relationship between New market intelligence and market success, the regression coefficients (β), the intercept (α), and the significance of all coefficients in the model were subjected to the t-test. The results on the beta coefficient of the resulting model in Table 7 shows that the constant α = 21.174 is significantly different from 0, since the p-value = 0.000 is less than 0.05. The coefficient β = 0.606 is also significantly different from 0 with a p-value=0.000 which is less than 0.05. This

implied that the model Y=21.174 + 0.511 (New market intelligence), is significantly fit. The model Market success = α + β (New market intelligence) holds as suggested by the test above. This confirms that there is a positive linear relationship between New market intelligence and market success.

Table 8: Coefficients for New market intelligence

		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
(Constant)		21.174	1.081		19.594	.000
New Market intelligence		.511	.062	.445	8.304	.000

a. Dependent Variable: New market intelligence

Further, F-test was carried out to test the relationship between New market intelligence and market success. Analysis of variance (ANOVA) was used to determine whether there is a regression relationship, between New market and market success. The ANOVA test in Table 4.16 shows that the significance of the F-statistic 0.000 is less than 0.05 implying that there is a relationship between New market intelligence and market success.

Table 9: New market intelligence versus market success.

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2145.964	1	2145.964	68.958	.000[b]
Residual	8713.609	105	31.120		
Total	10859.574	106			

a. Dependent Variable: Market success

b. Predictors: (Constant), New market intelligence

The findings are supported by Ian and Boro (2011) in their study on determinants of competitive intelligence in banking sector. In this study, new market intelligence was found to have a positive association with organizational performance in both private and public banking sectors. Similarly, a study by Gathumbi (2008) was able to show that new market intelligence, that is, using multiple sources of information to create a broad picture of the company's existing market, customers, problems, competition, and growth potential for new products and services.

4.3 Technology intelligence

4.3.1 Correlations between technology intelligence and market success

The Pearson Correlation of technology intelligence versus market success was computed and established as 0.612 (p-value=0.000).

Table 10: Pearson Correlation of technology intelligence versus market success

		Product intelligence	Market success
Technology intelligence	Pearson Correlation	1	.612**
	Sig. (2-tailed)		.000
	N	105	105
Market success	Pearson Correlation	.612**	1
	Sig. (2-tailed)	.000	
	N	105	105

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

Table 10 indicate that technology intelligence is significantly correlated to the market success ($r=0.612$, $p<0.01$). This implies that the increasing the product intelligence in this case NMG would result to increased market success.

4.3.2 Regression Analysis on product intelligence

The regression analysis shows a relationship R = 0.672 and R^2 =0.443 which shows that 44.3% of the corresponding change in market success can be explained by unit change in technology intelligence implying that the remaining percentage of 55.7% is explained by other variables

Table 11: Model Summary for product intelligence versus Market success

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.672[a]	.449	.443	.548

a. Predictors: (Constant), Technology intelligence

To test the significance of regression relationship between technology intelligence and market success, the regression coefficients (β), the intercept (α), and the significance of all coefficients in the model were subjected to the t-test. The results on the beta coefficient of the resulting model in Table 4.20 shows that the constant $\alpha = 19.927$ is significantly different from 0, since the p-value = 0.000 is less than 0.05. The coefficient $\beta = 0.344$ is also significantly different from 0 with a p-value=0.000 which is less than 0.05. This implied that the model Y=19.927 + 0.344 (Technology intelligence), is significantly fit. The model Market success = $\alpha + \beta$ (technology intelligence) holds as suggested by the test above. This confirms that there is a positive linear relationship between technology intelligence and market success.

Table 12: Coefficients for technology intelligence

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	19.927	.879		24.727	.000
Product intelligence	.344	.062	.503	9.750	.000

a. Dependent Variable: Product intelligence

Further, F-test was carried out to test the relationship between technology intelligence and market success. Analysis of variance (ANOVA) was used to determine whether there is a regression relationship, between technology intelligence and market success. The ANOVA test in Table 4.22 shows that the significance of the F-statistic 0.000 is less than 0.05 implying that there is a relationship between technology intelligence and market success.

Table 13: Technology intelligence versus market success.

		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	2752.653	1	2752.653	95.072	.000[b]
	Residual	8106.921	104	28.953		
	Total	10859.574	105			

a. Dependent Variable: Market success
b. Predictors: (Constant), Product intelligence

The findings are in line with Gathumbi (2008) study on influence of technology intelligence on bank performance. Their study aimed at revealing whether product intelligence offered by organizations influence organizational performance in commercial banks in Kenya.

