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EFFECT OF STRATEGIC INTELLIGENCE ON THE PERFORMANCE OF SELECTED MANUFACTURING FIRMS IN ABUJA, NIGERIA

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Abstract

This study examined the effect of strategic intelligence on the performance of selected manufacturing firms in Abuja, Nigeria; specifically, the study investigated the effect of environmental scanning and strategic visioning on the performance of selected manufacturing firm in Abuja, Nigeria. The study adopted a survey research design. The target population of the study was 134 management employees of the selected firms, The entire population was used as sample size, since the population was not large and was easy to access by the researcher; the hypothesis was tested using partial least squares structural equation modeling. The result of the study revealed that both environmental scanning and strategic visioning has positive and significant effect on the performance of selected manufacturing firm in Abuja, Nigeria. Based on the findings the study recommended that selected manufacturing firms in Abuja should establish a dedicated strategic intelligence unit or team responsible for continuous environmental scanning. This unit should systematically monitor external factors such as government policies, market trends, economic indicators, technological advancements, and competitor activities. They should also develop and communicate a clear, long-term strategic vision that aligns with both internal capabilities and external market demands. This vision should be co-created with input from key stakeholders including senior management, department heads, and frontline staff to ensure shared ownership and alignment.

Keywords: Environmental scanning, strategic intelligence, strategic visioning, manufacturing firms, performance

Introduction

In today's highly competitive and rapidly evolving global business environment, organizational performance has become a critical indicator of success, survival, and long-term sustainability. Organizations across the world are increasingly under pressure to enhance productivity, foster innovation, and respond effectively to dynamic market conditions. Organizational performance in this context extends beyond traditional financial measures such as profitability and return on investment to include non-financial indicators such as customer satisfaction, innovation, market share, and operational efficiency (Kaplan & Norton, 2021). In an era characterized by globalization, digital transformation, and rapidly changing consumer preferences, high-performing firms are distinguished by their ability to acquire, interpret, and strategically utilize relevant information to gain and sustain competitive advantage.

From a theoretical standpoint, this study is anchored on the **Dynamic Capabilities Theory**, which emphasizes an organization's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. This perspective

is particularly relevant in explaining how firms leverage strategic intelligence to sense opportunities and threats, seize emerging opportunities, and transform organizational processes to enhance performance. Thus, strategic intelligence can be viewed as a critical dynamic capability that supports continuous adaptation and competitiveness.

In developing economies such as Nigeria, organizational performance remains a major concern due to persistent structural, economic, and socio-political challenges that constrain business operations. The manufacturing sector, which is expected to drive economic diversification and industrialization, continues to face significant obstacles including inadequate infrastructure, inconsistent government policies, high production costs, and intense global competition. Despite its importance in employment generation and economic growth, the sector contributes less than 10% to the national output (National Bureau of Statistics [NBS], 2023). For manufacturing firms operating in Abuja, Nigeria's administrative and political capital, the need to improve performance is even more pressing due to rising input costs, supply chain disruptions, and increasingly competitive market conditions.

Amid these challenges, strategic intelligence (SI) has emerged as a vital organizational capability that enables firms to anticipate environmental changes, identify emerging opportunities, and make informed strategic decisions. Strategic intelligence refers to the ability of organizations to systematically collect, analyze, and apply both internal and external information to enhance decision-making and organizational performance (Imagha et al., 2025). It plays a crucial role in fostering proactive decision-making, strategic alignment, and long-term competitiveness. Key dimensions of strategic intelligence include environmental scanning and strategic visioning.

Environmental scanning involves the systematic acquisition and analysis of information about external trends, events, and competitive dynamics (Chikweche & Jinjika, 2024). For manufacturing firms in Abuja, this enables managers to monitor regulatory changes, technological developments, customer preferences, and competitive activities, thereby improving their ability to respond proactively to environmental uncertainties. Strategic visioning, on the other hand, refers to the capacity of top management to articulate and communicate a clear and compelling future direction for the organization (Abdullahi & Okafor, 2023). A well-defined strategic vision enhances organizational alignment, guides resource allocation, and fosters innovation, thereby improving overall performance.

Empirical evidence suggests that organizations that effectively utilize strategic intelligence practices tend to achieve superior performance outcomes in terms of innovation, adaptability, and profitability (Ogunleye & Adebayo, 2024). However, despite these recognized benefits, many manufacturing firms in Abuja continue to experience persistent performance challenges, including low productivity, declining market share, inefficient resource utilization, and slow responsiveness to market changes. Statistics from the National Bureau of Statistics indicate a steady decline in the manufacturing sector's contribution to Nigeria's Gross Domestic Product, from 9.20% in 2018 to 8.42% in 2023 (NBS, 2023), reflecting underlying inefficiencies and structural weaknesses within the sector.

Notwithstanding the growing body of literature on strategic intelligence and organizational performance, there remains a significant research gap. Most existing studies have focused on developed economies or have examined strategic intelligence in isolation without adequately exploring its key dimensions, such as environmental scanning and strategic visioning, particularly within the context of manufacturing firms in developing economies like Nigeria. Furthermore, limited empirical attention has been given to firms operating in Abuja, where unique economic and institutional conditions may influence the effectiveness of strategic intelligence practices.

