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Original Article

EVALUATING COMPETITIVE INTELLIGENCE STRATEGIES AND MARKETING EFFECTIVENESS IN SOUTH-SOUTH NIGERIA'S DEPOSIT MONEY BANKS

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Abstract: This study examined the effect of competitive intelligence strategy on marketing performance of selected deposit money banks in South-South, Nigeria, specifically; two branches First Bank of Nigeria plc, UBA Plc and Zenith Bank plc in Delta, Edo and Rivers States, in South-South, Nigeria. The specific objectives of the study are to ascertain effect of the measures of competitive intelligence strategy, namely; customer intelligence (CUI), human intelligence network (HIN), technological intelligence (THI) and strategic intelligence (STI) on Marketing Performance (MKTP). Cross-Sectional Survey research design method was adopted in this study. Stratified random sampling technique was used in the study. The responses from the respondents were collected with the aid of five (5) likert scale questionnaire. Out of the two hundred and sixty-seven (267) copies of questionnaire administered two hundred and sixty (260)95.23% where retrieved and properly filled while seven (13)4.76% were not properly fill and returned. The questionnaire was coded with the aid of excel spread sheet, the respondent's profile was analyzed with manual simple percentage, descriptive statistics and correlation matrix. The hypotheses of the study were tested using the multiple regression statistical tools with the aid of SPSS version 23. The findings revealed that; there is significant positive relationship between CUI and MKTP (0.035<0.001), there was a significant positive relationship between HIN and MKTP (0.001<0.05), there was a significant positive relationship between THI and MKTP (0.024<0.05) and STI had a positive and significant relationship with MKTP which is evident with the p-value (0.002<0.05). Based on the findings, the study concluded that, competitive intelligence strategy had a positive and significant effect on marketing performance in selected deposit money banks in Delta, Edo and Rivers States, in South-South, Nigeria. The study recommended that banks should invest in robust customer intelligence systems to collect and analyze customer data. This will enable them to better understand customer preferences, behaviors, and needs, leading to personalized marketing strategies that can enhance customer satisfaction and loyalty.

Keywords: Competitive, Intelligence, Strategy, Customer, Human Intelligence Network, Technological, Strategic, Marketing and Performance.

Background to the Study

Worldwide competitiveness, quality management, and banks' recognition that actionable knowledge is important to marketing performance drove competitive intelligence development. Globalisation complicates business

environments. The global economy has changed competitiveness and security conceptions and approaches (especially). Competition intelligence has helped organizations share ideas, address competitive dynamics, identify new opportunities, and avoid surprises in today's complex commercial climate. Competitive Intelligence offers firms a solution for strategic decision-making using modern information technology (Olannye, Orishede & Okoh, 2023). The way a bank perceives its environment and makes strategic decisions to adapt to hostile competition determines its marketing performance and long-term viability. The optimal path to a destination is typically determined by knowing where you're headed. Identifying and assessing a bank's competitors—their people, products, and operations—will help it position itself to compete well. CI is offered as a strategic discipline that helps firms adapt to environmental changes and industry disruptions (Abdul & Muhammad). CI also helps banks understand their sector and learn from competitors' corporate and business strategies (Calof & Sewdass, 2020). Competitor intelligence tracks present and potential competitors, their actions, their influence on the company, and how to respond (Soltani, 2020). Competitiveness requires knowledge of external events. Irenaus, Ikechukwu, and Ndubuisi (2021) assert it anticipates and solves problems. Market, consumer, competitive, technology, and strategic alliance intelligence are CI types. Analyses can involve strategy or tactics. Competition intelligence can help managers understand past and present corporate and external events, production, security, IT, sales, marketing, and finance. Industrial enterprises in developing nations like Nigeria rarely use competitive intelligence (Khalifat & Gimira, 2017). Ayodele (2018) defines competitor intelligence as using the competitive environment to gain knowledge. Strategy and management require competitive intelligence. Competitive intelligence technologies improve knowledge, internal communications, and strategic planning to improve business performance and strategic management (Olannye & Dibie, 2019). Competitive intelligence predicts markets, evaluates rivals, and finds commercial opportunities, resulting in long-term innovation (Ezenwa, Stella & Agu, 2018). Competitor, customer, human intelligence network, technology, and strategic intelligence affect Nigerian deposit money bank marketing. This intelligence helps banks make informed decisions that boost competitiveness, customer satisfaction, operational efficiency, and performance in the dynamic banking market (Chang & Liao, 2020). Competition intelligence involves monitoring and appraising market rival banks' efforts. Deposit money banks in Nigeria can identify opportunities and problems, benchmark their performance, and develop competitive strategies by understanding competitors' products, pricing, marketing campaigns, and market positioning (Irenaus, et al, 2021). This data helps banks foresee market trends, differentiate their services, and compete in changing markets. Customer intelligence analyzes data to understand customer preferences, patterns, and needs. Deposit money institutions can exceed customer expectations, increasing happiness, loyalty, and retention by employing customer insights (Irenaus, et al, 2021). Customer intelligence helps banks personalize marketing, conduct focused campaigns, and offer compelling customer experiences that improve brand loyalty and profitability (Benedicta, 2021). Through human intelligence networks, banking staff' knowledge and external network links supply industry insights (Irenaus, et al, 2021). Employees' daily interactions with consumers, competitors, and industry stakeholders can inform strategic decision-making (Calof & Sewdass, 2020). Market information from strategic industry partnerships can inform marketing strategies and boost business success. Technical intelligence improves banking, consumer, and marketing operations by monitoring and using technology (Jafar, 2021). By monitoring digital trends, innovations, and disruptive technologies in banking, deposit money banks may improve service delivery, manage their digital channels, and engage customers through