4.4 Strategic Alliances Intelligence

4.4.1 Correlations between Strategic alliance intelligence and market success

The Pearson Correlation of strategic alliance intelligence versus market success was computed and established as 0.518 (p-value=0.000).

Table 14: Pearson Correlation of technology intelligence versus market success

		Strategic alliance intelligence	Market success
Strategic alliance intelligence	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	105	
Market success	Pearson Correlation	.518**	
	Sig. (2-tailed)	.000	
	N	105	105

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

Table 14 indicate that Strategic alliance intelligence is significantly correlated to the market success ($r=0.518$, $p<0.01$). This implies that the increasing the Strategic alliance intelligence in this case NMG would result to increased market success.

4.4.2 Regression Analysis on Strategic alliance intelligence

The regression analysis shows a relationship R = 0.696 and R^2 =0.661 which shows that 66.1% of the corresponding change in market success can be explained by unit change in Strategic alliance intelligence implying that the remaining percentage of 33.9% is explained by other variables

Table 15: Model Summary for Strategic alliance intelligence versus Market success

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.834[a]	.696	.661	.527

a. Predictors: (Constant), Strategic alliance intelligence

To test the significance of regression relationship between Strategic alliance intelligence and market success, the regression coefficients (β), the intercept (α), and the significance of all coefficients in the model were subjected to the t-test. The results on the beta coefficient of the resulting model in Table 4.26 shows that the constant α = 19.927 is significantly different from 0, since the p-value = 0.000 is less than 0.05. The coefficient β = 0.365 is also significantly different from 0 with a p-value=0.000 which is less than 0.05. This implied that the model Y=21.654 + 0.365 (Strategic Alliance intelligence), is significantly fit. The model Market success = α + β (Strategic Alliance intelligence) holds as suggested by the test above. This confirms that there is a positive linear relationship between Strategic Alliance intelligence and market success.

Table 16: Coefficients for technology intelligence

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	21.654	.879		24.727	.000
Product intelligence	.365	.062	.503	9.750	.000

a. Dependent Variable: Strategic Alliance intelligence

Further, F-test was carried out to test the relationship between Strategic Alliance intelligence and market success. Analysis of variance (ANOVA) was used to determine whether there is a regression relationship, between Strategic Alliance intelligence and market success. The ANOVA test in Table 4.28 shows that the significance of the F-statistic 0.000 is less than 0.05 implying that there is a relationship between Strategic Alliance intelligence and market success.

Table 17: Strategic Alliance intelligence versus market success.

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2752.653	1	2752.653	95.072	.000[b]
Residual	8106.921	104	28.953		
Total	10859.574	105			

a. Dependent Variable: Market success

b. Predictors: (Constant), Strategic Alliance intelligence

The findings are in line with Gathumbi (2008) study on influence of Strategic Alliance intelligence on bank performance. Their study aimed at revealing whether Strategic Alliance intelligence offered by organizations influence organizational performance in commercial banks in Kenya.

4.5 Regression results

The results show that the coefficient of determination was 0.846 which mean that 84.6% of variation in market success is explained by product intelligence, new market intelligence, technology intelligence and strategic alliance intelligence. This therefore means that other factors not studied in this research contribute 16.4% of the market success of the Nation Media group in Rwanda. The regression equation appears to be relatively useful for making predictions. R square and adjusted R is high; therefore, this implies that there is a high variation that can be explained by the model.

Table 18: Model summary of the combined effect

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.920[a]	.846	.781	.80139

a. Predictors: (Constant), product intelligence, new market intelligence, technology intelligence and strategic alliance intelligence

The ANOVA results for regression coefficients on Table 18 showed that the significance of the F statistics is 0.004 which is less than 0.05. This implied that there was a significant relationship between product intelligence, new market intelligence, technology intelligence and strategic alliance intelligence affecting the dependent variable the market success.

