European Journal of Business and Management
ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online)
Vol.10, No.9, 2018
www.iiste.org

Competitive Intelligence Practices and Performance of Airlines in Kenya:Case of Air Kenya Express Limited

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Abstract

The airline industry in Kenya has been described by industrious operational wastefulness and poor financial performance. These shortcomings have been linked to poor adaption of competitive intelligence strategies by the airline companies. The aim of this study was to investigate the influence of competitive intelligence practices on the performance of Airlines in Kenya. Specifically, the study sought; to establish the connection between product intelligence practices and performance of Air Kenya Express Ltd; to explore whether markets intelligence practices affect the performance of Air Kenya Express Ltd; to survey whether technology intelligence practices influence performance of Air Kenya Express Ltd; and to establish the impact of strategic alliance intelligence practices on performance of Air Kenya Express Ltd. The study employed a descriptive research design. The study target population was 150 employees of Air Kenya Express Limited head office in Nairobi. A sample of 25% was selected from within each group in proportions using stratified random sampling method to select 38 respondents. Questionnaires which contained both open and close-ended questions were used. Descriptive analysis was used to analyze the data collected, which included both qualitative and quantitative data. For further analysis of responses, tables and figures were used. Relationship between variables and their strength was shown using multiple regression analysis. The study findings revealed that the four independent variables explain 84.6% of the performance of Air Kenya Express Kenya Limited as shown by the R squared. The regression results revealed that market intelligence, product intelligence, technological intelligence and strategic alliance intelligence strategies has a positive and significant influence on performance of Airlines in Kenya. The findings of the study will enable Airline management to comprehend the significance of competitive intelligence and how extraordinary firms can accomplish competitive advantage. The study findings will also contribute greatly in the formulation of policies on competitive intelligence practices.

Keywords: competitive intelligence practices, performance, airlines

1.0 INTRODUCTION

In present day performance in a quickly business changing atmosphere made by propels in advances, financial and social changes and in addition quick shortening item life cycles, which prompt hyper-rivalry (McGonagle & Vella, 2004). Such unpredictable and unsteady condition requires a developing requirement for convenient, top notch business data and information. Subsequently, organizations must dedicate a more noteworthy extent of their assets to information and development. Hannula & Pirttimaki (2003) contend that an aggressive edge is increased through the capacity to expect data, transform it into learning, create it into insight pertinent to the business condition, and really utilize the information picked up from it. Associations, subsequently, need to examine deliberately the business condition, particularly the weights and difficulties caused by it, with a specific end goal to flourish in the worldwide advanced economy.

As financial competition in the present changing economy continues expanding all inclusive, numerous associations are ending up more delicate to contracting spending plans and understanding the need to contribute/strip of abilities (innovation, asset, and different intangibles) to take care of commercial center demand. Subsequently, numerous associations are starting their own particular focused insight (CI) administrations to prompt their leaders. In any aggressive condition the making progress toward survival and upper hand is the main thrust behind advancement. In the event that the earth changes its performing artists need to change to adjust to the natural change (Hughes, 2005).

Competitive Intelligence is the activity of get-together, breaking down, and applying data about items, area constituents, clients, and contenders for the here and now and long term planning for needs of an association (Fleisher, 2003). Competitive Intelligence (CI) is both a procedure and an item. The way toward gathering, putting away and breaking down data about the aggressive field brings about the significant yield of insight learned by the necessities recommended by an association. A more engaged meaning of CI views it as the hierarchical capacity in charge of the early distinguishing proof of dangers and openings in the market before they end up noticeably self-evident (Comai & Joaquin, 2007).

Air Kenya Express Ltd was shaped and begun operating in 1987 after merging of Air Kenya and Sunbird Aviation. The two organizations had more than 20 years of general flight involvement in East Africa. Air Kenya Aviation moved toward becoming Air Kenya Express in January 2007. The carrier is entirely claimed by a Kenyan-controlled consortium and has 150 representatives. It conveyed 100,000 travelers in 2014, as against 120,000 of year 2013.

1.1 Problem Statement

The carrier division has reliably been described by industrious operational wastefulness and poor monetary execution. So as to address the issues of underperformance these are quick receiving Competitive insight rehearses keeping in mind the end goal to make them powerful in taking care of open requests (Maxwell, 2011).

The expanded utilization of the idea of focused knowledge in the 1990s, especially in the United States, has been an element of the globalizing economy. Along these lines, nations have been utilizing focused insight on a worldwide scale, as a certification of a place on the world scene. Japan, for instance, has been utilizing it since the Second World War and thus could expand its market favorable position in the 1980s, compelling the nations of the West, especially the United States, to respond (Cohen et al., 1994).

Quickened worldwide intensity, decreased item life cycles, fast mechanical progressions, and dynamic client prerequisites have radically adjusted the idea of modern rivalry. Value (cost) is not any more the sole criteria for making a practical upper hand (Hill, 1995). Firms must create and send aggressive knowledge driven by showcase prerequisites. Many firms have embraced item, process, and administration quality change as a key activity for accomplishing superb execution levels (Adam, 1992). Be that as it may, maintainable phenomenal execution won't happen if there is a misalignment between a company's focused systems and real market necessities. Furthermore, globalization has made rivalry be a steady worry of associations, by expanding the requirement for consistent assessment of the focused condition and the data leaving it.