targeted online and mobile marketing (Benedicta, 2021). Intelligent technology keeps banks competitive by innovating, streamlining, and providing seamless digital experiences for tech-savvy customers. Strategic intelligence decision-making and planning involve holistic analysis and synthesis of diverse intelligences (Olannye, et al., 2023). Nigerian deposit money banks use competition intelligence, customer intelligence, human intelligence network, and technology intelligence to develop powerful marketing strategies, find growth possibilities, minimize risks, and dominate the industry (Olannye, et al., 2023). Strategy helps banks align resources, capabilities, and projects with market dynamics, customer needs, and industry trends for long-term success and profitability. Competitive, consumer, human, technological, and strategic intelligence affect Nigerian deposit money bank marketing. These forms of intelligence help banks understand the market, customers, competitors, and industry trends, enabling them to make informed decisions, optimise marketing strategies, and improve their competitive positioning and performance in the changing banking landscape (Sharma & Mahendra, 2021). Competitive intelligence analyzes external surroundings, direct competitors, economic regulatory issues, and other factors to improve strategy and tactics (Ezenwa, et al., 2018). Change and future developments and their effects on the firm are shown by this actionable intelligence output. Understanding competitors helps tactical and strategic decision-making. There's no island business. To prosper, the organization will manage consumers, suppliers, employees, and competitors (Igbaekemen, 2018). Businesses need competitive information for strategy and management. The formal study and management of the marketing strategic paradigm are linked to environmental scanning interaction and information processing theory paradigms by Ladipo, Awoniyi, and Arebi (2017). Corporate success depends on competitive intelligence in competitive banking. Deposit money banks in South-South Nigeria must understand the market, competitors, and consumers to flourish. Competitive intelligence impacts South-South Nigerian deposit money banks' marketing. Its importance, benefits, and implementation strategies are discussed here. Competitive intelligence collects, analyzes, and shares data about competitors, market trends, and external factors that affect a company's competitiveness. Banking firms utilize competitive intelligence to make decisions, spot threats, and gain an edge. In Nigeria's South-South, deposit money banks including Access Bank, First Bank, Zenith Bank, and others compete for market share and customers (Olannye, et al., 2023). Competitive intelligence impacts South-South deposit money banks' marketing across their businesses. By examining competitors' products, pricing, marketing efforts, and consumer feedback, banks can foresee market trends, find product gaps, and tailor their marketing to client demands. Competitive intelligence helps banks find partners and avoid market disruption by comparing their performance to industry peers. Recent research shows competitive intelligence improves banks marketing. The evaluation of linked literature found several studies on competition intelligence and marketing performance, but few on factors and locations. Most competitive intelligence studies utilize one, two, or three factors, but this one used five. Competitive intelligence can assist South-South Nigerian deposit money banks market better, outperform competitors, and grow sustainably. The Nigerian banking industry's biggest difficulty is failing to comprehend that the business climate has grown more competitive and dynamic and that only firms with the right information skills can prosper. Due to this issue, several banks seem to have ignored intelligence and created no competitive intelligence department. This is a major difficulty in the banking industry because most banks must fix or entirely engage in information gathering, analysis, and dissemination of intelligence for competitiveness. Most banks' managers and executives struggle to make strategic decisions due to a lack of expertise and understanding about

products, services, customers, competitors, stakeholders, and other environmental interactions. These appear to lead to poor innovation, consumer discontent, and product/service quality. This event has hurt the banking industry's marketing performance. Not enough is known about competitor orientation, organizational learning capabilities, and how they might boost competitive intelligence and bank marketing performance. Banks that monitor their market or sector to understand their competitors' operations avoid falling prey to their pranks, which could hurt their marketing effectiveness. Nigerian banks have failed many times. Some have died out, while others survive only partially. Some banks are failing or have gone out of business due to substandard products and services, lack of market share, insufficient financial muscle to execute projects, low return on assets, poor management, low return on sales, lack of supporting infrastructures, and lack of competitiveness. Business strategic decision-making relies more on competitive intelligence (CI), especially in the banking sector. Banks in the South-South of Nigeria must use CI practices to keep ahead of competitors and improve marketing performance due to high rivalry and changing market conditions. However, how CI affects DMB marketing performance in this location needs further study. This study investigated how competitive intelligence strategy techniques affect DMB marketing success in South-South Nigeria.

