

Strategic Agility: An Intervention Prescription to Competitive Advantage of Small Businesses in Nigeria

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Abstract:

This paper was geared towards spurring competitiveness of small businesses in Nigeria through the introduction and application of strategic agility. The Kendall_tau Rank Correlation Coefficient was the tool used, while the quasi-experimental research design, a structured questionnaire on a five point likert scale and SPSS were also used. The influence of the strategic agility was checked against the competitive advantage with respect to the activities of small businesses in Rivers State, Nigeria. Krejcie and Morgan table was used to determine the sample size (S) of 114 from a population size (N) of 163 operators of small businesses in the clearing and forwarding, travel, and marine service business in Rivers State. The response rate is at 83 %, and certain implications were drawn.

Key words: Strategic Agility, Competitive Advantage, and Small Businesses.

1. INTRODUCTION

Carving out a niche for oneself is one attribute several organisations crave for. This is more often than none achieved through several means which also includes creating greater value for customers, either in terms of lower prices or by providing additional benefits

and/or services that justify similar, or higher, prices (Cole, 2010). Such capabilities serve as a building block for creating heightened and enriched competitive advantage (CA hereon) for organisations within a particular stratum, especially when it relates to small businesses. Usually, CA or having an edge over others in a competition has a way of driving business growth; as confirmed by Awogbenle and Iwuamadi (2010). This is obvious because the percentage(s) of businesses, particularly small businesses in operation in any economy globally seems to have enormously increased over time, in that they are regarded as the lubricant that oil the wheels of the growth engine of any economy. It is in this sense that Lin (1998) put forward the line of thought that small businesses are fast becoming a strategic field for investment in any economy. For all intents and purposes, a small business in this context connotes both micro/cottage and small scale industries with a labour strength of one to ten employees, or total running cost of ₦1.5 million or less of the former, with a labour strength of eleven to one hundred employees or a total running cost of not more than ₦50 million, including working capital but apart from cost of land respectively (Central Bank of Nigeria [CBN],2003; 2010).

Nevertheless, CA seems to answer the question, as to why a customer should procure from firm A rather than purchase from firm Bin the light of this, for several small businesses, predominantly firms in markets segments that offer similar products and/or services, answering this question can be nonetheless demanding (Cole, 2010). To appreciate this, a small business can be magnificently developed if it is hinged upon strong CA or edge that gradually shapes people into loyal clients, which can be stretched as time goes on (Cole, 2010). In line with the aforementioned, emerging small businesses carry out a mixture of business actions which may include production, marketing, sale, distribution, finance, customer service, as well as other activities that are vital to the business. Nevertheless, CA has distinct components in terms of “low cost advantage” (LCA) and “product differentiation advantage” (PDA) that contributes to the business beyond what their rivals does (Cole, 2010; Wang, Lin& Chu, 2011), which could lead to the ability of the business to maintain an “unsolidified or fluid state”, with the knack to changing and updating its mode of operation in line with state-of-the-art innovation(s).

This unsolidified/fluid state can be equated to the organization being strategically agile. Strategic agility (SA hereon) indicates sensitivity

or being armed with the foresight or insight to understand, predict and ascertain current happenings in the business environment (Inkinen&Kaivo-oja, 2009; Mavengere, 2013), thereby having the ability to fine-tune innovative ideas, to create novel business models, as well as products and services, in a bid to be proactive while adapting to trends and events of the business environment (Mavengere, 2013).SA however, has been dimensionalized to have “strategic sensitivity” in terms of strategic foresight and strategic insight, and “collective capabilities” expressing human resources capabilities, and infrastructural and information resource capabilities (Mavengere, 2013).To further stress this point, Mavengere (2013) hold the view that SA is vital for survival and growth of small businesses, because business environment is such that competition is results from diverse angles with the need to complement products and or services with other industries’ products calls for SA.

It is without doubt, the need for SA is evident in the life-span of small businesses in Nigeria, in that the context within which these firms find themselves seem to be volatile, uncertain, complex and ambiguous (VUCA), as expressed by White (2013) in describing today’s business environment. White (2013) hold the view that the environment is “volatile” in sense that is demonstrates the extent to which unpredicted changes, especially of the worse kind occur on daily basis; “uncertain” because is paints a picture of an irresolute, doubtful, unsure, and ambivalent activities; “complex” in that it is characterized by interconnected complicated parts; and “ambiguous” to explain that characteristics of being demanding, tough, challenging, and hard. Which seem to pose high business risk because of vagueness in the profit of the firm and increased danger of loss at any point in the life of the firm, making firms to perform at a pace seen as epileptic. In essence, to succeed in today’s “VUCA” environment, small businesses call for applying strategic sensitivity and collective capabilities with the aid of modern technology that can fine-tune openings to enhance business success. So, businesses must design and maintain CA by putting into play, SA at different organisational strata (Liedtka, 1998), if it wants to survive and thrive. Unlike in the past when organisations tend to fashion a long-term invulnerable plan; because at present, the strategies put together by these organisations needs to be agile, while putting together all capabilities to enable it to adapt to changing circumstances even as it maintains a

strong competitive position in her industry (Eisenhardt&Brown, 1998).

