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COMPETITIVE INTELLIGENCE AND BUSINESS GROWTH

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ABSRTACT

Objective: The study pursuit the competitive intelligence and business growth MSME in the Nigerian entrepreneurship world. Thus, 18 states with high momentum of micro, small, medium, enterprise in merchandizing functions. The concept of thinking globally and delving locally could easily be venture by entrepreneur adopting tactical intelligence, market intelligence, counter intelligence and operational intelligence as a competitive edge in the entrepreneurship world. The application of competitive intelligence to fashioned business intelligence and sales intelligence has brighten strategic intelligence (long-term), tactical intelligence (medium-term) and operational intelligence (short-term). Competitive intelligence propels speed to yield rapid growth in return on asset (ROA), return on investment (ROI), return on equity (ROE) and return on capital expenditure (ROCE).

Theoretical Framework: The study analyzes with the Ansoff matrix as the strategic planning instrumentation tool that provides a framework to help executives, senior managers on business growth

Methodology: The investigation aimed to be philosophical elevation, descriptive and analytical research were used as systematic trend of methodological procedures. Hence, the parametric measurement method of Karl Pearson Product Moment Correlation was employed.

Results and Conclusions: The findings fathoms that AI anchor Accounting Intelligence with Business Intelligence on decision making, strategic intelligence, tactical intelligence and operational intelligence merchandising function.

Research Implications: The study revealed that competitive intelligence is the heart of Strategic Intelligence, Tactical Intelligence and Operational Intelligence in the entrepreneurship world for facilitating MSMEs growth.

Contribution to Scholarship: Competitive Intelligence fine-tunes energizes business growth in the short-term and long-term

Originality/Value: The emergence of technology rebranding of competitive intelligence has innovation on marketing intelligence, financial intelligence, social intelligence, tactical intelligence, operational intelligence, strategic intelligence, champiopreneurship and Industry 6.0

Keywords: Tactical Intelligence, Competitive Intelligence, Strategic Intelligence, Financial Intelligence, Operational Intelligence

1. OVERVIEW

Competitive intelligence serves to improve a company's strategic planning by effectively monitoring and analyzing industry developments and competitor actions (Stravito, 2026). Competitive intelligence involves gathering, analyzing, and applying information on competitors to enhance a company's competitive edge. It helps businesses anticipate market changes and seize opportunities by collecting data from diverse sources ethically. Competitive intelligence can be tactical for short-term actions or strategic for long-term planning. There are ethical and legal considerations, as well as risks like data misinterpretation and information overload (Bloomenthal, 2026).

Competitive Intelligence

Competitive intelligence involves gathering and analyzing information about competitors and the market to help businesses make better decisions. It can help companies shape their business strategies and identify opportunities and challenges (Ovharhe, 2026b). There are different types, like market intelligence looks at industry trends, and customer intelligence, which focuses on buyer behavior. Companies should be aware of the risks, which include ethical and legal concerns if information is gathered incorrectly. Competitive intelligence helps companies stay ahead by guiding decisions that strengthen their competitive advantage (Bloomenthal, 2026).

Understanding Competitive Intelligence Processes

Competitive intelligence gathers useful information from a variety of published and unpublished sources, collected efficiently and ethically. Ideally, a business uses competitive intelligence to understand the market well enough to anticipate and address challenges before they occur (Zendesk, 2026).

Competitive intelligence transcends the simple cliché "know your enemy." Rather, it is a deep dive exercise, where businesses unearth the finer points of competitors' business plans, including the customers they serve and the marketplaces in which they operate (Stravito, 2026).

. Competitive intelligence also analyzes how a wide variety of events disrupts rival businesses. It also shows how distributors and stakeholders may be affected and signals how new technologies can quickly change assumptions (Oza, 2026).

Within any organization, competitive intelligence means different things to different people and departments. For example, to a sales representative, it may refer to tactical advice on how best to bid for a lucrative contract. To top management, it may mean cultivating unique marketing insights used to gain market share against a formidable competitor (Skinner, 2026).