It is against this backdrop that this study examines the effect of strategic intelligence on the performance of manufacturing firms in Abuja, Nigeria. By focusing on specific dimensions of strategic intelligence and situating the study within a dynamic capabilities framework, this research seeks to provide empirical evidence that contributes to both theory and practice.

The main objective of the study was to examine the effect strategic intelligence on the performance of selected manufacturing firm in Abuja, Nigeria. The specific objectives were to:

i. Investigate the effect of environmental scanning on the performance of selected manufacturing firm in Abuja, Nigeria; and
ii. Evaluate the effect of strategic visioning on the performance of selected manufacturing firm in Abuja, Nigeria.

Literature Review

Strategic Intelligence

Strategic intelligence has increasingly gained attention in strategic management literature as a critical capability that enhances organizational adaptability, competitiveness, and long-term performance. While earlier studies conceptualized strategic intelligence primarily as the process of gathering and analyzing information, contemporary scholarship views it as a **multidimensional and integrative construct** that combines environmental awareness, analytical capability, and forward-looking strategic thinking. Ogunleye et al. (2025) defined strategic intelligence as the ability to utilize information for long-term decision-making and competitive positioning. Similarly, Adeleke and Usman (2023) emphasized its systematic nature, focusing on structured data collection and analysis to support strategic decisions.

However, these definitional perspectives, although useful, tend to present strategic intelligence as a static process rather than a dynamic organizational capability. In contrast, Nguyen and Kim (2024) advanced the discourse by framing strategic intelligence as **a leadership-driven capability** that integrates foresight, environmental scanning, and strategic visioning. This perspective aligns with the broader argument in strategic management literature that organizations must not only collect information but also interpret, internalize, and apply it effectively to remain competitive in volatile environments.

From a critical standpoint, the literature reveals two dominant perspectives on strategic intelligence. The first is the **information-processing perspective**, which views it as a structured system of data collection and analysis. The second is the **capability-based perspective,** which sees strategic intelligence as an organizational competence embedded in leadership, culture, and decision-making processes. The limitation of the former is that it underestimates the role of managerial cognition and strategic judgment, while the latter may lack clear operational measures.

Furthermore, the literature suggests that strategic intelligence is not a monolithic construct but rather a composite of several interrelated dimensions, including environmental scanning, competitive intelligence, knowledge management, and strategic visioning. Despite this recognition, many studies fail to integrate these dimensions into a coherent framework, often examining them in isolation. This fragmentation limits the ability to fully understand how strategic intelligence contributes to organizational performance.

In addressing this gap, this study adopts **a multidimensional view of strategic intelligence,** focusing specifically on environmental scanning and strategic visioning as critical and complementary components. This approach is consistent with the dynamic capabilities theory, which posits that organizations achieve sustained competitive advantage by sensing environmental changes and seizing opportunities through strategic actions.

Environmental Scanning

Environmental scanning is widely regarded as the cornerstone of strategic intelligence because it provides the informational foundation upon which strategic decisions are made. Chileshe and Banda (2025) defined environmental scanning as the systematic collection and interpretation of information from both internal and external environments to identify opportunities and threats. Similarly, Mwangi et al. (2023) described it as a proactive intelligence activity that enables organizations to detect early warning signals and adjust their strategies accordingly.

While these definitions emphasize the procedural aspect of environmental scanning, the broader literature highlights its **strategic significance** in enhancing organizational responsiveness and competitiveness. In increasingly complex and uncertain business environments, organizations must continuously monitor technological, economic, political, and socio-cultural trends to remain relevant. Environmental scanning thus serves as a mechanism for reducing uncertainty and improving the quality of strategic decisions.

Empirical studies have demonstrated that effective environmental scanning is associated with improved organizational performance, particularly in dynamic and competitive industries. Organizations that engage in continuous scanning are better positioned to anticipate market changes, identify emerging opportunities, and mitigate potential risks. However, the effectiveness of environmental scanning is contingent upon several factors, including the organization's analytical capabilities, information systems, and managerial expertise.

A critical issue in the literature is that environmental scanning is often treated as an end in itself rather than a

means to strategic action. The mere collection of information does not guarantee improved performance unless the information is properly analyzed, interpreted, and integrated into decision-making processes. This highlights a key limitation in existing studies, which tend to focus on the extent of scanning activities rather than their strategic utilization.

Moreover, there is limited attention to the **interaction between environmental scanning and other dimensions of strategic intelligence,** particularly strategic visioning. Without a clear strategic direction, environmental information may be underutilized or misinterpreted. Therefore, environmental scanning should be viewed not as an isolated activity but as part of a broader strategic intelligence system that includes interpretation, visioning, and execution.

In the context of developing economies such as Nigeria, the importance of environmental scanning is even more pronounced due to high levels of environmental uncertainty, regulatory instability, and market volatility. Despite this, empirical research in this context remains limited, thereby necessitating further investigation into how environmental scanning influences organizational performance.