In line with the various perspectives of this paper, a good number of researchers have conducted studies on SA and CA respectively and together, but it is worthy of note that none has been all-encompassing with focus to determine the stimulating influence of SA on CA especially as it relates to small businesses in Rivers State, Nigeria (e.g. Cole, 2010; Eisenhardt, &Brown, 1998; Mavengere, 2013; Nkuda, 2016; &Oyedijo, 2012). Hence, this study is geared towards instituting a thought-provoking move in stimulating SA in enhancing CA especially concerning the activities of small businesses in Rivers State, Nigeria. It is this vacuum in literature that this paper intends to fill, thereby creating a point of departure from other earlier studies. Similarly, technological advancement or obsolescence has presented turns of business growth prospects to small businesses, enabling them come to the front burner even in the international business arena (Ricks, 1993). Although, most small businesses in Nigeria do not have the footpath of being in the international stage, which seems to have created an array of challenges in handling business opportunities in the international business space; thereby putting them in a competitive disadvantaged state. This state has made small businesses face problems in bRd. areas, such as potential interference by the government which could harm the operations of small businesses, potentials of economic conditions or changes and policies which could negatively affect the activities of small businesses, potentials for small business to struggle because of language differences, customs, norms, and preferences (Ricks, 1993).

Again, globalization seems to have negatively affected small businesses by intensifying competition, making small businesses to struggle under heightened competitive atmosphere locally and internationally (Ade, 2012). These results in inefficient competitive strategies, product differentiation disadvantage, operational volatility, low quality products, cost disadvantage, ineffective promotional strategies, inadequate utilization of organisational resources, poor personnel management strategies and poorly designed action plans, inadequate product customization, lack of implementation of specific policies, etc. This has made over 70% of small businesses to fail even in their first three years of operation in Nigeria (Ade, 2012), which has hindered sales and business performance. Demonstrating

constricted out-look to issues regarding planned competitive strategy, strategy formulation, implementation and evaluation (Organisation for Economic Cooperation and Development [OECD], 2000).

2. THEORETICAL FRAMEWORK

The philosophies underpinning CA and SA are based on resource-based view and game theories.

2.1 Resource-Based View (RBV) Theory

The resource-based view (RBV) theory being a managerial framework seems to suggest the heterogeneity of the firm, demonstrating diverse internal resources in terms of man, money, machine, material, and measure as well as other inter-related assets, capabilities, and competencies, which can be harnessed to gain and/or deliver sustained CA over competitors (Barney, 1991; Hooley, Broderick, & Moller, 1998).

The RBV is traceable to strategic thinking in that it serves as a source for CA that can be sustained over a long period of time (Barney, 1991). In line with the above, a firm that tends to possess a combination of resources resulting in an edge over competitors is said to have CA which can lead to a favourable market, quality, service, innovation positions (Hooley, Broderick, & Moller, 1998). In essence, firms must devise means in developing distinctive, firm/industry-specific core competencies aiding them to out-compete others (Prahalad & Hamel, 2001).

2.2 Game Theory

Game theory represents decisional mathematical models building ideas for mixed strategy geared towards attaining CA under uncertainty (Herbert, 2000), and not connected to merely playing entertaining games. It is imperative to note that the theory of games was first put forward by Charles Waldegrave a British diplomat in 1713. This philosophy was lengthily enhanced in the fifties and seventies respectively by scholars in several fields (Herbert, 2000).

In reality, this philosophy has been applied to ascertaining, predicting, and explaining competitive behaviours of consumers, firms, markets, and humans generally concerning robust decisions and high-level approach to understudying CA strategies in a bid to

achieve reasonable game-theoretic scientific ideals (Herbert, 2000). Altering the game from win-lose or lose-lose into win-win aftermath signaling competing actors in the marketplace or industry (Hill & Jones, 2013; Grant, 2008; & Nkuda, 2016).

2.3 Understanding Strategic Agility (SA)

Firstly, “strategic” is an adjective derived from the noun “strategy”, which is derived from the Greek translation “strategia or strategos” represents an art of the general or generalship (Grant, 2008; Reeves, Zeng, & Venjara, 2015). Secondly, “agility” is communicated in Latin to mean “agilitas” and translated literally as the ability to deliberate and pull rapid deductions quickly.

Consequently, SA demonstrates the capability of an organisation to anticipate, predict, and forecast trends and events in the business environment and respond with proactive and constructive actions internal weaknesses or external opportunities and threats which affect the organisation. In core, SA can be seen as a “baseboard” that helps firms to effectively prepare with the aim to adjust and successfully respond with choice-strategy to environmental pressures (Kazmi, 2002; Nkuda, 2016), using strategic sensitivity and collective capabilities.

2.3.1 Strategic Sensitivity

Strategic sensitivity represents the ability of the firm to have foresight/insight and being guided by a premeditated direction or focus about the trends and events in both the internal and external environment of business, while assessing possible risk involved. This tends to demonstrate the sharpness of the perception of the firm and the intensity of awareness (Doz & Kosonen, 2007).

To attain sensitivity, firms most propose high quality internal dialogue to service information tools, knowledge workers/experts, and make moves to enhance learning, innovation and continuity, extract general patterns from specific contexts, and develop a rich and deep understanding about every process in the line-up of activities about its operation (Doz & Kosonen, 2007). Doz and Kosonen (2007) maintained that this specifically deals with anticipating (sharpening foresight), experimenting (gaining insight), distancing (gaining perspective), abstracting (gaining generality), and reframing

(restarting or renewing business models), that can foster the stability that is required of the firm.