Exploring Different Types of Competitive Intelligence

Let's run through several more specific types of competitive intelligence. This list is not meant to be exhaustive, but it could include: Ovharhe (2024)

- **Market Intelligence:** Market intelligence involves gathering and analyzing data about the market environment in which a company operates. This includes understanding the overall size of the market and its expected growth over time, helping companies gauge potential opportunities and scale their strategies accordingly.
- **Product Intelligence:** Product intelligence focuses on understanding competitors' products and services in detail. This involves examining the specific features, functionalities, and benefits which helps in benchmarking and identifying areas for improvement or differentiation.
- **Customer Intelligence:** Customer intelligence involves understanding the customers of competitors to inform better customer strategies. Analyzing the age, gender, income,

location, and other demographic factors of competitors' customer base helps in identifying target market segments.

- **Competitor Intelligence:** Competitor intelligence involves a comprehensive analysis of competitors' overall strategies and operations. Reviewing competitors' financial statements, profit margins, revenue growth, and cost structures helps in understanding how they operate and how your company could/should be operating.
- **Technological Intelligence:** Technological intelligence focuses on tracking technological advancements and innovation within the industry. Keeping an eye on emerging technologies, such as AI, blockchain, and IoT, ensures that companies stay competitive with how they do things (Ovharhe, 2026b).

Tactical vs. Strategic Competitive Intelligence: What's the Difference?

Competitive intelligence activities can be grouped into two main silos: tactical and strategic. Tactical intelligence is shorter-term and seeks to provide input into issues such as capturing market share or increasing revenues. Strategic intelligence focuses on longer-term issues, such as key risks and opportunities facing the enterprise (Bloomenthal, 2026).

Tactical competitive intelligence focuses on short-term, immediate needs and actions, providing actionable insights that can be directly implemented to improve current operations. This type of intelligence is often granular and specific, targeting particular aspects of the business such as pricing strategies, marketing campaigns, or operational efficiencies. For example, a company might use tactical intelligence to adjust its pricing in response to a competitor's recent discount or to refine a marketing campaign based on recent consumer behavior data (Guideflow, 2026).

On the other end of the spectrum, strategic competitive intelligence is oriented towards long-term planning and overall business strategy. It involves a broader and more comprehensive analysis of the competition including industry trends, technology, regulatory changes, and macroeconomics. For example, strategic intelligence might highlight emerging market opportunities or potential threats from disruptive technologies, guiding the company's future direction and investments.

The differences between tactical and strategic competitive intelligence also extend to the sources and methods used. Tactical intelligence often relies on real-time data, competitive benchmarking, and direct observation of competitor activities. This may include monitoring competitors' websites, social media, customer reviews, and financial reports for immediate insights. Strategic intelligence typically involves more extensive research and analysis, including industry reports, market research studies, economic forecasts, and expert opinions. Tactical competitive intelligence is more rapid and responsive, while strategic competitive intelligence is more deliberate. (Improvado, 2026)

Important Considerations in Competitive Intelligence

While most companies can find substantial information about their competitors online, competitive intelligence goes beyond grabbing such easily accessible, low-hanging fruit. Only a small portion of competitive intelligence involves trawling the Internet for information.

A typical competitive intelligence study includes information and analysis from various disparate sources, including the news media, customer and competitor interviews, industry experts, trade shows and conferences, government records, and public filings. But these publicly accessible information sources are mere starting points. Competitive intelligence also encompasses investigating the full breadth of a company's stakeholders, key distributors, and suppliers, as well as customers and competitors (Gopalakrishan, 2026).

For proof of the growing importance of competitive intelligence, look no further than the creation of the Society of Competitive Intelligence Professionals (SCIP), founded in the US in 1986. This global nonprofit group comprises a membership community of business experts across industry, academia, and government, who regularly congress build out intelligence infrastructure, share research decision-support tools, and advance collective analytical capabilities. This group, renamed “Strategic and Competitive Intelligence Professionals” in 2010, holds several national and international conferences and summits each year.

Navigating the Risks and Downsides of Competitive Intelligence

Competitive intelligence is useful for business strategy and decision-making, but it comes with risks and downsides. Companies need to be aware that in their pursuit of leading the market, being competitive does come at a price: DOKKA (2026)

Ethical and Legal Risks

One of the primary risks associated with competitive intelligence is the potential for unethical or illegal practices. Information about competitors must be gathered legally and ethically to avoid corporate espionage, privacy breaches, and confidentiality violations. Consider the ethical and legal risks with the emergence of artificial intelligence; while large language models have incredible capabilities, there are considerations around how (potentially private) data is used to formulate those models (Coursera, 2026).