Strategic Visioning

Strategic visioning represents the forward-looking and integrative dimension of strategic intelligence, focusing on the ability of organizational leaders to conceptualize and articulate a desired future state. Okeke and Musa (2023) defined strategic visioning as the process of creating a clear and compelling organizational future that guides long-term decision-making and resource allocation. Yakubu et al. (2025) expanded this definition by emphasizing its cognitive and analytical aspects, including trend analysis, scenario planning, and strategic foresight.

Unlike environmental scanning, which is primarily concerned with understanding the present and anticipating changes, strategic visioning focuses on **shaping the future**. It involves translating environmental insights into a coherent strategic direction that aligns organizational resources and capabilities with long-term objectives. This makes strategic visioning a critical link between information and action within the strategic intelligence framework.

The literature highlights several key functions of strategic visioning. First, it provides **direction and focus**, enabling organizations to align their activities with long-term goals. Second, it enhances **organizational cohesion**, as a shared vision fosters commitment and motivation among employees. Additionally, it supports **innovation and adaptability**, as forward-looking organizations are better positioned to explore new opportunities and respond to environmental changes.

However, strategic visioning is not without its challenges. One major limitation identified in the literature is the risk of **vision–reality misalignment**, where organizational visions are not grounded in accurate environmental analysis. This underscores the importance of integrating strategic visioning with environmental scanning to ensure that visions are realistic, achievable, and responsive to external conditions.

Another critical issue is that strategic visioning is often influenced by **leadership quality and cognitive biases.** Leaders may develop overly optimistic or narrow visions based on limited information or personal preferences, which can negatively affect organizational performance. This suggests that effective strategic visioning requires not only analytical skills but also critical thinking and openness to diverse perspectives.

Despite its importance, empirical studies examining the direct impact of strategic visioning on organizational performance are relatively limited, particularly in developing countries. Most existing studies focus on leadership or strategic planning without explicitly linking visioning to performance outcomes. This represents a significant gap that this study seeks to address.

Organizational Performance

Organizational performance is a multidimensional construct that reflects the extent to which an organization achieves its objectives efficiently and effectively. Imagha et al. (2025) conceptualized performance as encompassing both financial outcomes, such as profitability and revenue growth, and non-financial outcomes, including customer satisfaction, innovation, and operational efficiency. Similarly, Alhassan and Bature (2023) emphasized goal attainment,

productivity, and quality as key indicators of performance.

The shift from purely financial measures to a **balanced and multidimensional approach** reflects the growing recognition that long-term organizational success depends on a combination of tangible and intangible factors. This perspective is consistent with the resource-based view, which emphasizes the role of internal capabilities and resources in achieving sustainable competitive advantage.

In relation to strategic intelligence, organizational performance is influenced by the ability of firms to make informed decisions, anticipate changes, and align their strategies with environmental conditions. Strategic intelligence enhances performance by improving decision quality, reducing uncertainty, and enabling proactive responses to environmental challenges.

However, the literature reveals inconsistencies in empirical findings regarding the relationship between strategic intelligence and performance. While some studies report a strong positive relationship, others find weak or indirect effects. These inconsistencies may be attributed to differences in measurement, context, and the specific dimensions of strategic intelligence considered.

Furthermore, most studies do not adequately examine the **mechanisms through which strategic intelligence influences performance**, particularly the roles of environmental scanning and strategic visioning. This lack of clarity limits the ability to develop effective strategies for enhancing organizational performance.

Integrated Conceptual Argument and Research Gap

A critical review of the literature indicates that strategic intelligence, environmental scanning, and strategic visioning are conceptually interconnected but often treated as separate constructs in empirical research. Environmental scanning provides the necessary information about the external environment, while strategic visioning transforms this information into a coherent strategic direction. Together, these dimensions form a comprehensive strategic intelligence framework that influences organizational performance.

However, existing studies suffer from three major limitations. First, there is a lack of **conceptual integration**, with most research examining individual components rather than their combined effects. Second, there is limited **contextual evidence** from developing economies, particularly Nigeria, where environmental uncertainty and institutional challenges may significantly influence these relationships. More so, there is insufficient **theoretical grounding**, as many studies do not explicitly link their findings to established strategic management theories such as dynamic capabilities or the resource-based view.

This study addresses these gaps by developing an integrated framework that examines the combined effects of environmental scanning and strategic visioning on organizational performance within the Nigerian context. By doing so, it contributes to both theory and practice by providing a more comprehensive understanding of how strategic intelligence drives performance in dynamic environments.

Empirical Review

Aljashaam (2025) examined the effect of strategic visioning on organizational performance and sustainable business practices in Iraq. The study adopted a mixed-methods research design to provide both quantitative and qualitative insights into the phenomenon. In the quantitative phase, data were collected from 200 managers and strategic stakeholders across various industries using structured questionnaires designed to capture dimensions of strategic visioning such as clarity of vision, long-term orientation, and alignment with sustainability goals. The qualitative phase complemented this by analyzing 50 detailed case studies of organizations recognized for sustainability-focused practices, thereby providing contextual depth to the findings. The data obtained from the survey were analyzed using regression techniques to determine the strength and direction of the relationship between strategic visioning and performance outcomes. The findings revealed that strategic visioning has a statistically significant and positive effect on both organizational performance and sustainable business practices. Specifically, organizations with clearly articulated and well-communicated visions were found to demonstrate higher levels of strategic alignment, innovation, and sustainability performance. The study concluded that strategic visioning serves as a critical driver of long-term organizational success, particularly in environments characterized by economic and institutional challenges. However, the study also implied that the effectiveness of visioning depends on leadership commitment and the ability to translate vision into actionable strategies.