In Kenya a few investigations have been done on competitive intelligence. Muiva (2001) led an overview on the utilization of competitive intelligence frameworks in the Kenyan Pharmaceutical Industry while Kipkorir (2001) focused on knowledge aspects by FM radio stations working in Kenya. These investigations were however done on various organizations other than players in the aircraft business.

This examination along these lines tries to fill the current information gap via completing an investigation of competitive intelligence practices and performance of Airlines in Kenya with Air Kenya Express Limited being the case.

1.2 The Study Objectives

To establish the connection between product intelligence practices and performance of Air Kenya Express Ltd.

To explore whether markets intelligence practices affect the performance of Air Kenya Express Ltd.

To survey whether technology intelligence practices influence performance of Air Kenya Express Ltd.

To establish the impact of strategic alliance intelligence practices on performance of Air Kenya Express Ltd.

2.0 LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Resource-Based View Theory

Designed by Werner felt in 1984, the theory asserts that competitiveness can be attained by providing higher value to consumers. Existing literature has focused on the use of wealth and assets strategically; by a company towards the cultivation of a sustainable competitive advantage (Barney, 1991).RBV is key administration hypotheses that expect the heterogeneity of company's assets and capacities (Nicolai, 1998). The hypothesis additionally hold that the distinctions in the assets and capacities may persevere for a while since a portion of the assets are not versatile factors subsequently an organization might have the capacity to utilize the asset based hypothesis to build up its intrinsic abilities and determine a better upper hand over different firms.

Asset based hypothesis likewise stretches out to a level of making items, techniques and capacities inside an association that can't be duplicated by contenders (Gimeno, 2009). This alludes to an organization having novel assets like labor and capital that adversary contenders think that it is hard to coordinate consequently permitting a firm the capacity to ground a solid aggressive position in the market over some stretch of time.

The resource based approach has however been found to have uncertain issues, the greater part of which are identified with investigation unit. Some of these issues legitimize this present paper's approach. They recognize how to incorporate RBV into the association's focused condition. Examination and evaluation have likewise related the issues to the unpredictability or redundant nature of the asset based ought to be associations in lieu of perspectives, for example, 'advantage' and 'good risk'. Gimeno settles at learning based hypotheses being potential in helping settle issues identifying with a company's limits and inner association.

Characterizing a suitable unit of examination is a general issue that countenances even the asset based viewpoint (Foss, 1998). The individual asset is connected by most commitments in the RBV as the pertinent unit of examination; it gives the organization an upper hand. In any case, Foss (1998) recognizes that exclusive if the important assets are satisfactorily very much characterized and detached can the decision be legitimized. Some of the time, it is the manner by which well assets are pooled and how well they identify with each other and fit into the framework that is critical in understanding upper hand particularly if there are solid relations of correlatively among assets. This maybe, is the thing that idea abilities and skill go for, by connecting asset favorable position to methodology over individual assets (Foss, 1998).

2.1.2 Theory of Strategic Balancing

David Deep house is the proponent of this theory in 1999. It focuses on that higher execution is recorded from reasonably separated firms when contrasted with both the profoundly adjusting or exceedingly separated firms.

House portrayed this as "Vital Balance Theory", clarifying why he prescribes "firms looking for upper hand to be as various as truly conceivable", a superb figure of speech that accurately joins the general purpose of his hypothesis: that being different discourages rivalry and upsurges upper hand. Be that as it may, authenticity issues with negative effects in the firm may emerge when the distinction is excessive. Key adjusts in this way syndicates hopeful impacts of being unique and those of being comparative, while in the meantime staying away from the negative impacts of being excessively extraordinary or comparative.

Deep House assessed the paybacks of similarity (congruity) paralleled to the upsides of assortment (separation), and decided the adjusting highlight of the ideal vital model, in likeness and separation. This capacity by firms to keep up claim distinction much without trading off their authenticity benefits in this manner turns into the key favorable position to the firm. It is on the standard that an organization's methodology halfway equivalents that of a person that key adjust is based. Calori et al. (1989) understood that the conduct of on-screen characters, including the pioneers' esteems framework, in reality impacts the organizations' execution. Further, in an observational investigation on specialized affiliations, the estimation of vital adjusting to which a specialized coordinated effort makes irregularities and is maintained by its riddles.

2.1.3 Ansoff's Growth Matrix

It is a device composed by Igor Ansoff (1957) as an instrument for advertising. The Product-Market Growth Matrix gives supervisors an open door for assessing conceivable methods for growing a business by utilizing existing or new things, in a current market or in another market. All things considered, the network gives no less than four potential market amalgamations. Organizations benefit from its recommendation in choosing the game-plan to be taken in a specific condition of execution.

It specifically represents the connection between components of hazard and methodology relatedness to refer to amounts, as a turn around one; the more the components of hazard, the far off from known amounts do the system move toward becoming.