Literature Review Conceptual Review Competitive Intelligence

To make smart decisions, competitive intelligence requires knowing the full firm environment (David, Jimmy & Jose, 2016). Competitive intelligence learns about rivals and their settings to improve planning and decision-making (Muritala & Ajetunmobi, 2019). Competitive intelligence gathers competitor and industrial environment data to aid planning and decision-making, according to Muritala, Asikhia, Makinde, and Akinlabi (2019). Competitive intelligence analyzes information and supports tactical and strategic business choices throughout a company's functional areas. Competitive intelligence defines, gathers, analyzes, and distributes information on products, customers, competitors, and the environment to help executives and managers make strategic decisions (Ndubuisi, Anigbogu & Ike, 2017). A firm uses competitive intelligence to increase performance by learning about competitors and the competitive environment, according to Queiroz and Oliveira (2017). To enhance decision-making and organisational advantage, planning, legal and ethical information collection in the competitive environment, information processing, and analysis generate actionable intelligence (Mwangi, Gichuhi & Macharia, 2019). Managers may make better judgments with this intelligence's entire picture of market competition past, present, and future. For organizational decision-making, ethical competitive intelligence collects timely, reliable, and relevant competitive environment data (Apollos, Renner & Enoch, 2022). Only by staying ahead of competitors through competitive intelligence can organizations achieve profitability, survival, business success, productivity, market share, quality service delivery, customer satisfaction, and innovation. Thus, a successful strategy must identify, build, and retain a competitive edge. Monitor our competitors for a competitive edge (Ndubuisi, Anigbogu, and Ike, 2017). Service-oriented enterprises can differentiate, combine marketing communication planning, pre-sell concepts to target audiences, and gain legitimacy using competitive intelligence, according to Durra (2023). Market, technology, competitor, strategic alliance, human, organizational, and social intelligence comprise competitive intelligence. Competitive intelligence helps banks make strategic decisions in a competitive market. Banking companies must obtain, analyze, and apply competitive intelligence to grow and stay ahead in the fast-paced, everchanging business (Zhang, 2023). Global banking is continually changing due to technology, client demands, regulatory changes, and new market entries. In this

dynamic environment, banks require competitive intelligence to track competitors' strategy, products, pricing, customer service, and market positioning. Competitive intelligence in banking is growing, according to research (Wafa, 2019). The global competitive intelligence market will reach $2.6 billion by 2027 due to banking and finance's adoption of advanced analytics tools and technologies, according to Grand View Research. According to Deloitte, 65% of banking executives consider competitive information essential to strategic decision-making. Successful banks employ competitive intelligence to detect market trends, consumer preferences, and opportunities to improve marketing, product offers, pricing, and customer experience (Al-Asmari, 2018). Competitive intelligence lets banks identify threats, mitigate risks, and make strategic decisions. Competitive markets require competitive intelligence for banks (Al-Ghamdi, 2018). Competitive intelligence helps banks innovate, grow sustainably, and stay ahead (Al-Shakifi, 2018). Customer, human, technological, and strategic intelligence measured competitive intelligence.

Marketing Performance

Banking success and competitiveness in shifting financial markets depend on marketing performance. Banks use marketing to retain consumers, raise brand awareness, and generate revenue (Sehnem, Jabbour, Pereira & de Sousa Jabbour, 2019). Bank marketing success depends on technology, regulation, consumer behavior, competition, and economic trends (Sepahvand, Nazarpoor & Veisi, 2016). To stay competitive, banks tailor their marketing to these characteristics. Banking customers now receive targeted marketing and tailored services because to digitization (Shams, 2016). The emergence of fintech and non-traditional financial services companies worries banks. Startups' innovative marketing and technology solutions threaten established banks (Sande & Ragui, 2018). Financial institutions need data analytics, AI-driven marketing, and omnichannel strategies to compete. Bank marketing also rely on customer interaction. Success in today's competitive market requires customer relationships, demand knowledge, and personalized experiences. CRM, social media, and loyalty programmes can boost bank marketing (Reinmoeller & Ansari, 2016). Research shows banking marketing performance is vital. McKinsey (2021) says marketing-performing banks retain customers, cross-sell, and profit. Deloitte 2020 found that banks with strong digital marketing skills outperform their peers in customer acquisition and market share. Market performance determines bank success and competitiveness. In today's fast-changing financial sector, innovative marketing, digital technology, and consumer interaction may help banks develop, perform, and position themselves (Patrick & Ngozi, 2017).