2.3.2 Collective Capabilities

The capability approach has in recent times been fused with the collective resources and actions, in an attempt to combine all the resources of the firm to perceive opportunities, design and refine business model to suite it, commit resources, and realign organizational culture and corporate structure in that light, thereby taking the firm to the predetermined state within the time that is required (Cordes-Berszinn, 2013; Khalid, 2009).

This is the point where all the competencies, proficiencies, experiences, and knowledge of the firm is integrated and harnessed swiftly, sufficiently, and aptly with respect to existing and new complexities, which represents “process-transformation” leading to the implementation of stated objectives; this is because these assets yield sustainable CA when put to use in combination (Cordes-Berszinn, 2013; Douma&Schreuder, 2013; & Khalid, 2009).

2.4 Understanding Competitive Advantage (CA)

CA could be seen as an edge or a favourable business position, superior to its competitors in the marketplace or industry by being more distinctive in meeting and surpassing customers’ needs compared to its competitors (Collis, 2016; David, 2013; Grant, 2008; & Thompson & Strickland, 2003). CA which seems to have started in the eighties based on the work of Michael Porter (Collis, 2016), discourses in great details the theoretical contemplations which tends to establish the foundation of related studies in the field (Blum & Naylor, 2004).

CA is tied to the benefits provided by the consumption from the products and services of a particular firm by the target market, which surpasses the competition, put forward by a competitor as it relates to cost structure (low cost advantage), quality of products offered (product differentiation advantage), and customer service (Chacarbaghi, 1999).

2.4.1 Low Cost Advantage (LCA)

LCA seem to have a substantial effect on CA of the business, given the uncertainty and growing market pressure in business based on the

prices of same product and/or service offered by rivals in the same industry; enterprise managers, especially small businesses, acquire and/or improve CA, and are able to maintain its market position (Porter, 1998; 1990). CA making it necessary to firms to rethink and implement strategies that will help them focus on deliverables that they offer at lower prices (Porter, 1998).

In consequence, LCA of small businesses can be achieved faster if they implement strategies of harnessing automations, processes, technology using least-cost method by reducing procurement and logistics costs (Porter, 1990). Therefore, the reduction of the costs of purchases is an essential variable that can have a significant positive impact both the performance and the competitive potential of enterprises (Porter, 1990). It is worthy of note that LCA does not necessary translate to having the lowest of prices because a tough competitor can peg the prices.

2.4.2 Product Differentiation Advantage (PDA)

PDA is a strategy applied in the market to distinguish one product from the other, especially products with similar characteristics. Within the context of small businesses, PDA may aid the activation of CA, even in an industry that has been conquered by larger corporations (Clulow, Gerstman & Barry, 2003). This strategy is put to play using the cost value, non-price competition, and brand loyalty (Rijamampianina, Abratt & February, 2003).

PDA, in specific terms it tend to create perceived value among actual and potential customers, helping them stay-put on improving the quality and enhancing the design of their products/services to gain CA, while maintaining their prices (Rijamampianina, Abratt & February, 2003). In addition, clients may be loyal to the brand of services they offer, because it showcases what other competitors do not have (Clulow, Gerstman & Barry, 2003).

2.5 Empirical Review

S/No.	Author(s)	Year	Country	Construct/Topic	Method(s)	Finding(s)
1.	Oyedijo	2012	Nigeria	Strategic agility and competitive performance in the Nigerian telecommunication industry: an empirical investigation	Simple random sampling technique, and questionnaire	There is a significant difference between the performance of firms that are highly strategically agile and those that are less

						strategically agile.
2.	Kumkale	2016	Turkey	Organization's tool for creating competitive advantage: strategic agility	SWOT Matrix and Strategies	CA can be gained from supply chain, products, production, marketing methods, logistical processes, and innovations which drive SA.

Table 1.

2.6 Technology moderating the relationship between SA and CA

The term “technology” is derived from the Greeks which connote the science of craft, skills, art, and cunning of the hand. It represents the collection of techniques, skills, processes, and methods applied in the transformation of inputs into outputs (Arthur,2009). Oyedijo (2012) asserts that strategic agility if measured with components of the organization namely people, technology, and planning scopes tend to demonstrate strong supports for the organisation’s culture, technology, innovation and creativity, on the strength of customer performance feedback system, intelligence system, the firm’s connection with strategic allies.

Technology tends to facilitate the anticipation of SA in profitable business openings, because activating oragnisational resources could help capture local values. Therefore, it is possible to gain renewable CA (Fourne, Jansen, & Mam, 2014). SA enhances flexibility, pace of production process (fast responses create competitive advantage), and places prominence on the issues such as; new product development, diversification of products, project management, using state-of-the-art technology to achieve strategic cooperation.

Consequently, the following hypotheses were developed:

Ho₁There is no significant relationship between strategic sensitivity and low cost advantage of small businesses in Rivers State.

Ho₂There is no significant relationship between strategic sensitivity and product differentiation advantage of small businesses in Rivers State.

Ho₃ There is no significant relationship between collective capabilities and low cost advantage of small businesses in Rivers State.

Ho₄ There is no significant relationship between collective capabilities and product differentiation advantage of small businesses in Rivers State.

Ho₅ Technology does not significantly moderate the relationship between strategic agility and competitive advantage of small businesses in Rivers State.