This relationship is the one between existing business sector and existing item. Along these lines, there is a more serious hazard associated with growing new items and investigating new markets when contrasted with entering an effectively existing business sector, or extending an officially existing item. Item and market expansion (new item and new market) has been found to open the firm to by and large the most serious hazard, and thusly, most organizations will fixate their showcasing exercises on infiltration. The AnsoffMatrix, has however a constrained esteem despite it having the capacity to offer an essential update on open suppositions, or its notoriety (Grant 2000).

This model can be connected in taking a gander at chances of becoming the business' income through the improvement of new items and benefits, or wandering into new markets. It is accordingly a fundamental piece of the vital market arranging. It is along these lines referred to some as the 'Item Market Matrix'. It is a standout amongst the most generally utilized models of advertising because of its attention on development.

It is utilized in the evaluation of prospects for organizations to raise their exchanges by showing substitute blends for crisp markets (i.e. client portions and geological areas) close by items and administrations.

2.1.4 Porter's Generic Strategy

It was the view by Porter (1985) that a continuum's discrete closures; minimal effort and separation, may never mix with each other. This view however set off a considerable measure of theoretical level headed discussion and also observational investigations. The nonappearance of calculated building obstructs that would bolster the view encouraged the level headed discussions by a significant part. Hence, a hypothesis has been produced contrary to watchman's view which contended that to be sure, ease and separation can at present be sought after at the same time and vivaciously (Hill, 1998).

Firms neglect to follow up on their own at whatever point they need to examine and use information in complex situations, yet utilize patterns set by organizations together between coordinate contenders. Unquestionably, parallel between firm bonds have created as mergers-acquisitions, organizations, understandings, and constantly coalitions. This sort of ties is really exhorted, particularly in a situation of rising quantities of key collusions that unite contenders: the number has been expanding, and in 2000, represented more than half (MargulisandPekár, 2000). Commensurate with carrier's rivalry, rivalry has been portrayed as coordinating with accomplices and direct contenders while in the meantime rivaling them. Moreover, sharing of knowledge and data is encouraged with rivalry, because in an intuitive way, contenders can access irrelevant assets on account of the advanced organization's network structure.

It is never enough to however receive a competitive perspective, in spite of rivalry methodologies going for vital basic leadership (Brandenburger and Nalebuff, 2006), yet it is dependably important to deal with the system. The advanced strategic demonstrate subsequently bolsters trade of both strategic and non-strategic learning and data. In any case, there may exist gaps in regards to how data stream and basic leadership forms are directed, both at the collusion and at the accomplice level, with the utilization of this methodology. Data stream control has in fact been made troublesome by the solid inclination by contenders to trade data (Galland, 2004). This can cause interruption in the basic leadership process and in the long run, trade off the system's capacity to settle on the correct choices in the ideal time. Shockingly, rivalry distributions have a tendency to not handle this aspect.

2.2 Empirical Review

Market knowledge is an industry-focused on insight created on unique parts of aggressive occasions that occur among price, place, advancement and item, marked as the promoting blend's 4Ps that assist to better comprehend the attractiveness of a market (Fleisher and Craig, 2003). MI bits of knowledge come convenient to promoting and sales chiefs to better tweak their technique in order to improve on their client reaction and administrations, particularly in a quick moving vertical market, and are therefore this focused strategy is respected as an ongoing strategy. As Craig Fischer suggested, this strategy isn't as broadly appropriated as some different types of CI, which are more accessible to other decision creators of the non-advertising offices (Skyrme, 1989). Its opportunity skyline likewise is by all accounts shorter when contrasted with the other insight regions, yet can be measured in a couple of months, weeks or even days.

It is the worry of Market development to enhance the blend of target markets and the most ideal support of the picked markets. It accordingly serves to distinguish new markets and in addition new and better approaches to serve the objective markets, and subsequently, it expects one to first have the capacity to recognize potential markets, best accomplished by an adroit division of the business sectors. Market division is essential in building up the organizations' capability to full, and includes the division of potential markets into little fragments. On the off chance that the division isn't done to full, there will come about some fragmented portions, and subsequently a blend of target showcases that isn't ideal. Along these lines, the incomes that will be earned will be misread. It is in this way a definitive obligation of showcasing authorities to give such bits of knowledge.

Product intelligence as a strategy has been generally talked about in the system field and analyzed the execution outcomes of item. Item insight hones mostly manage works inside an association (Prescott, 2001). From this it can be derived that issues identifying with new item advancement, propelling another item available, and utilizing facilitative innovation, for example, the Internet, should be put inside a key promoting structure that incorporates the idea of relationship showcasing. The importance of an aggressive insight industry particular approach was featured by Sakwa (2001).

Product intelligence has been observed to be contrarily identified with firm esteem and to happen in firms with less administrative and investor value possession (Denis et al., 1997). Scientists recommend that each type of corporate procedure is related with an alternate arrangement of monetary advantages. On account of related item broadening insight, the primary monetary advantages are economies of joining and economies of extension. Economies of incorporation furnish the firm with bring down expenses of creation. Likewise, in the key administration writing, specialists have contended that the essential determinant of firm execution isn't the degree of item broadening insight, yet the relatedness in product knowledge.