Imagha et al. (2025) investigated the effect of strategic intelligence on the non-financial performance of insurance companies in the South East Zone of Nigeria. The study employed a survey research design, which was considered appropriate for capturing perceptions and experiences of employees regarding strategic intelligence practices within their organizations. The population of the study consisted of 77 middle- and senior-level employees drawn from selected insurance companies in the region. Due to the relatively small size of the population, a census approach was adopted, whereby all members of the population were included in the study as the sample size. Primary data were collected using a structured questionnaire that measured key dimensions of strategic intelligence, including environmental awareness, knowledge utilization, and strategic decision-making capability, alongside indicators of non-financial performance such as customer satisfaction, service quality, and employee commitment. The collected data were analyzed using inferential statistical techniques, particularly regression analysis, to examine the relationship between the variables. The results indicated that strategic intelligence has a significant positive influence on non-financial performance, suggesting that firms that effectively gather and utilize strategic information are better positioned to improve service delivery and stakeholder satisfaction. The study further highlighted that strategic intelligence enhances organizational adaptability and responsiveness to environmental changes.

Chileshe and Banda (2025) examined the effect of environmental scanning on the performance of small and medium enterprises (SMEs) in Kabwe District, Zambia. The study was anchored on the Resource-Based Theory (RBT) and Dynamic Capabilities Theory (DCT), which provided a theoretical basis for understanding how internal capabilities and external awareness contribute to firm performance. The researchers adopted a mixed-methods approach, combining quantitative and qualitative techniques to achieve a comprehensive analysis. Data were collected from 202 SME owners and managers using a structured Likert-scale questionnaire that captured various aspects of environmental scanning, including frequency, scope, depth, and sources of information. In addition, semi-structured interviews were conducted to gain deeper insights into how SMEs interpret and utilize environmental information in their strategic decisions. Quantitative data were analyzed using Structural Equation Modeling (SEM), which allowed for the examination of complex relationships between environmental scanning dimensions and performance outcomes. Qualitative data were analyzed using Directed Content Analysis (DCA) to identify recurring themes and patterns. The findings revealed a significant positive relationship between environmental scanning and SME performance, indicating that firms that actively monitor and analyze their business environment tend to achieve higher levels of growth, competitiveness, and operational efficiency. The study also found that the effectiveness of environmental scanning depends on the firm's ability to integrate the information into strategic planning and decision-making processes.

Ahmed et al. (2024) examined the effect of strategic intelligence on organizational performance among manufacturing firms in Egypt. The study adopted a quantitative research design, utilizing a structured survey to collect primary data from 250 senior and middle-level managers across selected manufacturing companies. A stratified sampling technique was employed to ensure adequate representation of different subsectors within the manufacturing industry. The instrument measured key dimensions of strategic intelligence, including environmental awareness, competitive intelligence, knowledge management, and strategic decision-making, while organizational performance was assessed using both financial indicators (such as profitability and revenue growth) and non-financial indicators (including innovation, customer satisfaction, and operational efficiency). Data analysis was conducted using multiple regression analysis and Structural Equation Modeling (SEM) to examine both direct and indirect relationships among the variables. The findings revealed that strategic intelligence has a significant positive effect on organizational performance, with competitive intelligence and knowledge management emerging as the strongest predictors. The study further indicated that firms with well-developed strategic intelligence systems demonstrate superior adaptability and innovation capabilities. However, the study noted that the effectiveness of strategic intelligence depends on the organization's technological infrastructure and managerial competence, suggesting that firms must invest in both human and technological resources to fully realize its benefits.

Rodríguez and Campbell (2023) investigated the relationship between strategic intelligence and organizational performance among service firms in Latin America. The study employed a longitudinal research design, using panel data collected from 120 firms over a five-year period (2018–2022), thereby allowing for a more robust analysis of causal relationships. Secondary data were obtained from company reports and industry

databases, while primary data were collected through structured questionnaires administered to top management executives. Strategic intelligence was operationalized through dimensions such as environmental scanning, strategic foresight, and information utilization, while organizational performance was measured using indicators such as market share, service quality, and growth rate. The data were analyzed using panel regression techniques, including fixed and random effects models, to account for firm-specific variations. The results showed that strategic intelligence has a statistically significant and positive impact on organizational performance over time. In particular, firms that consistently engaged in environmental scanning and strategic foresight were found to achieve sustained growth and improved competitive positioning. The study also highlighted that the relationship between strategic intelligence and performance is strengthened in highly competitive and dynamic environments.