3. METHODOLOGY

The quasi-experimental design was adopted. This is because the respondents were not under the control of the researcher while their responses were gathered through a structured questionnaire on a five point likert scale being a source of primary data. Also, information was gotten from publications such as journal articles, textbook and periodicals.

It is however worthy of note that the population was obtained through field survey at the offices of the various firms in clearing and forwarding, travel, and marine sub-sectors guided by their addresses as cited in the Rivers State Yellow Pages. Rivers State Yellow Pages is a handbook of the Rivers State Ministry of Commerce and Industry. This is however, verifiable at their official website; www.riversstateyellowpages.com or at their office; Block B. State Secretariat Complex, Port Harcourt, Rivers State. Simple random sampling technique was used considering that each sample has an equal chance of being selected. The minimum sample size (S) was ascertained using the Krejcie and Morgan table, which amounted to 114 from a population size (N) of 163 operators of small businesses in the clearing and forwarding, travel, and marine service agencies in Rivers State (see appendix).

The validity of this work was tested using content validity, which is concerned with measuring the instrument to the overall theoretical framework in order to know whether the instrument is tied to the theoretical assumptions. For the reliability of this instrument, a test-retest method was used on a few of the same respondents. The Cronbach's Alpha was used to test reliability and the resulting coefficient if it is above 0.70 is generally accepted.

Lastly, the Kendall_tau Rank Correlation Coefficient was used to analyze the data using statistical package for social sciences.

4.RESULT

The structured questionnaire used in generating primary data for this study was distributed to 114 respondents which comprise operators and managers of small businesses within our geographical scope. The table below shows the response rate from the respondents.

Table 2. Copies of the Questionnaire Administered and Returned

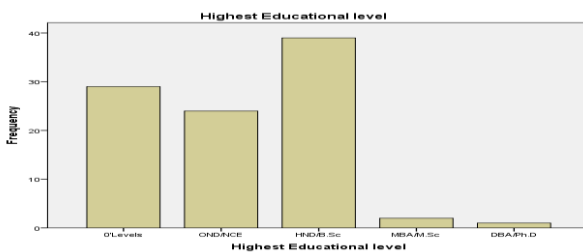
Items	N0. of Copies	Percentage (%)
Correctly Filled	95	83
Wrongly Filled	3	2
Not Returned	16	15
Number Distributed	114	100

Source: Survey Data, 2018.

Table 2. shows that out of the 114 copies of the questionnaire that were distributed, 16 (17%) were not returned. 98copies were returned of which 3 (2%) were not properly filled therefore not useable for analysis, the remaining 95 copies which were correctly filled were adopted and used for the analyses, this represent 83% of the total number distributed and therefore adequate for a valid conclusion.

4.1 Demographical Details of Respondents

The demographic details of the respondents are discussed in the following paragraphs with relevant tables and charts.



Highest Educational Level

	Frequency	Percent	Valid Percent	Cumulative Percent
O'Levels	29	30.5	30.5	30.5
Valid OND/NCE	24	25.3	25.3	55.8
HND/B.Sc	39	41.1	41.1	96.8

MBA/M.Sc	2	2.1	2.1	98.9
DBA/Ph.D	1	1.1	1.1	100.0
Total	95	100.0	100.0	

Table 3.

Table 3.shows 29 of the respondents (30.5%) have SSCE, 24 (25.3%) have OND/NCE, while, 39(41.1%)have HND/B.Sc, 2 (2.1%) have MBA/M.Sc., and lastly (1.1%) have DBA/Ph.D.

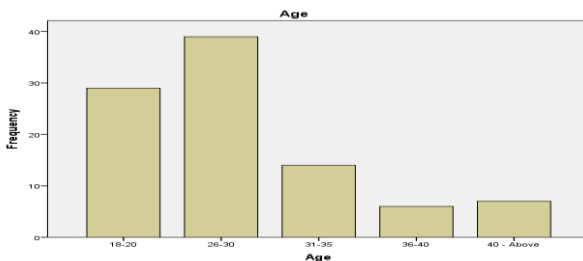


Table 4. Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-20	29	30.5	30.5	30.5
Valid 26-30	39	41.1	41.1	71.6
Valid 31-35	14	14.7	14.7	86.3
Valid 36-40	6	6.3	6.3	92.6
Valid 40 - Above	7	7.4	7.4	100.0
Total	95	100.0	100.0	

The table above indicates that 29 (30.5%) are between the ages of 18-20, 39 (41.1%) are between the ages of 26-30, 14 (14.7) are between the ages of 31-35, 6 (6.3%) are between the ages of 36-40, and lastly 7 (7.4%) are between 40 and above.



Table 5. Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	52	54.7	54.7	54.7

Female	43	45.3	45.3	100.0
Total	95	100.0	100.0	

The table above showed that there were more male employees than females in selected small businesses. In that 52 (54.7%) are male, while 43 (45.3%) are female.

4.2 Test of Hypotheses

This section shows the results and analyses obtained from the tests of the stated hypotheses using Kendall_tau Rank Correlation Coefficient with the aid of the Statistical Package for Social Sciences (SPSS) version 21.