Gerstenfield and Wortzel (2007) broke down the connection between the use of Internet-based advancement, distinctive sorts of development, and budgetary execution at the firm level. Information for the exact examination began from a specimen of 7,302 European undertakings. The observational outcomes demonstrate that Internet-based development advancements were an imperative empowering influence of development in the year 2003. It was discovered that every examined kind of advancement, including Internet-empowered and non-Internet-empowered item or mechanical developments, are decidedly connected with turnover and business development. At last, it was discovered that imaginative movement is more often than not connected with higher benefit. As indicated by Adam and Farber, (2000), in the hierarchical setting, mechanical advancement might be connected to execution and development through enhancements in proficiency, efficiency, quality, aggressive situating and piece of the overall industry, among others. They additionally found that mechanical development is decidedly related with execution.

Burgers, (1993) characterized a key union as a long haul, unequivocal authoritative assertion relating to a trade as well as mix of a few, yet not all, of a company's assets with at least one different firms. As indicated by Burgers et al. (1993) vital cooperation are framed as a component for lessening vulnerability for gatherings of the organization together. The advantages of key unions can be separated into two general classes: those that come to fruition through the diminishment of outside ecological vulnerability and those that exist through the lessening of inner authoritative vulnerability.

2.3 Conceptual Framework

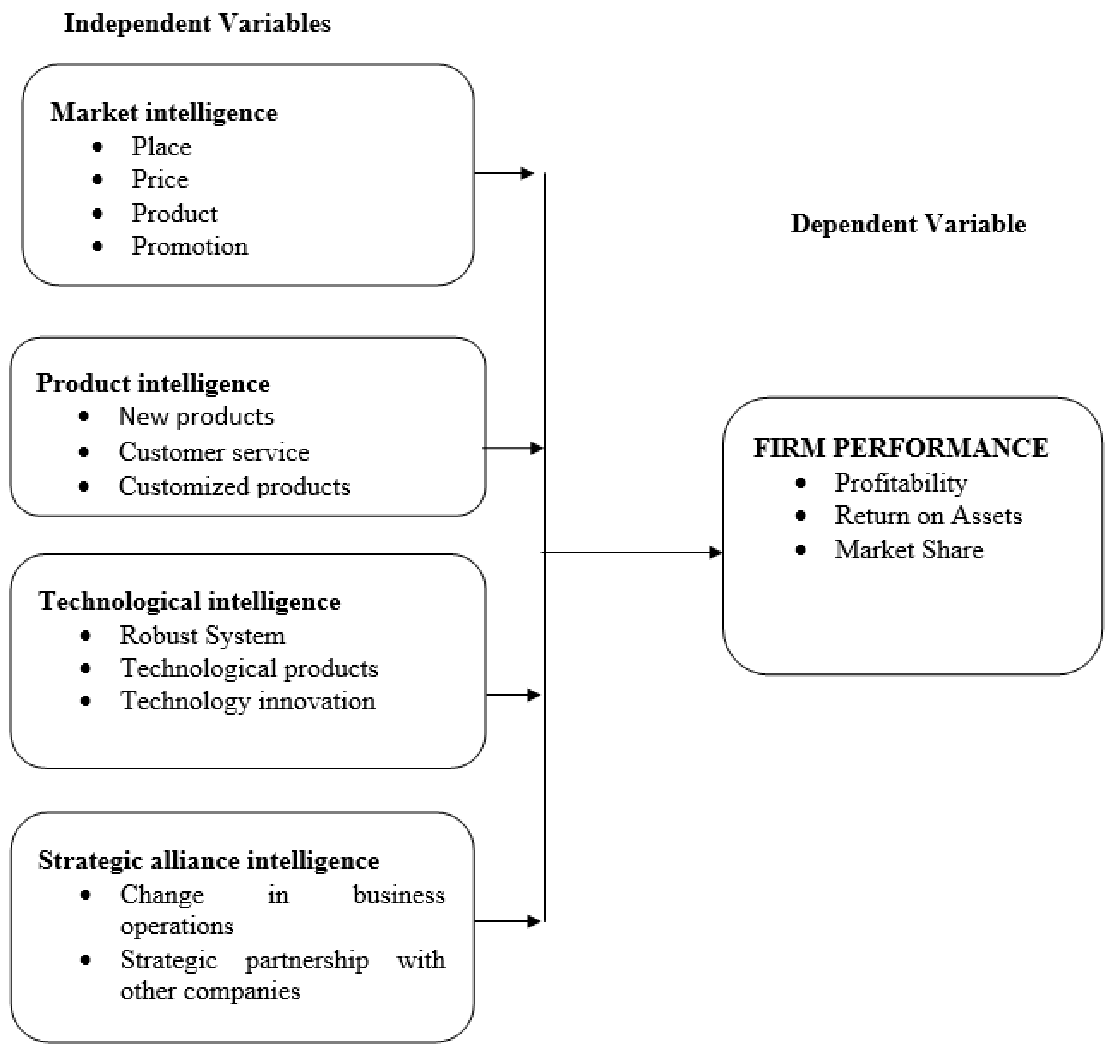

Figure 2.1: Conceptual Framework

3.0 RESEARCH METHODOLOGY

The study employed a descriptive research design. The study target population was 150 members of Air Kenya Limited head office in Nairobi. The study used stratified random sampling method to select 38 respondents. Questionnaires which contained both open and close-ended questions were used. Descriptive analysis was used to analyze the data collected, which included both qualitative and quantitative data. For further analysis of responses, tables and figures were used

4.0 FINDINGS AND DISCUSSIONS

4.1 Response Rate

As mentioned earlier, out of the selected sample of 38 respondents, 3 (7.9%) did not respond nor return the questionnaires hence only 35(92.1%) questionnaires were used in the subsequent analysis. This correlates with Mugenda and Mugenda (2003) recommendation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. This clearly shows that the response rate in this study was excellent.