Misinterpretation of Data

Competitive intelligence involves collecting and analyzing a wide range of data, but there is always the risk of misinterpreting this data. Incorrect analysis or faulty assumptions can lead to misguided business decisions. Overestimating a competitor's abilities or misreading market trends can lead to strategic mistakes that harm the company's competitive edge. The main issue here is data and information are subject to interpretation or subjectivity, meaning different people can take a data set and come to a different outcome.

Overreliance on Competitors' Actions

Understanding competitors is important, but relying too much on competitive intelligence can make companies reactive instead of proactive. This might result in a company focusing too much on mimicking competitors rather than innovating or pursuing its own strategic vision.

Resource Allocation

Gathering and analyzing competitive intelligence can be resource-intensive, requiring significant time, effort, and financial investment. For smaller companies or those with fewer resources, maintaining a strong competitive intelligence program might cost more than it's worth.

Information Overload

With big data, there is a risk of collecting more information than companies can analyze and use effectively. Sifting through vast amounts of information to find relevant insights can be challenging and time-consuming which can be expensive to collect, store, and protect. It's also entirely possible that rich, useful data for competitive intelligence isn't properly used or analyzed (Ovharhe, Woko & Ezeocha, 2021)..

Competitive

Last, competitive intelligence activities can sometimes expose the company to security risks. For example, monitoring competitors might unintentionally reveal a company's strategic plans or sensitive information. In addition, companies may collect data on or from customers that need to be stored property. By embarking on a competitive intelligence mission, companies must ensure the underlying data is protected and secured (Ovharhe & Akandu, 2024).

Why Is Competitive Intelligence Important

Competitive intelligence is important because it provides actionable insights that can help businesses anticipate market changes, understand competitor strategies, identify opportunities and threats, and make informed strategic decisions. It ultimately enhances a company's ability to compete effectively in the market (Bloomenthal, 2026).

How Is Competitive Intelligence Gathered?

Competitive intelligence is gathered through a variety of methods. Those methods include public sources (websites, press releases, financial reports), direct observation (trade shows, store visits), surveys, interviews, social media monitoring, and specialized tools and databases.

Competitive Intelligence Differ From Market Research

Competitive intelligence focuses specifically on competitors and the competitive environment, providing insights that can inform strategic decisions. Market research, on the other hand, is broader and typically focuses on understanding the market as a whole, including customer needs, preferences, and market trends.

How Often Should Competitive Intelligence Be Conducted?

Competitive intelligence should be conducted on an ongoing basis, with continuous monitoring of competitors and the market. Regular updates, such as quarterly reports, are also essential to keep the strategic insights current. It may also make sense to perform competitive intelligence analysis after major events or key happenings (Ovharhe & Chibuike, 2024b).

The Bottom Line

Competitive intelligence gives companies insights about the market, helping them stay ahead of their competitors. It allows businesses to anticipate changes, understand what their rivals are doing, and spot both opportunities and threats. There are two main types: tactical and strategic intelligence, which support short- and long-term decisions, respectively. Some of the challenges include ethical concerns, high costs, and the risk of gathering too much information. Since markets constantly change, companies need to keep updating their competitive intelligence so they can adapt and maintain their advantage (Ovharhe & Okolo, 2022).

Business Growth

Categorizing the problems and growth patterns of small businesses in a systematic way that is useful to entrepreneurs seems at first glance a hopeless task. Small businesses vary widely in size and capacity for growth. They are characterized by independence of action, differing organizational structures, and varied management styles (Ovharhe, 2026b).

The Business Growth Indicators

The indicators fall under four major groups, capacity, business outcomes, qualitative indicators, and business outputs. The outcome indicators include the profit, which is the difference between the costs and revenues. The profit any company makes is the function of the revenues it generates and its efficiency level. If the profits increase it will show that the efficiency and the sales have increased. Therefore, it is possible tosee the company's growth through an increase in efficiency and sales. Output indicators are the sales of the products. The level of production is a reasonable business size indicator as it the business capacity and the potential the business have for making a profit. The value of the produced goods is not available to people outside. Thus, the value of sales is used to indicate growth. When the produced business products increase, it shows that a business is growing (Ovharhe, 2026a). The capacity indicators reflect the business's potential of producing outcomes and outputs. They will include the invested capital, workforce size, assets value, and production capacity. Managers will realize the growth of their business through observing an increase in the production capacity and assets, not forgetting the invested capital and increase in employees 'number. The qualitative indicators include the management practices, formalization degree, and the structure of the business. When the business structure is expanded, allowing decentralization, and when the practices of management increase and are more complicated, the formalization degree will increase, meaning there is growth in the business (Ovharhe, 2025d).