Table 6. Test of Hypotheses Ho₁ and Ho₂:

Correlations

			Strategic Sensitivity	Low Cost	Product Differentiation
Kendall's tau_b	Strategic Sensitivity	Correlation Coefficient	1.000	.416	.411
		Sig. (2-tailed)	.	.004	.000
		N	95	95	95
	Low Cost	Correlation Coefficient	.416	1.000	.135**
		Sig. (2-tailed)	.004	.	.000
		N	95	95	95
	Product Differentiation	Correlation Coefficient	.411	.135**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	95	95	95

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

The above table, shows the correlation between strategic sensitivity and low cost and product differentiation of the firms. The results revealed that there is a moderate positive relationship between strategic sensitivity and low cost with tau = .411, $p < 0.05$, N = 95. While the relationship between strategic sensitivity and product differentiation with tau = .416, $p < 0.05$, N = 95. Based on the result, the null hypotheses were rejected.

Table 7. Test of Hypotheses Ho₃ and Ho₄: Correlations

			Collective Capabilities	Low Cost	Product Differentiation
Kendall's tau_b	Collective Capabilities	Correlation Coefficient	1.000	.578**	.423**
		Sig. (2-tailed)	.	.000	.005
		N	95	95	95
	Low Cost	Correlation Coefficient	.578**	1.000	.111
		Sig. (2-tailed)	.000	.	.160
		N	95	95	95
	Product Differentiation	Correlation Coefficient	.423**	.111	1.000
		Sig. (2-tailed)	.005	.160	.
		N	95	95	95

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

The above table, shows the correlation between collective capabilities and low cost and product differentiation of the firms. The results revealed that there is a moderate positive relationship between collective capabilities and low cost with tau = .423, $pv < 0.05$, N = 95. While the relationship between collective capabilities and product differentiation with tau = .578, $pv < 0.05$, N = 95. Based on the result, the null hypotheses were rejected.

Table 8. Test of Hypothesis Ho₅:

Correlations					
Control Variables			Strategic Agility	Competitive Advantage	Technology
-none-a	Strategic Agility	Correlation	1.000	.355	.084
		Significance (2-tailed)	.	.000	.418
		Df	0	93	93
	Competitive Advantage	Correlation	.355	1.000	.756
		Significance (2-tailed)	.000	.	.000
		Df	93	0	93
	Technology	Correlation	.084	.756	1.000
		Significance (2-tailed)	.418	.000	.
		Df	93	93	0
Technology	Strategic Agility	Correlation	1.000	.446	
		Significance (2-tailed)	.	.000	
		Df	0	92	
	Technology	Correlation	.446	1.000	
		Significance (2-tailed)	.000	.	
		Df	92	0	

a. Cells contain zero-order (Pearson) correlations.

Table 8. shows the result of the moderating effect of technology on the relationship between strategic agility and competitive advantage. The section labeled none-a showed the result when there was no moderating effect.

The result showed that partial correlation (removing the effect) of technology on relationship between strategic agility and competitive advantage was moderately positive ($\rho = .355$, $n = 93$, $p < .05$), however, the zero order correlation ($\rho = .446$) indicates that moderating for technology has a positive but moderate influence on the relationship between strategic agility and competitive advantage. Therefore the hypothesis was rejected.

4.3 Discussions

This research explored the relationship between SA and CA of small businesses in Rivers State, as well as the moderating influence of technology on this relationship was tested. Five study questions on each on the dimensions and measures were raised with a corresponding number of hypotheses formulated. The hypotheses formulated were analyzed using Kendall_tau Rank Correlation Coefficient statistical tool, while the moderating effect of technology was tested using partial correlation. The analyses were carried out through the use of statistical package for social sciences (SPSS) version 21. Based on the Cohen's (1988) condition of accepting or rejecting hypotheses, all the null hypotheses stating that there are no significant relationships between SA, and measures of CA (LCA and PDA). Similarly, the analyses revealed that technology have a moderate positive influence on the relationship between SA and CA. Therefore, the hypotheses were rejected.

These findings are in consonance with several other studies (e.g. Oyedijo, 2012). In Oyedijo's (2012) study; strategic agility and competitive performance in the Nigerian telecommunication industry. He concluded that SA makes the difference between the performance of firms that are highly strategically agile and those that are less strategically agile. Kumkale (2016) studied organization's tool for creating competitive advantage: strategic agility. Kumkale (2016) asserted that CA can be gained from supply chain, products, production, marketing methods, logistical processes, and innovations which drive SA.

The last, hypothesis, sought to investigate the moderating effect technology has on the relationship between SA and CA. Thus, it was hypothesized that, technology does not influence the relationship between the two variables. However, this hypothesis was rejected; as the result showed that technology have a moderate positive effect on the relationship between the two variables. In Fourne, Jansen and Mam (2014) technology tends to facilitate the anticipation ofSA in cost-effective business opportunities, because triggering the use of oragnisational resources could help capture local values in gaining renewable CA.

5. Conclusion

Based on the results obtained from the analyses of the data gathered, it is concluded that SAcansignificantly influence CA of small businesses in Rivers State. Likewise, technology reported a significant influence on the relationship between these two variables. Owing to this outcome, it is right to state that the introduction of technology can quicken the adaptive capabilities of small businesses and help it prepare for forecasted and unexpected changes in building a formidable force especially as it concerns having CA over its rivals.

5.1 Recommendations

From the conclusion above, the following recommendations were made to help enhance the CA of small businesses in Rivers State.

- I. Small businesses should strive to survive by being strategically sensitive to the complexities in the businesses environment in line with available resources to gain cost advantage.
- II. Small businesses should tap into the potentials of being sensitive and explore the knowledge of workers/experts in enhancing innovative products and services in other to out-perform other competitors.
- III. Small businesses should combine all the resources of the firm to forecast and perceive opportunities, create and cultivate business models to suite its operation with the aim of reducing or maintaining lower costs for a long time.