Theoretical Review Competitive Intelligence Theory

Competitive intelligence (CI) theory underpins this study. The hypothesis holds that CI boosts company performance and gives them an edge. Banks need to study, understand, and cultivate interrelationships to access facts and guide actions toward a goal (Oladimeji, Eze, and Akanni, 2019). The use of competitive intelligence and initiatives to monitor, manage, and enhance enterprise performance led to competitive advantage, according to Arrigo (2016). Thus, manufacturers obtain data to make a variety of business decisions. In Turkey, Koseoglu, Karayormuk, Parnelle, and Menefe (2017) used CI theoretical framework to support evidencebased SMEs and discovered that CI implementation does not differ by sector or workforce size. However, CI is strategic or tactical. In business companies, Asikhia et al. (2019) used CI theory to find that access to money and hidden competition information are the essential specifics for CI. Marko (2009) lists performance measurement, business knowledge discovery, strategic reporting, cooperation, innovation management, learning management, and regulatory

compliance as CI in enterprise management. Thus, the theory simplifies information discovery and analysis, allowing decision-makers at all levels to easily access, understand, analyze, collaborate, innovate, and socially network to improve enterprise performance and gain a competitive edge.

Knowledge Based Theory

Knowledge-based firm theory supports competitive intelligence to provide firms a sustainable competitive advantage by employing internal and external resources and timely and appropriate information (Ayodele, 2018). In 1996, Grant proposed knowledge-based theory. This idea holds that context-bound, hard-to-replicate information is an organization's most valuable resource since it delivers sustainable competitive advantage. This applies to employees' competitive knowledge that boosts performance. Because it is perceived in the organization's context and may be the only access if hidden from competitors. Outside business sources include competitors, consumers, markets, and items. Competitive intelligence, this discourse's hallmark, requires understanding the external competitive environment (Azim, et al., 2017) to gather timely, trustworthy, and relevant information for decision-making. Competitive intelligence enhances decision-making, productivity, quality service, customer satisfaction, innovation, efficiency, effectiveness, company success, and market share. Benedicta (2021) examined strategic information systems and competitive advantages to support this knowledge strategy. In competitive situations, the study stressed knowledge management. Information systems are essential to company operations, especially decision-making. Competitive advantage requires cost leadership, differentiation, and innovation (Calof, 2017). For any organization to succeed in the global marketplace knowledge is power, hence this study utilizes this notion. This approach requires organizing external information and linking it to the organization's expertise to understand the outside world.

Empirical Review

Emotional intelligence (EI) and English speaking at Chinese universities were examined by Zhang (2023). Two individuals were interviewed semi-structured and analyzed using theme narrative analysis. Evidence suggests China's English-speaking universities are unsupportive. In a low-stress learning setting, EFL learners are more likely to be happy and optimistic by creating passions to improve their spoken English. With test stress, they often feel uneasy before and afraid during exams. EI—especially flexibility and interpersonal capability—can assist EFL students manage their emotions, regulate their behavior, and benefit from non-interactive and (partially) interactive English-speaking practises. Tech HR workers' job satisfaction and emotional intelligence (EI) were examined by Durra (2023). The research seeks to understand how EI boosts HR professionals' job happiness. A quantitative assessment of 271 tech administrative staff was conducted. Cronbach's alpha and regression were used to analyze data. The findings supplement the research on EI and job satisfaction by showing that EI improves HR professionals' job satisfaction. Apollos, Renner, and Enoch (2022) examined cloud-based marketing and Port Harcourt deposit dollars bank sales. It tackled four goals, research issues, and hypotheses using its conceptual framework. The study examined 21 Rivers State Central Bank of Nigeria deposit money banks. The census-based study examined marketing and sales staff at 21 banks under 30. To collect study data, twenty-one registered banks received five questionnaires. The questionnaire employed 4point likert. Survey data was analyzed using SPSS Pearson Product Moment Correlation. In this study, cloud-based marketing (content marketing and PPC advertising) dramatically boosted sales and market share. For sales, Port Harcourt deposit money institutions should employ cloud-based marketing. The report urged Port Harcourt deposit money institutions, especially