Nexus of Business Growth Strategies

The growth strategies are also known as master strategies of business; they give direction for the business's strategic actions. Growth strategies form the coordination basis and sustain the efforts and energy directed towards achieving business objectives for the long term. The strategies include; diversification, product development, market penetration, and market development. Other strategies include concentric diversification, horizontal integration, vertical integration, mergers, acquisitions, joint ventures, and conglomerate diversification (Ovharhe & Igbokwe, 2021).

Theoretical Paradigm

Competitive Advantage Approach

A competitive advantage is the unique edge that allows companies to outperform their competitors through greater efficiency, superior quality, or a distinctive offering others cannot easily replicate. These factors allow the productive entity to generate more sales or superior margins than others in its market. Competitive advantages are attributed to a variety of factors, including cost structure, branding, the quality of product offerings, the distribution network, intellectual property, and customer service (Ovharhe, 2025c).

Competitive advantages generate greater value for a firm and its shareholders because of certain strengths or conditions. The more sustainable the competitive advantage, the more difficult it is for competitors to neutralize the advantage. The two main types of competitive advantages are comparative advantage and differential advantage.

A comparative advantage is when a firm can produce products more efficiently and at a lower cost than its competitors. A differential advantage is when a firm's products or services differ from its competitors' offerings and are seen as superior. Advanced technology, patent-protected products or processes, superior personnel, and strong brand identity are all drivers of differential advantage. These factors support wide margins and large market shares.

The term "competitive advantage" traditionally refers to the business world, but it can also be applied to a country, organization, or even an individual who's competing for something (Britopian.com (2026).

Apple is famous for creating innovative products such as the iPhone and supporting its market leadership with savvy marketing campaigns to build an elite brand. Major drug companies are another example. They can market branded drugs at high price points because they're protected by patents.

Competing on price can be effective, but you risk decreasing profit margins to an untenable level if you slash prices too much. Many firms opt to differentiate themselves in other ways instead, which helps preserve or expand their profit margin (Ovharhe,, Okolo,, Woko & Igbokwe, 2022).

Dimensions of Competitive Advantage

A company can use one of three main methods to build a competitive advantage:

- **Cost:** They provide offerings at the lowest price.
- **Differentiation:** They provide offerings that are superior in quality, service, or features.
- **Specialization:** They provide offerings that are narrowly tailored to a focused market.2

Competitive Advantage Strategies

A company must know what sets it apart from its competitors and then focus its message, service, and products with that difference in mind. Companies can use several strategies to build a competitive advantage:

- **Research the market**: Market research helps a company identify and define its target market, and this can guide it in developing the most effective advantage.
- **Identify strengths**: A company can find its unique strengths, especially relative to competitors, by reviewing products, services, features, positioning, and branding.
- **Evaluate finances**: Companies can take a close look at their financial performance to spot profit centers and areas of stability using financial statements and ratios.
- **Review operations**: How efficient are a company's operations? Where is it effective, and where is there room for improvement? Consider customer service, as well as production and supply chain management ()vharhe, 2025b).
- **Research and development (R&D):** Securing intellectual property prohibits competitors from using processes or know-how that the company can use to produce products that competitors can't legally copy.
- **Consider human resources**: The talent a company can attract as employees and leadership can make an important difference in the success of the business. Evaluating company culture, hiring, and staffing practices can help.

Competitive Advantage vs. Comparative Advantage: A Comparison

A firm's ability to produce a good or service more efficiently than its competitors leads to greater profit margins and creates a comparative advantage. Rational consumers will choose the cheaper of any two perfect substitutes that are offered.

A car owner will buy gasoline from a gas station that's five cents cheaper than other stations in the area. Higher margins for the lowest-cost producers can eventually bring superior returns for imperfect substitutes like Pepsi versus Coke.

Economies of scale, efficient internal systems, and geographic location can also create a comparative advantage.

Comparative advantage doesn't imply a better product or service. It only shows that the firm can offer a product or service of the same value at a lower price.