- IV. Small businesses should build aptitudes, skills, know-hows, and sufficiently harness the overall knowledge of the business and introduce products and services that cannot be easily mimicked.
- V. Small businesses should be duty-bound to enhance the agility of the firm deliberately with the use of the state-of-the-art technology in an attempt to out-compete competing firms and stand out.

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APPENDIX

Population of the Study

S/N	Name	Address
1.	Clearing and Forwarding Agencies	
2.	Aei Nigeria Ltd.	8 King Perekule Rd. GRA Phase II, PH.
3.	Akunai Shipping Company Ltd.	5B industry Rd. Port Harcourt
4.	Anopit Ltd.	54 Mbonu Stress, D/Line Port Harcourt
5.	Anson Nigeria Ltd.	22 King Amachree Rd. Port Harcourt
6.	Bachemas Nigeria Agencies Ltd.	22 Club Rd., Port Harcourt
7.	Blue Tide	69 Stad. Rd. Opp Bereton Primary School PH.
8.	Bob Benko Agencies Ltd.	74 Ogbunabali Rd. Port Harcourt
9.	Brawal Shipping Nigeria Ltd.	3 grace avenue, eelenwo Port Harcourt
10.	BZB Group Ltd.	Marine base Port Harcourt
11.	Casmas Ltd.	282A Trans Amadi Industrial Layout PH.
12.	Chan Group International Ltd.	2 Old Aba Rd. Rumukwurushi Port Harcourt
13.	Charles Marine & Oil Services Ltd.	5A Industry Rd., Port Harcourt
14.	Chidi Davidson Int't Agencies Ltd.	26 Echue Street, Mile 2 Diobu Port Harcourt
15.	Chrismatel Shipping Agencies Ltd.	Nipost Building, Station Rd. Port Harcourt
16.	Clemarsup Nigeria Ltd.	286 PH/Abba Express Way Port Harcourt
17.	Conair cargo service Ltd.	Supabod Building Port Harcourt
18.	Corepoint Ltd.	22 Khana Street, D/Line Port Harcourt
19.	Continental Forwarders Ltd.	24 Harbour Rd., Port Harcourt
20.	Daddo Maritime Services Ltd.	33 Tombia Street, GRA Phase II, Port Harcourt
21.	Diamond Engineering Services	Plot 33 Trans Amadi Industrial Layout PH.
22.	Etocean Freight Forwarders	5B Industry Rd. Port Harcourt
23.	Ezems Nigeria Ltd.	164 Trans Amadi Layout Port Harcourt
24.	Fidepat International Company Ltd.	Plot 14 Old Aba Rd. Rumukwurushi
25.	Fredison Nigeria Ltd.	5A Industry Rd., Port Harcourt
26.	Global Eagle W.A Ltd.	39 Aba Rd. Port Harcourt
27.	Golden Maritime & Shipping Ltd.	41 Wogu Street, D/Line Port Harcourt
28.	Hayes Shipping and Associates	3 Aba Rd., Port Harcourt
29.	Henry Colins Nigeria Ltd.	46 Urulla Street, Mile 2 Diobu Port Harcourt
30.	The Hawker Group (H.G)	7A Elf Rd., Trans Amadi Industrial layout PH.
31.	The Honeybell Maritime Services	5A industry Rd. Port Harcourt
32.	IAL Nigeria Ltd.	22C Forces Avenue, Old GRA Port Harcourt
33.	Ideke Shipping Ltd.	Plot 465A Trans Amadi Industrial Layout PH.
34.	Independence Clearing Agencies	24 Harbour Rd., Port Harcourt