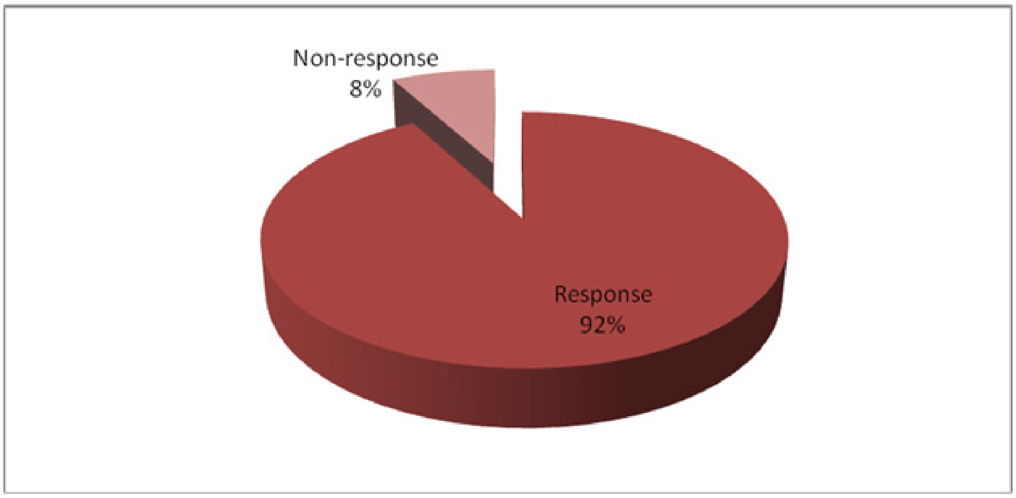

Figure 4.1: Response Rate

4.2 Age of the Respondents

The study sought to establish the age distribution of the respondents at the Air Kenya Express Ltd. The results were as presented below;

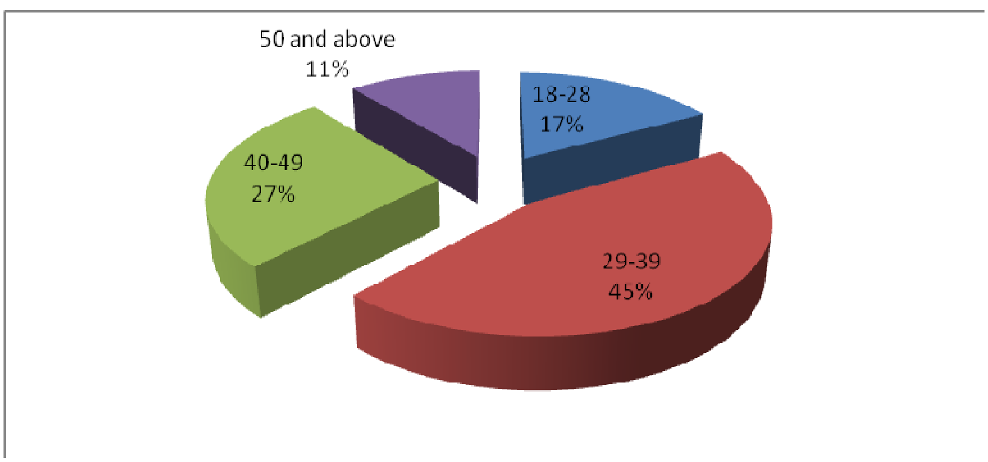

Figure 4.2: Age Distribution of Respondents

Figure 3 above indicates that 17% of the respondents were between the age of 18 to 28 years, 45% were between 29 to 39 years of age, 27% of them were between 40 to 49 years of age while 11% were 50 and above years old. This indicates that majority of the employees in the airline are mature people of ages 29-39 years hence informed, experienced and have been within the airline for long enough to make credible evaluation of the competitive intelligence practices employed in the firm.

4.3 Academic Qualification of the Respondents

The study sought to analyze the academic qualification of the employees in the area of study. Out of the 35 respondents, 21 had degrees (undergraduate), 9 had masters' qualifications while 2 had a PhD and 3 had diplomas.

This indicates that most of the employees in each and every department among the airlines in Kenya have at least a diploma qualification, therefore learned. This is presented on the pie chart below.