A firm that manufactures a product in China may have lower labor costs than a company that manufactures in the U.S., so it can offer an equal product at a lower price. Opportunity cost determines comparative advantages in the context of international trade economics.

Amazon (AMZN) is an example of a company that's focused on building and maintaining a comparative advantage. The e-commerce platform has a level of scale and efficiency that's difficult for retail competitors to replicate, allowing it to rise to prominence largely through price competition.

Ansoff Matrix Model

The Ansoff matrix is the strategic planning instrumentation tool that provides a framework to help executives, senior managers on business growth (Ovharhe *et al*., 2022). It is named after Russian American Igor Ansoff, an applied mathematician and business manager, who created the concept.

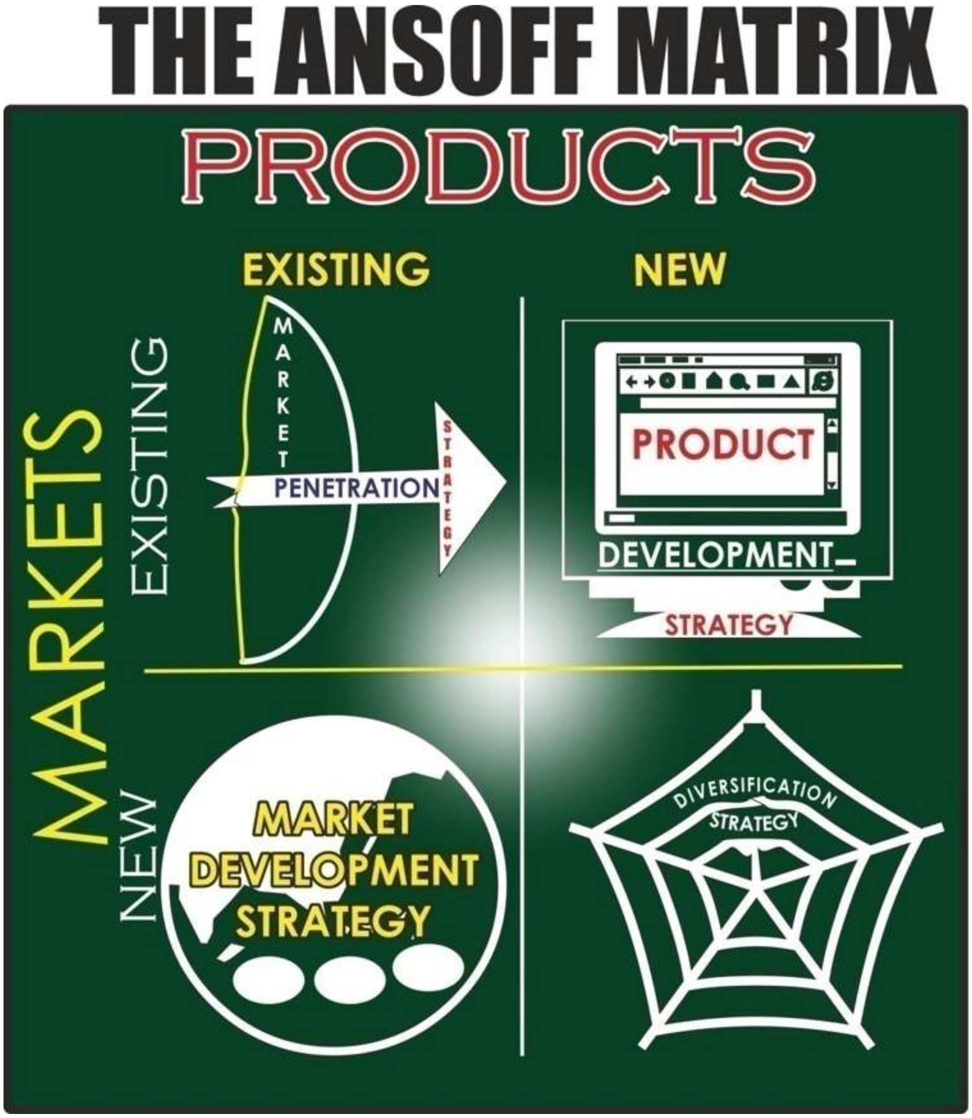

Figure 2: Ansoff Matrix

Source: Ansoff Matrix (1957); Strategies for Diversifications

Ansoff (1957) manuscript discussed extensively '*Strategies for Diversification'*, he ironed out the meaning of product-market strategy as; joint statement of a product line and the corresponding set of missions that the products (business units) are designed to fulfill targeted business growth. (Peterdy, 2023).