Oduro and Adebayo (2024) examined the effect of environmental scanning on organizational performance among small and medium enterprises (SMEs) in Lagos State, Nigeria. The study adopted a quantitative survey research design, using structured questionnaires to collect primary data from 180 SME owners and managers across different sectors, including manufacturing, trade, and services. A stratified sampling technique was employed to ensure adequate representation of various industries. Environmental scanning was measured using dimensions such as frequency of scanning, scope of information sources, and depth of analysis, while organizational performance was assessed using both financial indicators (profitability and sales growth) and non-financial indicators (customer retention and innovation capability). Data analysis was conducted using multiple regression analysis to determine the relationship between environmental scanning and organizational performance. The findings revealed that environmental scanning has a significant positive effect on organizational performance, with firms that engage in regular and comprehensive scanning activities demonstrating higher levels of growth and competitiveness. The study further showed that external environmental scanning (market trends, competitors, and regulatory changes) has a stronger impact on performance compared to internal scanning. However, the study noted that many SMEs lack the technical expertise and resources required to effectively analyze environmental information, which may limit the potential benefits of scanning activities.

Okafor et al. (2023) investigated the effect of environmental scanning on the performance of manufacturing firms in Anambra State, Nigeria. The study employed a cross-sectional research design, with data collected from 150 managers and supervisors in selected manufacturing companies using a structured questionnaire. A purposive sampling technique was used to select firms with established strategic management practices. Environmental scanning was operationalized through variables such as environmental monitoring, competitor analysis, and technological scanning, while organizational performance was measured using indicators such as productivity, operational efficiency, and market share. The data collected were analyzed using correlation and regression analysis to examine the strength and direction of the relationship between the variables. The results indicated that environmental scanning has a significant and positive influence on organizational performance, particularly in terms of improving operational efficiency and market responsiveness. The study also found that firms that integrate environmental information into their strategic decision-making processes achieve better performance outcomes than those that do not.

Okeke and Musa (2023) examined the effect of strategic visioning on organizational performance among service firms in Nigeria. The study adopted a quantitative survey research design, with data collected from 220 managers and senior staff across selected organizations in the banking and hospitality sectors. A structured questionnaire was used to obtain primary data, measuring strategic visioning through dimensions such as vision clarity, vision communication, and alignment with organizational goals, while organizational performance was assessed using indicators such as profitability, employee productivity, customer satisfaction, and service quality. The sampling technique adopted was stratified sampling to ensure representation across different organizational levels. The collected data were analyzed using multiple regression analysis to determine the relationship between strategic visioning and organizational performance. The findings revealed that strategic visioning has a significant positive effect on organizational performance, indicating that organizations with clear and well-communicated visions tend to achieve higher levels of efficiency and effectiveness. The study further showed that vision clarity and effective communication of the vision to employees significantly enhance employee commitment and strategic alignment. However, the study noted that the impact of strategic visioning is influenced by leadership effectiveness and organizational culture,

suggesting that vision alone is not sufficient without proper implementation mechanisms.

Yakubu et al. (2025) investigated the relationship between strategic visioning and organizational performance in public sector organizations in Ghana. The study employed a mixed-methods research design, combining both quantitative and qualitative approaches. For the quantitative phase, data were collected from 250 employees using structured questionnaires, while the qualitative phase involved in-depth interviews with 30 senior managers to gain deeper insights into vision formulation and implementation processes. Strategic visioning was measured in terms of vision formulation, communication, and implementation, while organizational performance was assessed through service delivery efficiency, employee performance, and stakeholder satisfaction. The quantitative data were analyzed using Structural Equation Modeling (SEM), while the qualitative data were analyzed using thematic analysis. The results indicated that strategic visioning has a significant and positive effect on organizational performance, particularly in enhancing service delivery and operational efficiency. The study also found that organizations with well-developed strategic visions tend to have clearer strategic direction, improved coordination, and higher levels of employee motivation. However, the study highlighted that ineffective communication and poor alignment between vision and organizational practices can weaken the impact of strategic visioning on performance. The study concluded that strategic visioning is a critical leadership capability that supports long-term organizational success, especially when effectively communicated and implemented.

Theoretical Framework
Resource-Based View (RBV)

The Resource-Based View (RBV), initially conceptualized by Wernerfelt (1984) and later developed by Barney (1991), posits that a firm's sustained competitive advantage and superior performance arise from its possession and strategic deployment of resources that are **valuable, rare, inimitable, and non-substitutable (VRIN)**. Unlike approaches that emphasize external market positioning, RBV focuses on internal capabilities and resources as the primary drivers of organizational performance. Grant (1996) highlights RBV's strength in providing a framework for identifying and developing strategic capabilities, enabling firms to convert unique internal resources into long-term competitive advantages. Despite criticisms that RBV can be tautological or difficult to empirically test (Priem & Butler, 2001), it remains a widely used lens for examining how intangible resources contribute to firm performance.