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35	Koda International Company	12 Customs Rd.Port Harcourt
36	Krismarine Freighter Ltd.	26 OraziRd., Off RumuolaRd., Port Harcourt
37	Laas group Ltd.	206 Aba Rd., Port Harcourt
38	Lagos and Niger Shipping Ltd.	13 Circular Rd., Presidential Estate, PH.
39	Law Don Maritime Ltd.	41 AhoadaRd.Rumuibekwe Housing Est. PH.
40	LM Cargo Logistics Ltd.	Plot 127 Trans Amadi Ind. layout Port Harcourt
41	Loben Shipping Nigeria Ltd.	Plot 494 East West Rd., Rumuodara, PH
42	Lomo Enterprises Clearing Services	23 Customs Street, Port Harcourt
43	Man General Sales Nigeria Ltd.	59C Old Aba Rd., RumuomasiPort Harcourt
44	Monofo Shippers Nigeria	62A Trans Amadi MD. Layout Port Harcourt
45	Moniary Shipper Nigeria	62A Trans Amadi Ind. Layout Port Harcourt
46	M.J Shekinah Marine Services	1 st Floor,L 3 AZIKIWE Rd.Port Harcourt
47	Moses Freights Ltd.	319A Aba Rd.Port Harcourt
48	Murphy Shipping & Co. Serv. Ltd.	Plot 34/35 Trans AmadiInd.ustry Layout PH
49	National Clearing & Forwarding	5 Industry Rd.Port Harcourt
50	N.B.E. OcearingNigLtd.	86 East/West Rd., Port Harcourt
51	New Maritime Ltd.	16 Industry Rd.Port Harcourt
52	Ngo West African Ltd.	5B Industry Rd., Port Harcourt
53	N'ncor	402 Aba Expressway Rd.Port Harcourt
54	Northern Freighter Nigeria	9C Station Rd., 22 Club Rd., Port Harcourt
55	Nsu International Company Ltd.	13 Trans Amadi Ind. Layout Port Harcourt
56	Ocsy Nigeria Ltd.	4 RumuolaRd.Port Harcourt
57	Ogudumartime Nigeria Ltd.	6 Industry Rd., Port Harcourt
58	Ojaz link Nigeria Ltd.	1 Agip Junction, Mile 4 RumuemePH
59	Palm line agencies	22 King AmachreeRd.Port Harcourt
60	Pena Nigeria Ltd.	80 Aba Rd., Port Harcourt
61	Pik-phil International Agency Ltd.	277 PH/Aba Express Rd., Rumuogba, Ltd.
62	Guickanig.Ltd.	Plot 99 Trans Amadi, RivocRd.Port Harcourt
63	Redline Nigeria Ltd.	Plot 148 Trans Amadi Industrial Layout, Ltd.
64	Richmond link int'l Ltd.	1 AgipRd., Mile 4 RumuemePort Harcourt
65	Saco investments Ltd.	35 IkwerreRd., mile 1 diobu, Port Harcourt
66	Sallbond shipping Nig. Ltd.	66 ordinance Rd.Trans Amadi Ind.Layout PH
67	Schenker int'l Nigeria Ltd.	Plot 216 ph/Aba expressway Port Harcourt
68	SDV/Alraine	Chief Nwuke Street Trans AmadiPH
69	SDV Logistics C& F. Ltd.	Plot ¾ Trans Amadi Ind. Layout Port Harcourt
70	Sea-crest Nigeria Int. CoyLtd.	46 Trans Amadi Ind. Layout Port Harcourt
71	Shenker int'l Ltd.	Plot 216 PH/Aba Express Way Port Harcourt
72	Shoretide Nigeria Ltd.	B3 Moore house street Port Harcourt
73	SinchezNigLtd.	22 Club Rd., Port Harcourt
74	Sinteks International Agency Ltd.	186 OkporoRd., Rumuodara, Port Harcourt
75	SkelasLtd.	LNG Rd.Amadi-AmaPort Harcourt
76	Sonia Nigeria Ltd.	29 AggreyRd., Port Harcourt
77	Starlines and freight services	19 HarvourRd., Port Harcourt
78	Star warehouse and shipping	Plot 155 Trans AmadiInd.ustrial layout PH
79	Sunnykmartime agencies Ltd.	33 Ojoto street, Mile 2 DiobuPort Harcourt
80	Talodoceanair freight Ltd.	120, RumuolaRd.Port Harcourt
81	Tokke maritime services Ltd.	6 industry Rd.Port Harcourt
82	Trade base Nigeria Ltd.	35 NembeRd. Rumuibekwe housing estate PH
83	TrianaLtd.	Plot 270 Trans Amadi Ind. Layout PH
84	Tycoon group-louis violet &Coy	3 Wurie Street, D/Line Port Harcourt
85	Well Seacrest Int. Company Ltd.	Plot A6 Trans Amadi, Port Harcourt
86	Wheelwright Nig. Ltd.	Old Aba Rd.IjeomaPlaze, RumukwurushiPH