those hurt by pandemic disruption, to employ content marketing and pay-per-click advertising to boost sales and site traffic. Ndubuisi, Irenaus, and Ikechukwu (2021) examined Southeast Nigerian SME competitive intelligence and organizational success. Review of southeast Nigerian SMEs' technology intelligence, ROI, strategic relationships, and market share. Questionnaire study. It surveyed 9731 SMEs from five south eastern Nigerian states. Friends and Williams' formula reduced population to 328. Five south eastern Nigerian states received Bowley's proportionate sample. Participants completed standardized surveys. Returning 318 of 328 questionnaires. We assessed tabular and percentage data. Pearson Product Moment Correlation probability tests were done. SMEs in South East Nigeria showed a strong correlation between technological intelligence, strategic partnerships, and market intelligence ($r = 0.530$, $p = 0.00 < 0.05$, $n = 318$). Competitivity increases southeast Nigerian SME performance. SMEs should encourage their employees to identify and fulfill consumer demands and find new market opportunities, according to the research. Benedicta (2021) analyzed manufacturing competitive intelligence and advantage for Wonder Pack Limited, Whictech Aluminium Limited, and Flight Aluminium Plc in Asaba, Delta State, Nigeria. SI, II, and HIN boost manufacturing Competitive Advantage (CA), according to this study. Only 129 of 153 respondents responded, 84%. Wonder Pack Limited, Whictech Aluminium Limited, and Flight Aluminium Plc provided 119 staff for the study in Asaba, Delta State, Nigeria. It categorizes data. Characteristic statistics provide data patterns, while correlation matrix shows independent-dependent relationships. SPSS version 23 and multiple regression analysis investigated hypotheses. In manufacturing, SI and II increased CA, while HIN did not. Study finds competitive intelligence boosts competitiveness. The study links competitive intelligence to manufacturing advantage. Analysis suggests: Product, service, and competitiveness innovation requires manufacturing organizations to invest in competitive intelligence methods, facilities, and activities. Employees should be knowledgeable, skilled, and tech-savvy when adopting competitive intelligence. Khaled and Shaker (2020) examined how strategic intelligence affects competitive advantage in Jordanian Extraction and Mining Companies. Descriptive analysis was utilized to attain study goals. These companies' 231 managers were studied. Five dimensions—foresight, system thinking, vision, motivation, and partnership—measured strategic intelligence by measuring competitive advantage using quality, pricing, flexibility, and delivery. The study indicated medium strategic intelligence levels and strong competitive advantage levels. A significant influence of strategic intelligence on all dimensions of competitive advantage, except system thinking, was also discovered.

Research Methodology

Cross-Sectional Survey research design method was adopted in this study. This research design was seen suitable for this kind of research work, where respondents' opinion is sought and evaluated for possible inferences. This research work took the form of a field survey as establish earlier, and it is expedient to maintain that the population of this study will be limited to 864 staff of Deposit Money Banks in South-South, Nigeria, but specifically on First Bank of Nigeria Plc, UBA Plc and Zenith Bank Plc branches in Delta, Edo and Rivers States, in South-South, Nigeria. To achieve research – oriented work the researcher delimited the work to the employees of two of the selected banks in each State, which comprise of the managerial and non-managerial staff. The managerial staff comprise of the heads of various department, while the non-managerial staff comprise of employees of the operation department, marketing department and customer care representatives. Hence, from two branches of the selected banks from each States, the staff's will served as our respondents. The total population of the staffs of

the both branches according to the branches service managers will be depicted in table 3.1 below; **Table 3.1: Organizations Description.**

Name of Bank	**Location**	**Number of Staff**	**Percentage (%)**
FIRST BANK PLC	Nnebisi Road, Asaba, Delta	56	6.48
FIRST BANK PLC	Interbua junction, Asaba Delta	48	5.56
UBA PLC	Nnebisi Road, Asaba, Delta	42	4.86
UBA PLC	Ibusa-Junction, Asaba, Delta	52	6.02
Zenith Bank Plc	Okpanam Road, Asaba, Delta	43	4.98
Zenith Bank Plc	FMC, Asaba, Delta	47	5.44
FIRST BANK PLC	Sapele Road, Benin City, Edo	47	5.44
FIRST BANK PLC	Ring Road, Benin City, Edo	51	5.90
UBA PLC	Sapele Road, Benin City, Edo	42	4.86
UBA PLC	Ring Road, Benin City, Edo	54	6.25
Zenith Bank Plc	Sapele Road, Benin City, Edo	48	5.56
Zenith Bank Plc	Ring Road, Benin City, Edo	47	5.44
FIRST BANK PLC	Choba, Rivers State	49	5.67
FIRST BANK PLC	Market Line, Rivers State	48	5.56
UBA PLC	Choba, Rivers State	42	4.86
UBA PLC	GRA, Rivers State	53	6.13
Zenith Bank Plc	GRA, Rivers State	49	5.67
Zenith Bank Plc	Choba, Rivers State	46	5.32
Total		**864**	**100**

Source*:* Branches Service Managers, 2024.

The total population of the study will be 864, which comprises of staff of the banks under study.

Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample. The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. The total sample size for this study was obtained using the Yaro Yamane Formulae developed by Cooper and Schinder, (2013) together with (Kothari, 2014). $n = N / 1 + N (\alpha)^2$

Where: n= the sample size, N= the sample frame (population) α= the margin of error (0.05%). $n = 864 / 1+864(0.05)^2 = 273.42$ The sample s273.