In this study, **strategic intelligence**, particularly **environmental scanning** and **strategic visioning**, can be viewed as **intangible resources under the RBV framework**. **Environmental scanning** represents a capability through which firms systematically acquire, analyze, and interpret information about their internal and external environments. This capability is **valuable**, as it enables firms to identify opportunities and threats, improving strategic decision-making and reducing uncertainty. It is **rare** in organizations that actively implement systematic scanning processes, especially in developing contexts like Abuja, where many firms lack formal intelligence systems. It is **inimitable** because the processes, routines, and tacit knowledge embedded in how an organization gathers and interprets environmental information are complex and difficult for competitors to replicate. Finally, it is **non-substitutable**, as no other organizational process can fully replace the insights gained from a robust environmental scanning capability, making it a critical resource for sustaining competitive advantage.

Strategic visioning, on the other hand, constitutes the firm's ability to formulate a coherent and compelling picture of its desired future, guiding long-term planning and resource allocation. Visioning is **valuable** because it aligns organizational efforts toward strategic objectives, motivates employees, and enhances coordination. It is **rare** as few organizations can combine foresight, contextual understanding, and leadership insight to create actionable strategic visions. It is **inimitable**, as the cognitive processes, leadership judgment, and organizational culture that shape an effective vision are difficult for competitors to duplicate. It is **non-substitutable**, because no other resource can fully replace the strategic guidance and alignment provided by a clear vision.

By framing environmental scanning and strategic visioning as VRIN resources, RBV provides a **conceptual justification for studying their effects on organizational performance**. It explains why firms that develop these intangible capabilities are more likely to achieve superior outcomes, as they leverage unique internal strengths to respond effectively to dynamic environments. Moreover, RBV remains valid despite its critiques, because it emphasizes the **strategic deployment of internally controlled resources**, rather

than assuming performance automatically arises from possessing resources. This theoretical lens underpins the current study by linking the **internal capabilities of strategic intelligence to measurable performance outcomes** in manufacturing firms in Abuja.

Methodology

This study adopted a cross-sectional survey research design. The design was considered appropriate because it allows for the collection of data from respondents at a single point in time, making it suitable for examining relationships among variables without manipulating the study environment. It is particularly useful in organizational studies where data are collected from multiple respondents across different organizations to capture current perceptions and practices.

The population of the study consists of 134 management employees drawn from selected registered manufacturing firms located in Abuja, Federal Capital Territory. The selection of these firms was based on a purposive sampling approach, where only manufacturing firms that are formally registered, operational within Abuja, and have established management structures were included in the study. This ensured that the firms selected possessed relevant characteristics necessary for examining strategic intelligence practices. A total of one hundred and thirty-four (134) manufacturing firms participated in the study, and these firms were identified through records from relevant regulatory bodies such as the Corporate Affairs Commission (CAC) and industry directories. The use of multiple firms enhances the external validity of the study by ensuring representation across different organizational contexts within the manufacturing sector.

Given that the total population of management employees was relatively small, a census sampling approach was adopted. This implies that all 134 management employees across the selected firms were included in the study. The use of census sampling eliminates sampling error and ensures that every member of the population has an equal opportunity to participate, thereby increasing the accuracy and reliability of the findings.

Primary data were collected using a self-administered structured questionnaire, which was designed to measure the key variables of the study, including strategic intelligence (environmental scanning and strategic visioning) and organizational performance. The questionnaire items were adapted from existing validated scales in the literature to ensure content relevance and comparability with previous studies. The instrument was structured using a Likert scale ranging from strongly disagree (1) to strongly agree (5), allowing respondents to indicate the extent of their agreement with each statement.

To ensure the validity and reliability of the instrument, several procedures were undertaken. First, the questionnaire was subjected to content validity assessment by academic experts in strategic management and research methodology, who reviewed the instrument to ensure that the items adequately captured the constructs under investigation. Their feedback was used to refine and improve the clarity, relevance, and wording of the questionnaire items.

A pilot test was conducted using a small sample of respondents (15 management employees) from similar manufacturing firms that were not included in the main study. The purpose of the pilot test was to identify any ambiguities, inconsistencies, or difficulties in understanding the questionnaire items. Feedback from the pilot study led to minor revisions in the wording and structure of the instrument to enhance clarity and ease of response.

The reliability of the instrument was assessed using internal consistency measures, particularly Cronbach's Alpha and Composite Reliability (CR), with acceptable threshold values of 0.70 and above indicating adequate reliability. Additionally, construct validity was assessed using measures such as convergent validity (Average Variance Extracted, AVE) and discriminant validity (Fornell-Larcker criterion and Heterotrait-Monotrait ratio), ensuring that the measurement model adequately captured the intended constructs and that each construct was distinct from others.

Data collected from the questionnaire were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3 software. PLS-SEM was chosen because it is suitable for exploratory research, accommodates complex models, and works effectively with relatively small sample sizes and non-normal data distributions. The analysis involved two stages: first, the measurement model assessment, which evaluated the reliability and validity of the constructs; and second, the structural model assessment, which examined the relationships between the independent variables (environmental scanning and strategic visioning) and the dependent variable (organizational performance). The use of PLS-SEM ensured robust

statistical analysis and allowed for simultaneous estimation of multiple relationships within the model.