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Travel Agencies		
87	Amy travels	Block 2B, close 8 Elekahia housing estate PH
88	Belize travels Ltd.	1 SaacBoroRd., Old GRA Port Harcourt
89	Bon-voyage (travel & tours) Ltd.	Aretaplaze, 178 aba Rd.Port Harcourt
90	Blue sky tours Ltd.	11 trans-amadiind. Layout Port Harcourt
91	Cecee bright travel Ltd.	243 PH/Aba express Rd., RumuomasiPH
92	Connection travel and tours Ltd.	Plot 83 Trans Amadi Ind. Layout Port Harcourt
93	Dial travel bureau Ltd.	Happly bite plzea, 1 stadium Rd.Port Harcourt
94	Diamond travels Ltd.	57 Stadium Rd.Port Harcourt
95	Emerald agencies Ltd.	84/90 Aba Rd.Port Harcourt
96	Grand air travel agencies Ltd.	57 stadium Rd.Port Harcourt
97	Gosmik travel agency Ltd.	200 Trans Amadi Ind. Layout PH.
98	Green park travels and tours	59 old aba Rd., RumuobiakaniPort Harcourt
99	Ideal travel agency Ltd.	169 aba Rd.Port Harcourt
10	Jeta travel agency Ltd.	9 PH/Aba Express way Port Harcourt
10	Jonkin travel agency Ltd.	8 old aba Rd., RumuomasiPort Harcourt
10	Joosa travel and tours	1 Okomoko Street, D/Line Port Harcourt
10	Okogba travel agency Ltd.	10 rumuibekweRd., rumuibekwe, Port Harcourt
10	Now travel and tours Ltd.	11 King PerekuleStret, GRA Phase II PH
10	Surelink travels and tours Ltd.	Plot 345A onneRd., GRA phase II PH
10	Transahara Associates Ltd.	176 Aba Rd.Port Harcourt
10	Transcap Travel Bureaux	8 AzikiweRd.Port Harcourt
10	Transville travel agency	123 Aba Rd.Port Harcourt
10	Travel and tour services Ltd.	16 Mbonu street, D/line Port Harcourt
11	Urs-Jane Ventures Ltd.	34 Aba Rd.Port Harcourt
11	Vip Tours And Services Ltd.	159 Aba Rd.Port Harcourt
11	Zeem Travels Ltd.	Plot (C3) Rumuogba Aba Expressway PH
Marine Services		
11	Admiralty Fleet Ltd.	OluObasanjoRd.Port Harcourt
11	Almarine	28 Kolukuma Street, BorokiriPort Harcourt
11	Allied Marine Services	304 Aba Rd. Expressway Port Harcourt
11	Ben Marines Ltd.	174 Aba Rd.Port Harcourt
11	Bisald Integrated Serviced	60 Bonny Street Port Harcourt
11	Chevy Marine Int'l Ltd.	Plot 127 Trans AmadiInd.ustrial Layout PH
11	Citros Mike Nigeria Ltd.	54 Trans Amadi Ind. Layout Port Harcourt
12	Christo Tech Group	6 Industry Rd.Port Harcourt
12	Dan Harry Nigeria Ltd.	Abuloma Jetty Port Harcourt
12	D & P Marine Nigeria	42 Niger Street Port Harcourt
12	Datim Oilfield Suppliers	100 OluObasanjoRd.Port Harcourt
12	De Royal Mark Ltd.	66 AbulomaRd., Gas Bus Stop Port Harcourt
12	Dose Group Of Companies	Plot 494 East-West Rd.Port Harcourt
12	Ejix Maritime Ltd.	18 harbour Rd.Port Harcourt
12	FaoManklass Marine Ltd.	6 Creek Rd.Port Harcourt
12	Furgo Survey Nigeria Ltd.	8 Geodetic Rd., RumuobiakaniPort Harcourt
12	Georgeson Marine Nigeria Ltd.	2B Egelege Street, D/Line Port Harcourt
13	Glovic Project Development Ltd.	2 ACM Rd.Trans Amadi PH
13	Ide Peter Nigeria Ltd.	1 Siokpo Street, RumuomasiPort Harcourt
13	Ima-Aug Marine Service	14 AmaigboRd., Mile 2 DiobuPort Harcourt
13	JamascoIntervizLtd.	Erimina House, 105 Aba Rd.Port Harcourt
13	J.H. Igani& Company	78 Creek Rd.Port Harcourt
13	Legence Nig. Ltd.	Plot 74 Stadium Rd., RumuomasiPort Harcourt
13	Leadway Marine Services Ltd.	8 Eastern Bypass, Off OgbunabaliPH

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13	Marine Consultant	12 AgipRd., Mile 4 RumuemePort Harcourt
13	Marine Factors Nigeria Ltd.	80 Aba Rd.Port Harcourt
13	Moregree Nigeria Ltd.	Nipost Building, Station Rd.Port Harcourt
14	Moretobix Int'l Ltd.	8 Iloabuchi Street, Mile 2 DiobuPort Harcourt
14	Nalinjus Group	3B Bdahbros, Trans Amadi Ind. Layout PH
14	Narvic Nigeria Ltd.	13 Old Aba Rd., RumuomasiPort Harcourt
14	NwaforInterbiz (WA) Ltd.	17 Sangana Street, Mile 1 DiobuPort Harcourt
14	Oilfield & Waterways Serv. Coy Ltd.	13b Trans AmadiInd.i. Layout Port Harcourt
14	Ok Gold Marine Nigeria Ltd.	33 Creek Rd.Port Harcourt
14	Pegs International	6 Ndahbros Street, T/AmadiPort Harcourt
14	Petrock Dredging & Marine Ltd.	12B OluObasanjoRd.Port Harcourt
14	Rivers Marine Transport Services Ltd.	Rivmarine House, Marine Base Port Harcourt
14	Rondys Global Services	36 Old Aba Rd., RumubiakaniPort Harcourt
15	Seacrafts Nigeria Ltd.	1B Ndahbros Street, Trans AmadiPH
15	Seafloat Marine Services Ltd.	Plot A8/9, Trans Amadi Ind.Layout PH
15	Sege Marine Company Ltd.	48 Abonnema Wharf Rd.Port Harcourt
15	SunikMab Joy International Coy Ltd.	6 Elelenwo Street, GRA Phase II Port Harcourt
15	Supermaritime Nigeria Ltd.	1 Worlu Street Off OluObasanjoRd.PH
15	Sylverlyn Global Ventures	2 AmadiAma Roundabout AmadiAmaPH
15	Tasker& sons	102 Abonnema Wharf Rd.Port Harcourt
15	Tchyrkas Marine Services Nigeria Ltd.	657 IkwerreRd.RumuokoroPort Harcourt
15	Tethys PlantgeriaLtd.	Trans AmadiInd.ustrial Layout Port Harcourt
15	Tropical Projects & Logistics Ltd.	41 Omarunma Close RumuadaoluPH
16	Tubesty Investment & Engineering Ltd.	202 Aba Rd.Port Harcourt
16	Underwater Engineering Company Ltd.	3a/3b NzimiroStrt.Amadi Flats, Old GRA PH
16	Waterglass Boat Yard Ltd.	Marine Base Port Harcourt
16	Wokemson Nigeria Ltd.	30 Abonema Wharf Rd.Port Harcourt