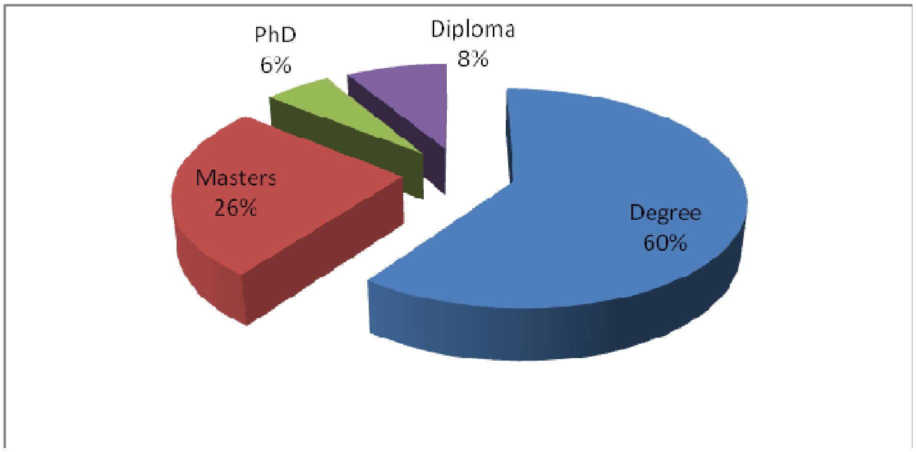

Figure 4.3: Academic Qualification of Respondents

4.4 Rank of the Respondents

The study also sought to ascertain the rank of the respondents in the area of study. Out of 35 respondents, 18 were ordinary employees, 9 were assistant departmental heads while 8 were departmental heads. This is tabulated below in Table 4.1

Table 4.1: Rank of Respondents

Rank	Frequency	Percentage (%)
Departmental Heads	8	22.86
Assistant Departmental Heads	9	25.71
Routine Employees	18	51.43
Total	**35**	**100**

From Table 4.1, most of the respondents were ordinary employees who are consumers and implementers of CI among customers and on-behalf of the organization while 25.71% were assistant heads of departments and 22.86% were departmental heads. This creates a normal distribution hence making the information so obtained authentic and a reflection of other airlines in Kenya.

The study found out that all the respondents do report to their managers or group/team leader. This is based on the organizational structure of Air Kenya Express Limited. The study also sought to find out the experience the respondents had in the implementation of a competitive intelligence function. 25% had never implemented the CI function, 50% were users of the output of the CI function being low in the management hierarchy and 25% had experienced in running a CI function. This indicates that Air Kenya Express has a CI function in place and most employees have experience in its implementation.

4.5 Market Intelligence Practices

The respondents were to rate the application of the following market intelligence practices in Air Kenya Express Limited on a scale of 1-5 where 1; Not at all, 2; Low extent , 3; moderate extent, 4; high extent, 5; very great extent. The findings were as tabulated below;

Table 4.2: Extent of application of market intelligence practices

Market intelligence practices	Mean	SDEV
Prudent pricing mechanisms to counter competition	4.6	0.69
Frequent promotions and advertisements through media	3.9	0.585
Product innovation and new products launch	4.6	0.69
Making services accessible and available to the clients wherever they are	4.5	0.675

From table 4.2 above, it was realized that Air Kenya Express Ltd applies the 4Ps in enhancing its market share and fostering market intelligence. On price, there were prudent pricing mechanisms to counter competition as indicated by a mean of 4.6 and standard deviation of 0.69 while product innovation and launching of new products was high at the same mean and standard deviation. Promotions and advertisements were frequent through the main stream and social media as indicated by a mean of 3.9 and standard deviation of 0.585 and airline services were accessible and available to clients wherever they were through mobile ticketing, agency ticketing and collaboration with other air transport service subscribers at a mean of 4.5 and standard deviation of 0.675.

The company applied some type of MS as a major part of new MI. Further, the research found that MS was exceptionally viable where 37.5% of the participants felt that MS was decently viable in developing aggressive MI, which would translate to better productivity.

According to Fleisher Craig (2003), MI is industry-focused on insight that is created on continuous (dynamic) parts of aggressive activities occurring among the 4Ps of the marketing blend in the item or service selling place so as to comprehend the allure of the market, market and client introduction and discovery of new ventures.

The research revealed that airlines use new MI as a strategy for gaining competitiveness. The MI adopted by the firm focused on the four dimensions of competition, which include price, place, promotion and product. Nonetheless, the focus was majorly on product and pricing. The firm employed some type of MS as part of MI. Based on the results; MS is essentially, paramount if the idea is to improve the performance of the firm.

4.6 Product Intelligence Practices

The respondents were equally requested to rate the application of product intelligence practices in their airline on a scale of 1-5 where 1; Not at all, 2; Low extent , 3; moderate extent, 4; high extent, 5; very great extent. The findings were as tabulated below;

Table 4.3: Extent of Application of Product Intelligence Practices

Product intelligence practices	Mean	SDEV
Customers are involved in product development	3.9	0.585
Products are aligned with customer needs	4.1	0.615
Customer relations management and service are enhanced	4.0	0.600
The airline carries out regular customer satisfaction surveys	3.6	0.540
New products are introduced based on customer needs	3.7	0.555
Existing products are re-launched and reviewed to make them more competitive	4.5	0.675
The airline is involved in airline exhibitions yearly	4.6	0.690
Customer service is excellent	4.7	0.705
Differentiation and branding of provided goods is done so as to meet the market expectations and this translates to client's fulfillment.	4.6	0.690
Regular advertisements through media including newspaper, radio and television	4.1	0.615
The airline analyses population dynamics regularly to ensure its products are relevant and up to date	3.9	0.585