Data Presentation and Analysis

Table 1: Administration of Instrument

Questionnaires	Frequency	Percentage (%)
Properly filled/Returned	118	88
Not Properly filled / Not Returned	16	12
Total	**134**	**100**

Source: Fieldwork, 2025

A total of 134 copies of questionnaire were distributed for the study. Only 118(88%) were completely filled and returned, 16(12%) were not properly filled and not returned. Analyses were conducted using the 118 instruments returned given a reasonable return rate of 88%.

Demographic Characteristics of Respondents

To provide context for the study findings, the demographic characteristics of the respondents were analyzed. These characteristics include gender, age, educational qualification, and years of managerial experience.

Table 2: Demographic Characteristics of Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	70	59.3
	Female	48	40.7
Total		**118**	**100**
Age	20–30	25	21.2
	31–40	55	46.6
	41–50	28	23.7
	51 and above	10	8.5
Total		**118**	**100**
Education	HND/Bachelor's	60	50.8
	Master's	45	38.1
	PhD	13	11.0
Total		**118**	**100**
Experience	1–5 years	30	25.4
	6–10 years	52	44.1
	11–15 years	24	20.3
	16 years and above	12	10.2
Total		**118**	**100**

Source: Fieldwork, 2025

The demographic results show that the majority of respondents are male (59.3%), indicating a higher male representation in managerial positions within the selected firms. In terms of age, most respondents fall

within the 31–40 age bracket (46.6%), suggesting that the workforce is relatively young and active. Regarding educational qualification, a significant proportion of respondents hold at least a bachelor's degree (50.8%), while 11% possess doctoral qualifications, indicating a reasonably educated sample.

Furthermore, the results show that most respondents have between 6–10 years of managerial experience (44.1%), suggesting that the data were obtained from individuals with sufficient experience and knowledge of organizational practices. This strengthens the reliability of the responses, as experienced managers are more likely to provide informed and accurate information regarding strategic intelligence and organizational performance.

The demographic characteristics of the respondents indicate that the study sample is well-distributed across key variables such as age, education, and experience. This enhances the generalizability of the findings within the context of manufacturing firms in Abuja. The presence of experienced managers also adds credibility to the data, as their insights are likely to reflect actual organizational practices related to strategic intelligence, environmental scanning, and strategic visioning.

Table 3: Factor Loadings of the Constructs

	Performance	Environmental Scanning	Strategic Visioning
PFM1	0.860		
PFM2	0.846		
PFM3	0.794		
PFM4	0.701		
PFM5	0.718		
ENS1		0.854	
ENS2		0.846	
ENS3		0.838	
ENS4		0.729	
ENS5		0.757	
STV1			0.707
STV2			0.873
STV3			0.897
STV4			0.738
STV5			0.817

Source: SMART PLS Output, 2025

Indicator Reliability

The indicator loadings should be larger than 0.7 to ensure indicator reliability. Table2 shows that all item loadings exceeded the minimum value of 0.7 (Chin, et al, 2018). This indicates that the construct explains more than 50 percent of the indicator's variance, thus providing acceptable item reliability.

Internal Consistency Reliability

To further assess the reliability of the constructs, **Composite Reliability (CR)** and **Cronbach's Alpha** were evaluated. The results are presented in Table 4.

Table 4: Construct Reliability and Validity

Construct	Cronbach's Alpha	Composite Reliability (CR)	AVE
Performance	0.84	0.89	0.62
Environmental Scanning	0.86	0.90	0.65

Construct	Cronbach's Alpha	Composite Reliability (CR)	AVE
Strategic Visioning	0.88	0.92	0.67

Source: SmartPLS Output, 2025

The results show that all constructs have Cronbach's Alpha and Composite Reliability values above the threshold of 0.70, indicating strong internal consistency reliability. The Composite Reliability values, which are more appropriate for PLS-SEM, further confirm that the constructs are reliable and consistently measure their respective variables.

Discriminant Validity

Discriminant validity ensures that constructs are distinct from one another. This was assessed using the **Fornell–Larcker criterion** and the **Heterotrait–Monotrait (HTMT) ratio.**

Fornell–Larcker Criterion

Table 5: Fornell–Larcker Criterion

Construct	Performance	Environmental Scanning	Strategic Visioning
Performance	0.79		
Environmental Scanning	0.58	0.81	
Strategic Visioning	0.65	0.62	0.82

Source: SmartPLS Output, 2025

The Fornell–Larcker results show that the square root of AVE for each construct (diagonal values) is greater than its correlations with other constructs, confirming adequate discriminant validity.

Table 6: **HTMT Ratio**

Construct	Performance	Environmental Scanning	Strategic Visioning
Environmental Scanning	0.72		
Strategic Visioning	0.76	0.74	

Source: SmartPLS Output, 2025

The HTMT values are below the threshold of 0.85, indicating that the constructs are empirically distinct. This further confirms discriminant validity.

Test of Hypotheses and Discussions of Findings

Table 7 presents the path coefficients, T-values, and P-values for the relationships between environmental scanning and performance, and strategic visioning and performance.

Table 7: Path Coefficient of the Model

Variables	Beta	T-Statistics	P-Values	Decision
Environmental scanning -> Performance	0.395	2.094	**0.000**	Rejected
Strategic visioning -> Performance	0.765	3.992	**0.000**	Rejected

Source: SmartPLS Output, 2025

Ho_1: Environmental scanning has no significant effect on the performance of selected manufacturing firms in Abuja, Nigeria.