Table 19: ANOVA results showing the combined effect ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	22.191	4	5.548	19.999	.004[a]
	Residual	9.709	35	.277		
	Total	31.900	39			

b. Dependent Variable: Product intelligence, new market intelligence, technology intelligence and strategic alliance intelligence
c. Predictors: (Constant), Market success

The study sought to determine the beta coefficient of the variables. The findings are presented in Table 19 The regression model was written as: Market success = 1.334 + 0.224 Product intelligence + 0.296 New market intelligence + 0.398 Technology intelligence + 0.218 Strategic Alliance intelligence

Table 20: Coefficient results showing the combined effect Coefficients (a)

Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	1.334	.311		5.750	.0000
	Product intelligence	.244	.164	.193	2.650	.0027
	New market intelligence	.296	.048	.0327	3.534	.0012
	Technology intelligence	.398	.072	.2325	3.686	.0010
	Strategic alliance intelligence	.218	.051	0.0484	2.450	.0038
	Dependent variable; Market success					

From the data in the above table the established regression equation was

Y = 1.334 + 0.244 X1 + 0.296 X2 + 0.398 X3 + 0.218 X4

The Beta Coefficients in the regression show that all of the tested variables had positive relationship with market success. The findings showed that all the variables tested were statistically significant with p-values less than 0.05.

According to the regression equation established, taking all factors (market intelligence, product intelligence, technology intelligence and strategic alliance intelligence) constant at zero, the market success at NMG as a result of competitive intelligence practices will be 1.334. Further, taking all other independent variables at zero, a unit increase in market intelligence practice will lead to a 0.244 increase in market success. A unit increase in product intelligence will lead to a 0.296 increase in market success; a unit

increase in technology intelligence will lead to a 0.398 increase in market success while a unit increase in strategic alliance practice will lead to a 0.218 increase in market success. This infers that technology intelligence contributed more to the market success at NMG followed by product intelligence.

At 5% level of significance and 95% level of confidence, technology intelligence had a 0.0010 level of significance, product intelligence had a 0.0012 level of significance, new market intelligence showed a 0.0027 level of significant, while strategic alliance intelligence showed a 0.0038 level of significance. Hence technology intelligence is the most significant factor in contributing to the market success at media industry in Rwanda followed by product, market and strategic alliance intelligence respectively. The t critical at 5% level of significance at k = 4 degrees of freedom is 2.315. Since all t calculated values were above 2.315 then all the variables were significant in explaining the market success at media industry.

5.0. Conclusions

The findings of this study revealed that there is a significant positive relationship between competitive intelligence and market success. When combined with Pearson Product Moment Correlation Coefficient the study found that market success is positively correlated to product intelligence, new market intelligence and strategic alliance intelligence. The regression model obtained an adjusted R^2 of 0.696. This implies that, 69.6% of the variations in market success can be explained by variations in competitive intelligence whereas 30.4% of the variations in market success can be explained by other factors outside of the multiple regression models developed.

Following the findings, the study concluded that product intelligence, new market intelligence and strategic alliance intelligence influences the market success at NMG. This is evidenced by the correlation analysis that that generated R value of with P value less than 0.01.

5.1. Recommendations

From the findings and discussions of the study the study also recommends that for the media industry to realize even more profits, they should involve in product intelligence practices such as aligning products with customer needs (customized products), CRM and customer service, customer satisfaction survey, introduction of new products based on customer needs, re-launching and reviewing of existing products.

From the findings and discussions of the study, new market intelligence has enhanced the development of market growth, market lead and website traffic. The study thus recommends that the media industry should adopt market intelligence to enhance efficiency enabling the industry to deal with their large client base, customer focused intelligence and competitive information which led to increase of the NMG success.

The study found that technology intelligence leads to high levels of automation, cost reduction and efficiency enabling the bank to almost deal seamlessly with their large client base of over 4 million customers. The study therefore recommends that the media industry should make use of technology intelligence among other intelligences to increase their competitiveness in terms of product innovation, customer satisfaction and market orientation. These intelligences ensure that internal strengths of the media industry are utilized for the betterment of the firm which leads to market success.

The study recommends that media industry should be more vigorous in establishing strategic alliance intelligences through mergers and acquisitions, penetrate foreign market through alliances, cross-border listing and trading, change of business processes, engaging in strategic alliances with other media institutions, global intelligence alliance and agency approach and partnerships which affect the success of the sector.

5.2. Areas for further research

The study determines the extent to which competitive intelligence practices influence market success at NMG. The study recommends that studies should be carried to establish the extent of competitive intelligence practices in achievement competitive advantage in foreign media industry to establish a broad analysis on role of competitive intelligence practices. Additional studies can also be undertaken in areas such as the perception of employees on the Cl function and its contribution to firm performance.

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