From the table 4.3 above the product intelligence employed by airlines in Kenya that influence the company's performance entail making clients part of product design at a mean of 3.9 and standard deviation of 3.9, aligning products with customer needs (customized products) at a mean of 4.1 and standard deviation of 0.615, CRM and customer service at a mean of 4.0, customer satisfaction survey at a mean of 3.6, introduction of new products based on customer needs at a mean of 3.7, converting the current products into more aggressive at a mean of 4.5, airline exhibitions at a mean of 4.6, excellent customer service at a mean of 4.7 and standard deviation of 0.705 , differentiation and branding of provided goods is done so as to meet the market expectations and this translates to client's fulfillment at a mean of 4.6, media advertisement in TV, radio and newspapers at a mean of 4.1 and population dynamics monitoring at a mean of 3.9 and standard deviation of 0.585.

The PI adopted by the firm and that influence returns included making clients part of the product design, ensuring that products conform to clients' needs, CRM and client service, client satisfaction assessment, development of new products, improving existing products, airline workshops, products differentiation and branding and advertising strategies.

4.7 Technology Intelligence Practices

The respondents were to rate the application of the following technology intelligence practices in Air Kenya Express Limited on a scale of 1-5 where 1; Not at all, 2; Low extent , 3; moderate extent, 4; high extent, 5; very great extent. The findings were tabulated based on means and standard deviations presented below;

Table 4.4: Technology Intelligence Practices and Performance

Technology intelligence practices	Mean	SDEV
The airline embraces technological innovation	4.1	0.615
Product integration with new technology	3.5	0.525
Intelligent and modern online ticketing system	3.7	0.555
Intelligent and high tech monitoring systems	4.8	0.720
Technology driven products	4.7	0.705
Use of recent IT systems	4.2	0.630
Robust IT system in all departments	4.6	0.690
High class communication systems between the departments	4.3	0.645
Provision of products to suit target markets through differentiation and branding which achieves customer satisfaction	4.1	0.615
Regular media advertisements in TV, radio and news paper	4.0	0.600
The airline analyses population dynamics regularly to ensure its products are relevant and up to date	3.8	0.570

The study found that technology intelligences used in Air Kenya Express Limited include technological innovation at a mean of 4.4, product integration with new technology at a mean of 3.5 and standard deviation of 0.525 and up to date online ticketing system, intelligent monitoring systems, technology driven products, use of recent IT systems, robust IT system in all departments and high class communication systems between the departments all with a mean of more than 3 which indicates a high extent of application of the new technological advancements. Other technology intelligence practices employed by the airlines in Kenya include videoconferencing, interconnection/integration with telecoms and global affiliations. Organizations that can combine customer value innovation (Hannula and Pirttimaki, 2003) with technology intelligence have an increased chance of enjoying sustainable growth and profit.

The results established that TI applied in the firm included innovative technology, digitizing ticketing systems, integration of products with modern technology, strong IT systems and high level information sharing systems within the firm.

4.8 Strategic Alliance Intelligence Practices

The respondents were to rate the application of the following strategic alliance intelligence practices in Air Kenya Express Limited on a scale of 1-5 where 1; Not at all, 2; Low extent , 3; moderate extent, 4; high extent, 5; very great extent. The findings were tabulated based on means and standard deviations presented below;

Table 4.5: Strategic Alliance Intelligence Practices and Performance

Strategic alliance intelligence practices	Mean	SDEV
Mergers or acquisitions	2.8	0.42
Cross-border listing and trading	3.2	0.48
Change of business processes	3.5	0.25
Engaging in strategic alliances with other airlines	4.3	0.645
Global intelligence alliance	2.9	0.435
Use of research and innovation feedback	3.8	0.570
Customer focused intelligence	4.1	0.615
Ecosystems for example the community	2.4	0.360
Venturing into new markets through acquisitions	3.9	0.585
Agency ticketing approach	4.5	0.675
Partnerships with other airline institutions to deliver services	2.7	0.405

The airline was realized to be engaging in mergers and acquisitions however to a small extent as indicated by a mean of 2.8, alliances with other airlines was however high on services ranging from air transport, leasing and evacuations at a mean of 4.3 and standard deviation of 0.645.

Agency ticketing and customer focused intelligence were also given a priority and thrived at a mean of 4.5 and 4.1 respectively. The airline was engaged in partnerships with other air transport institutions in delivering airline services. 82% of the participants noted that the advantages of SA are those come to fruition through the diminishment of outside condition vulnerability, and 77.5% of the respondents felt that they are those that exist through the decrease of inward organizational vulnerability. The research results agree with those of Patton and McKenna (2005) who found that key SA are framed as an instrument for lessening vulnerability parties of the partnership.

The results revealed that the SA for the firms included merging with other airlines for instance Air Kenya Express Limited bought out Aerolink Uganda Limited (AUL) so as to enter the Ugandan market, change of business systems, trading in Uganda securities exchange, engaging in SA with other airline firms such as private safaris and airport transfers. The advantages of SA are those that come to fruition through the lessening of outer condition vulnerability, and they exist through the diminishment of interior organizational vulnerability. SA with different associations and acquisitions were utilized, all things considered, while mergers and joint ventures were utilized moderately.