The result from table 7 showed that **e**nvironmental scanning has significant positive effect on performance of selected manufacturing firms in Abuja, Nigeria, with beta value 0. 395, T-statistic of 2.094 and p-value of 0.000. This result does not support the null hypothesis one and was therefore rejected at 5% level of significance. Since there is enough evidence to reject the null hypotheses, the study therefore concludes that **e**nvironmental scanning has significant effect on the performance of selected manufacturing firms in Abuja, Nigeria. This implies that manufacturing firms in Abuja should invest in systematic environmental scanning to monitor market trends, competitor activities, regulatory changes, and technological advancements. Doing so will enable them to make informed strategic decisions, quickly adapt to changes, and improve overall performance. The finding of this study is consistent with the result of Chileshe and Banda (2025) who also found that s **e**nvironmental scanning has significant positive effect on performance.

Ho_2: Strategic visioning has no significant effect on the performance of selected manufacturing firms in Abuja, Nigeria.

The result from table 7 showed that strategic visioning significant positive effect on the performance of selected manufacturing firms in Abuja, Nigeria, with $\beta = 0.765$ and $p = 0.000$. This result does not support the null hypothesis two and was therefore rejected at 5% level of significance. Since there is enough evidence to reject the null hypothesis, the study therefore concludes that strategic visioning has significant positive effect on the performance of selected manufacturing firms in Abuja, Nigeria. This implies that that manufacturing firms in Abuja should develop and communicate clear long-term strategic visions. This will align organizational goals, guide decision-making, motivate employees, and enhance performance by ensuring focused and proactive business operations. The finding of this study is consistent with the result of Aljashaam (2025) who also found that strategic visioning has significant positive effect on performance.

Conclusion and Recommendations

The study examined the effect of strategic intelligence on organizational performance among selected manufacturing firms in Abuja, Nigeria. The findings revealed that environmental scanning and strategic visioning have significant positive effects on performance, with strategic visioning having a stronger influence. This suggests that while information gathering about the environment is important, the ability to translate such information into a clear and actionable strategic direction is more critical for enhancing performance.

Theoretically, the study contributes to the Resource-Based View and Dynamic Capabilities perspective by demonstrating that strategic intelligence is a valuable organizational capability that enhances performance in a developing economy context. Practically, the study shows that firms can improve performance by strengthening environmental scanning processes and developing a clear and well-communicated strategic vision.

However, the study is limited by its relatively small sample size, which may restrict generalizability, the use of a cross-sectional design, which limits causal inference, and reliance on self-reported data, which may introduce bias. The focus on only two dimensions of strategic intelligence also limits the scope of the findings.

Based on the findings from the objectives of the study, the following recommendations were made:

i. Manufacturing firms in Abuja should strengthen their environmental scanning capability by establishing a strategic intelligence function or assigning dedicated personnel to continuously monitor external environmental factors such as market trends, government policies,

technological changes, and competitor actions. This will enable firms to respond promptly to environmental changes and improve organizational performance, in line with the study's finding that environmental scanning has a significant positive effect.

ii. Manufacturing firms in Abuja should develop and institutionalize a clear strategic vision that is well communicated across all organizational levels. Since strategic visioning was found to have a stronger effect on performance, management should ensure that the vision guides decision-making, resource allocation, and employee behaviour, thereby enhancing alignment and organizational effectiveness.

Policy Implications

From a policy perspective, government and industry regulators should support the development of strategic intelligence capabilities in the manufacturing sector through training programs, capacity-building initiatives, and policies that encourage innovation, information sharing, and strategic planning practices.

Suggestions for Future Research

Future studies should expand the scope of this research by increasing the sample size, including firms from other sectors and regions, and adopting longitudinal research designs to establish causality. Further research should also incorporate additional dimensions of strategic intelligence, such as competitive intelligence and knowledge management, to provide a more comprehensive understanding of its effect on organizational performance.

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Appendix

Research Questionnaire

Instruction: Please tick as appropriate

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

S/N	***Questions***	**5**	**4**	**3**	**2**	**1**
	Environmental Scanning					
1	Our firm consistently monitors trends and changes in the external business environment					
2	We regularly gather information about competitors, customers, and market conditions					
3	Environmental data collected is used to make strategic decisions					
4	We adjust our operations in response to changes in government regulations and policies					
5	Our firm actively scans for new technological developments relevant to our industry					
	Strategic Visioning					
1	Top management has a clear long-term vision for the future of the firm					
2	Employees understand and align their roles with the organization's strategic direction					
3	Strategic goals are regularly communicated across all departments					
4	Our strategic vision is based on realistic environmental and market assessments					
5	Strategic visioning guides our investment and innovation decisions					
	Performance					
1	Our firm's productivity has improved in the last 3 years					
2	We have maintained or increased our market share over time					
3	Customer satisfaction with our products/services has increased					
4	Our firm has recorded improved profitability in recent years					
5	We respond quickly and effectively to changes in the business environment					