The sampling plan describes how the sampling unit, sampling frame, sampling procedures and the sample size for the study. The sampling frame describes the list of all population units from which the sample will be selected (Cooper and Schindler, 2003; Olannye, 2017). Stratified random sampling technique was used in the study. For the purpose of this study questionnaire was the instrument for the data collection in the present study. The questionnaire was divided into two sections (A and B) containing questions on respondents' profile and another in closed ended questions pattern. The likert scale of point 5 was used for the closed ended questions. Descriptive statistics such as frequencies and percentages were used in answering the research question and the correlation analysis was used determine the nature of relationship between the independent and dependent variables. This hypothesis was tested using the multiple regressions with the aid of SPSS version 23, to find the effect of competitive intelligence strategy on marketing performance of selected deposit money banks in South-South, Nigeria. It allows researcher to control for various factors, test hypotheses, and make predictions, ultimately providing a comprehensive understanding of how different variables interrelate within the dataset. Multiple regression with Marketing Performance (MKTP) as dependent variable is conducted with the five measures of competitive intelligence proxied with customer intelligence (CUI), human intelligence network (HIN), technological intelligence (THI) and strategic intelligence (STI) as (independent) explanatory variables.

Results and Discussion

A total of two hundred and seventy-three (273) questionnaires were administered to employees of two branches First Bank of Nigeria plc, UBA PLc and Zenith Bank plc in Delta, Edo and Rivers States, in South-South, Nigeria. Out of the two hundred and seventy-three (273) questionnaires administered two hundred and sixty (260)95.23% where retrieved and properly filled while seven (13)4.76% were not properly fill and returned. This response was excellent and representative of the population and conforms to Cooper & Schindler (2014) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and above is excellent. Thus, the sample used for the study was the total of two hundred and sixty (260) respondents which represent 95.23% of the sample size of 273. This section seeks to analyze each of the research questions and analyze the responses of the respondents and fetch out the effect of the study for proper analysis. These were done with the aid of descriptive statistics. The descriptive statistics which comprise of the minimum, maximum, mean and standard deviation was employed proper and thorough description of the independent variables; measures of competitive intelligence proxied with CUI, HIN, THI and STI and dependent variable; MKTP for this study, presented overleaf; **Table 4.1: Descriptive Statistics**

	N	Minimu m	Maximu m	Mean	Std. Deviation
CUI	260	12	20	16.90	1.991
HIN	260	12	20	16.08	2.110
THI	260	12	20	16.33	1.892
STI	260	11	20	16.21	1.989
MKTP	260	11	20	16.38	2.112
Valid N (listwise)	260				

Source: SPSS Output, 2024.

The Table 4.1 above shows the descriptive statistics which comprises of the minimum, maximum, mean and standard deviation values of different variables used in this study. The independent variables used in the study which serve as the measures of competitive intelligence proxied with CUI, HIN, THI and STI and dependent variable; MKTP were described using the descriptive statistics. CUI indicates a mean of 16.90, a standard deviation of 1.991 with the difference in the maximum and minimum values which stood at 8. This implies that the variation in CUI is tremendous, since the mean value is greater than the standard deviation, by implications; the managements of the banks under study take cognizance of CUI in their managerial plans. Similarly, HIN has minimum value of 12 and maximum value of 20 leading to the mean and standard deviation of 16.08 and 2.110 respectively. This implies that the HIN varies significantly and this is also reflected in the variation of the MKTP, since the mean value of 16.08 is greater than the standard deviation of 2.110. Furthermore, THI indicates a mean of 16.33, a standard deviation of 1.892 with the difference in the maximum and minimum values which stood at 8. This implies that the variation in THI is tremendous, since the mean value is greater than the standard deviation, by implications; the managements of the banks under study take cognizance of THI in their managerial plans. Also, STI indicates a mean of 16.21, a standard deviation of 1.989 with the difference in the maximum and minimum values which stood at 9. This implies that the variation in STI has increase, since the mean value is greater than the standard deviation. Finally, the descriptive statistics for MKTP indicates a mean of 16.38, a standard deviation of 2.112 with the difference in the maximum and minimum values which stood at 9. This implies that the MKTP of the banks varies aggressively over the years.

Table 4.2: Correlation Statistics

		MKTP	CUI	HIN	THI	STI
Pearson Correlation	MKTP	1.000				
	CUI	.212	1.000			
	HIN	.229	.424	1.000		
	THI	.336	.540	.535	1.000	
	STI	.249	.384	.318	.366	1.000

Source: SPSS Output, 2024.

The Pearson correlation in table 4.2, showed the coefficient of the type of relationship that exist between the independent variables; CUI, HIN, THI and STI and dependent variable; MKTP among deposit money banks in Delta, Edo and Rivers States, in South-South, Nigeria. CUI has a coefficient of (r=0.212>0.05) which reveals that CUI has strong positive correlation with MKTP, this implies that an increase in CUI would have positive effects on MKTP in selected deposit money banks in Delta, Edo and Rivers States, in South-South, Nigeria. HIN has a coefficient of (r=0.229>0.05) which reveals that HIN has strong positive correlation with MKTP, this implies that an increase in HIN would have positive effects on MKTP in selected deposit money banks in Delta, Edo and Rivers States, in South-South, Nigeria. THI has a coefficient of (r=0.336>0.05) which reveals that THI has strong positive correlation with MKTP, this implies that an increase in THI would have positive effects on MKTP in selected deposit money banks in Delta, Edo and Rivers States, in South-South, Nigeria. STI has a coefficient of (r=0.249>0.05) which reveals that STI has strong positive correlation with MKTP, this implies that an increase in STI would have positive effects on MKTP in selected deposit money banks in Delta, Edo and Rivers States, in

South-South, Nigeria. The study is focused on enhancing MKTP through competitive intelligence (CI). The results of the correlation analysis involving all the indicators of competitive intelligence {CUI, HIN, THI and STI) reported positive correlation coefficient values among the measures. This indicated that they are appropriate dimensions of competitive intelligence.