4.9 Regression Analysis

Table 4.6: Coefficient of Determination (R^2)

Model R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
1				0.04
0.92	0.846	0.781	0.80139	

The four independent variables that were studied, explain 84.6% of the performance of Air Kenya Express Kenya Limited as shown by the R squared. The results thus imply that other parameters not included in the study explain 16% of the company's returns. Further, the R squared results as illustrated by the significance value (0.004), which is the less than the conventional value (0.05), affirms the presence of association between the explanatory and the explained constructs.

Table 4.7: ANOVA Table

Variables	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.334	0.311		5.750	.0000
Market intelligence	0.244	0.164	0.193	2.650	.0027
Product intelligence	0.296	0.0481	0.0327	3.534	.0012
Technology intelligence	0.398	0.0714	0.2325	3.686	.0010
Strategic alliance intelligence	0.218	0.0501	0.0484	2.450	.0038

In addition, the researcher conducted a multiple regression analysis so as to determine the relationship between performance of Air Kenya Express limited and the four variables. As per the SPSS generated table, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$) becomes:

$Y = 1.334 + 0.244\ X_1 + 0.296X_2 + 0.3981X_3 + 0.218\beta_4X_4$

Where Y = performance of Air Kenya Express Limited, X_1 = MI, X_2 = PI, X_3 = TI and X_4 = SA.

From the regression results, assuming that all parameters are zero, the returns of the company will be 1.334. A unit increase in marketing intelligence results to a 0.244 increase in airline' returns. Further, a unit increase in product intelligence results to a 0.296 rise in airline's returns. In addition, a one unit increase in technology intelligence results to a 0.398 rise in airline's returns.

Similarly, a one unit increase in strategic alliance intelligence results to a 0.218 rise in airline's returns. The results herein imply that technology intelligence best explains the performance of Airline Company, followed by product intelligence.

At 5% significance level, TI had a p value of 0.0010, PI had 0.0012; market intelligence had 0.0027 while strategic alliance had 0.0038. As such, technology intelligence is the most significant aspect in explaining performance of airline companies in Kenya. The critical t is 2.315 at 5% level of significance and 4 degrees of freedom. Therefore, since the calculated t values were greater than the critical t, the constructs were found to be significant in influencing performance of the Kenyan airline companies.

This is in concurrence with an investigation by Tefler (2002) and Hill and Utterback (2009) who found that competitive intelligence strategies if properly employed stimulate positive organizational growth. In this study, the utilization of technology intelligence, product intelligence, market intelligence and strategic alliance by the Kenya airline has greatly impacted on the growth of the firm.

Further, the study findings mirror those of Denis et al., (1997) who identifies product intelligence with firm value. Similarly, Sakwa (2001) acknowledges the importance of product intelligence as a strategy of improving firm performance.

In addition, Gerstenfield and Wortzel (2007) broke down the connection between the use of Internet-based advancement, distinctive sorts of development, and budgetary execution at the firm level. According to these authors, technology intelligence strategy plays a significant role in influencing firm performance.

5.0 CONCLUSION AND POLICY IMPLICATION

From the analyses, the research makes a determination that TI, PI, MI and SA influence the performance of airline companies in Kenya. On MI, the research concludes that focus on product, pricing, MI, promotion and entry into foreign markets result to greater performance of airlines to the full and market division.

On PI, the research infers that product design, ensuring that products conform to clients' needs, CRM and client service, client satisfaction assessment, development of new products, improving existing products, airline workshops, products differentiation and branding and advertising strategies influence performance of airline companies in Kenya.

Further, on TI, the study concludes that innovative technology, digitizing ticketing systems, integration of products with modern technology, strong IT systems and high level information sharing systems within the firm impact on profitability of the airline firms in Kenya. On SA, the study concludes that merging with other airlines for instance Air Kenya Express Limited bought out Aerolink Uganda Limited (AUL) so as to enter the Ugandan market, change of business systems, trading in Uganda securities exchange, engaging in SA with other airline firms such as private safaris and airport transfers influence performance of the airlines firms in Kenya. From the regression results, the use of TI in the airline firms' best explains the firms' performance, followed by PI, MI and then SA.

Based on the findings, the research recommends that airline firms should employ MI so as to improve efficiency and therefore enabling airlines to cope with huge customer base, client centered knowledge and aggressive information that results to improved performance of the firms.

Further, it was suggested that for the airline firms to get more returns, they should adopt PI including making clients part of the product design, ensuring that products conform to clients' needs, CRM and client service, client satisfaction assessment, development of new products, improving existing products, airline workshops, products differentiation and branding and advertising strategies.

In addition, it was recommended that airline firms should adopt TI so as to boost their competitiveness in the market. This could be in form of innovative technology, digitizing ticketing systems, integration of products with modern technology, strong IT systems and high level information sharing systems within the firm.

Finally, it was suggested that airline firms should be aggressive in developing SA through merging with other airlines for instance Air Kenya Express Limited bought out Aerolink Uganda Limited (AUL) so as to enter the Ugandan market, change of business systems, trading in Uganda securities exchange, engaging in SA with other airline firms such as private safaris and airport transfers influence performance of the airlines firms in Kenya.

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