Table 4.3: Multiple Regression Analysis of Measures of CI and MKTP Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	16.332	1.467		11.135	.000
CUI	.029	.014	.028	2.071	.035
HIN	.119	.029	.118	4.103	.001
THI	.037	.016	.039	2.313	.024
STI	.756	.240	.768	3.150	.002

a. Dependent Variable: MKTP

Source: SPSS Output, 2024.

The H1 test showed a significant positive connection between CUI and MKTP (β=0.028; P=0.035<0.05). The 0.035 p-value is significant because it is below 0.05. In addition, the confidence interval is 96.5% higher than the allowable 95%. Accepting the alternate hypothesis, we reject the null hypothesis (Ho1) that CUI and MKTP have no significant association in selected deposit money banks in Delta, Edo, and Rivers States, South-South, Nigeria. A regression coefficient of 0.028 shows that 1% CUI increases MKTP by 2.8%. The collection and analysis of customer data to understand their actions, preferences, and needs is called customer intelligence (CUI). Banks in South-South Nigeria are investing more in CUI to acquire insights for product and marketing initiatives. CUI lets banks customise products and services for customers. Data analytics helps banks improve service and client loyalty by understanding customer preferences. CUI lets banks segment customers and create customized marketing strategies. Better communication channels increase consumer engagement and conversion. Predictive analytics helps banks keep ahead of competition and reduce churn by predicting consumer requirements and behaviors. Competitive intelligence (CI) theory underpins this study. The hypothesis holds that CI boosts company performance and gives them an edge. These findings match Zhang (2023) and Durra (2023). Results indicate H2's positive correlation between HIN and MKTP (p-value < 0.05). Since 0.001 is less than 0.05 (5%), it is significant. The confidence interval is 99.9% higher than the allowable 95%. We support the alternate hypothesis and reject the null hypothesis (Ho2) that HIN and MKTP are significantly related in selected deposit money banks in Delta, Edo, and Rivers States, SouthSouth, Nigeria. With a regression coefficient of 0.118, 1% HIN increases MKTP by 11.8%. Organizational and external contacts, knowledge, and experiences form the Human Intelligence Network (HIN). In banking, HIN is crucial. Staff at HIN share knowledge and experiences. Collaboration can boost performance by generating new marketing ideas and problem-solving skills. Including employees in decision-making can enhance morale and productivity, improving marketing efforts. Understanding the bank's aims helps employees promote marketing. Through individualized interactions, HIN builds customer

relationships. Building trust and loyalty through human interactions is essential for banks to strengthen their marketing. Banks benefit from competitive intelligence (CI). Banks need to study, understand, and cultivate interrelationships to access facts and guide actions toward a goal (Oladimeji, Eze, and Akanni, 2019). The use of competitive intelligence and initiatives to monitor, manage, and enhance enterprise performance led to competitive advantage, according to Arrigo (2016) and in agreement with Irenaus, Ikechukwu, & Ndubuisi (2021) and Muritala and Ajetunmobi (2019). Since 0.024 is less than 0.05 (5%), it is significant. Moreover, the confidence interval is 97.6% higher than the allowable 95%. Thus, we support the alternate hypothesis and reject the null hypothesis (Ho3) that THI and MKTP are not significantly related in selected deposit money institutions in Delta, Edo, and Rivers States, South-South, Nigeria. This means that 1% rise in THI increases MKTP by 3.9% (regression coefficient 0.039). Technological intelligence (THI) uses developing technology to improve corporate performance. Deposit money bank marketing relies on technology. CRM systems and marketing automation solutions may streamline marketing, save costs, and improve customer outreach and retention. THI lets banks use social media, online advertising, and mobile banking apps. This digital presence helps banks reach more customers and engage tech-savvy customers. Banks analyze industry trends and client behavior with advanced technologies. This information can help strategic decision-making, improving marketing strategies and budget allocation. Grant (1996) introduced knowledge-based theory. According to this view, knowledge is an organization's most valuable resource since it is context-bound, hard to reproduce, and provides sustainable competitive advantage. Employees' competitive knowledge helps them outperform competition. According to Irenaus, Ikechukwu, & Ndubuisi (2021), Benedicta (2021), and Asikhia, Magaji, and Muritala (2019), The 0.002 p-value is significant because it is less than 0.05 (5%). Additionally, the confidence interval is 99.2% higher than the allowable 95%. We support the alternate hypothesis and reject the null hypothesis (Ho4), which asserts that STI and MKTP are not significantly related in selected deposit money institutions in Delta, Edo, and Rivers asserts, South-South, Nigeria. With a regression coefficient of 0.768, 1% increase in STI increases MKTP by 76.8%. Data and market insight underpin strategic intelligence (STI) long-term planning and decision-making. STI is vital to bank marketing. Analyzing competition dynamics and market demands helps banks position their products for target markets. STI helps banks seize market opportunities and avoid dangers. Strategic intelligence integrates customer feedback, market research, and technology to stimulate innovation. Market share increases with successful product development and marketing. By identifying the best channels and techniques, STI improves marketing resource allocation. This increases marketing ROI. The knowledge-based theory of the firm supports competitive intelligence to give organizations a durable competitive advantage by using internal and external resources and eliciting timely and appropriate information (Ayodele, 2018). According to this view, knowledge is an organization's most valuable resource since it is context-bound, hard to reproduce, and provides sustainable competitive advantage. This supports Irenaus, Ikechukwu, & Ndubuisi (2021), Benedicta (2021), and Khaled and Shaker (2020).

Table 4.4.1: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.936[a]	.876	.861	1.113	1.844

a. Predictors: (Constant), CUI, HIN, STI, THI

b. Dependent Variable: MKTP **Source: SPSS Output, 2024.**

Table 4.4.2: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	805.548	4	201.387	107.428	.000[b]
	Residual	672.988	359	1.875		
Total		1478.536	363			

a. Dependent Variable: MKTP

b. Predictors: (Constant), CUI, HIN, STI, THI

Source: SPSS Output, 2024.

Also, Table 4.4.1, the model summary table, shows that the regression correlation co-efficient (R) is 0.936 (94%) and that the dependent variable [MKTP] in selected deposit money banks in Delta, Edo, and Rivers States, South-South, Nigeria] is strongly positively correlated with the independent variables. The co-efficient of determination (R2) is 88% (0.876), indicating that [CUI, HIN, THI, and STI] explain 88% of the variation in dependent variable [MKTP] in selected deposit money banks in Delta, Edo, and Rivers States, South-South, Nigeria, while 12% remains unexplained. The 88% R2 value verified the strong positive link. Model fit is measured by adjusted R2. This demonstrates the model's fit and explains the dependent variable's relationship to the independent variables in 86ways. Only 14% remains: the error term and additional variables outside the model. Since Durbin Watson computed value of 1.844 is less than "2", serial or autocorrelation is proven. The final Anova table 4.4.2 displays the model's significance as F(107.428) with a 0.000 p-value. This reveals that all independent variables [CUI, HIN, THI, and STI] collectively effect the dependent variable [MKTP] in chosen deposit money banks in Delta, Edo, and Rivers States, South-South, Nigeria, proving the model is good.

Conclusion

Competitive intelligence improved marketing effectiveness in chosen deposit money banks in Delta, Edo, and Rivers States, South-South, Nigeria. MKTP benefits significantly from CUI. CUI management should be maintained and improved by Nigerian banks to increase marketing performance. Structured bank rules that accommodate CUI will boost marketing performance. Marketing performance improves significantly using HIN. According to the research, combining multiple structures inside the bank HIN will boost marketing performance in Nigerian deposit money banks. It's important for Nigerian banks to maintain and improve their THI management because it improves marketing performance. It's important for Nigerian deposit money banks to strengthen their STI management because it improves marketing performance. Finally, customer intelligence, human intelligence networks, technological intelligence, and strategic intelligence improve the marketing performance of chosen South-South Nigerian deposit money institutions. These types of intelligence improve consumer experiences, staff empowerment, and resource allocation. These intelligence systems must be strategically integrated for banks to achieve sustainable development and better marketing results as competition increases. By prioritizing these intelligences, banks can overcome modern banking issues and improve market performance.

Recommendations

Based on the findings, the study recommended the following;

1. Banks should invest in robust customer intelligence systems to collect and analyze customer data. This will enable them to better understand customer preferences, behaviors, and needs, leading to personalized marketing strategies that can enhance customer satisfaction and loyalty.
2. Bank should establish a strong human intelligence network among employees can foster collaboration and knowledge sharing. Encouraging team-driven insights and local market knowledge will empower banks to create more targeted campaigns and improve communication with customers.
3. Bank should leverage technological intelligence through advanced analytics, AI, and digital marketing tools can significantly enhance banks' operational efficiency and customer engagement. Investment in technology will allow banks to optimize their marketing efforts, streamline processes, and track performance metrics effectively.
4. Banks should prioritize strategic intelligence by conducting regular market analyses and competitor assessments. This will enable them to adapt to changing market dynamics, identify emerging opportunities, and devise competitive marketing strategies that can drive growth and increase market share.

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