i. Market Penetration

In the market penetration strategy, the enterprise seeks to grow using its existing products, idea and services in the existing markets. More so, the market penetration strategy is could be achieved with tendency to increase the market share in exiting market functions (Bose, 2026). This is done by capturing the market segmentation basis that exist to increase the market share by selling more products or services to current loyal and trusted customers or searching for new customers for patronage within existing markets (Ovharhe, 2025a). Thus, the enterprise desire to increase the volume and frequency of patronage with its existing products in the established markets using rapid promotional, pricing, logistics and distribution strategy.

ii. Market Development

The market development strategy depicts a scenario where the enterprise indulges on expansion into new markets (geographical considerations basis) with the present or existing product and services. Entrepreneur needs to identify new market so as to gain new client or customer so the product life cycle will begin another trend of adoption process (AlphaSense (2026).

iii. Product Development

In employing product development strategy, the entrepreneur should seek to invent or innovate new products and services being targeted at its current markets to stimulate growth. The entrepreneur should focus re de-signing the product or services for suitability on compromising taste to customer/client which will stimulate business growth (Ovharhe, 2026a.

Diversification

Diversification is the best drum to beat by entrepreneurs that are lean start-up or SMEs because the market may be so competitive and reckless to cope with. The threat and attack from the competition can easily sinks the SMEs or Lean start-up enterprise, so the advice is to identify a new market and adopt new product to sustain its entrepreneurial journey. Diversification might cost more for multi-nationals, corporations and conglomerate though it all depend on what and how the enterprise functions (Ovharhe, 2026b).

METHODOLOGY

The micro, small and medium enterprise (MSME) across the country were targeted especially those entrepreneurs dealing with a lot of goods and services in confectionery, hotels, gum, biscuits, sweet pastries, cakes, and sugar along product lines among others. The exploratory research design with ex post facto research design were considered fit for the study. The emergence of leveraging intelligence innovation and entrepreneurship growth in Nigeria has faces a lot of threat and worrisome trail in the micro, small and medium enterprise (MSME) venture in Nigeria. The dealers of the micro, small and medium enterprise (MSME) goods were targeted as the population from the six geo-political zones that are most enterprising entrepreneurs in the regional zones. The study adopted correlation research design and time horizon of cross sectional design with data generated from dealers in the six geopolitical zones in Nigeria on micro, small and medium enterprise (MSME). The population was drawn from three states on each of the geo-political zones comprising of 18 states. Hence, with the competiveness scenario created by the merchandizing parity, 540 enterprise across the 18 states from the six geopolitical zones were selected from various brands of micro, small and medium enterprise (MSME). Systematic sampling was employed to make a sample with non-proportionate stratified random sampling technique. 4-points likert-scale was introduced with twelve self-structured questionnaire items to the dealers of the micro, small and medium enterprise (MSME). The content validity was used for validating the instrument, while the *internal consistency reliability* was achieved using Cronbach Alpha technique. The reliability coefficient analysis was competitive intelligence (α =0.821), innovation (α=0.829) and entrepreneurship growth (α=0.799). Based on the authenticity of the study, the Kaiser-Meyer-Olkin (KMO) on confirmatory sampling adequacy and Bartlett's Test matching approx chi-square authenticates the sphericity of data appropriateness of the principal component were introduced. The 540 dealers were given the instrument for response on the basis of the option provided. 516 were retrieved, while only 497 were viable for analysis. The Pearson Product Moment Correlation was used to compute the result of the two hypotheses using Statistical Package for Social Science (SPSS) version 25.

RESULTS AND DISCUSSIONS

Nevertheless, using the factor analysis on the proxies on determinant statistics, analyzing the threshold before which will show multi-collinearity and auto-correlation among the proxies, revealed that:

The Kaiser-Meyer-Olkin (KMO) of (0.904) and Bartlett's Test matching approx chi-square (5763.988) at 0.000 significance for measuring the sampling adequacy and sphericity to show the level of acceptability on confirming the principle component is less the 0.05 level of significance, meaning the corresponding proxy liaison with the first null hypotheses is rejected. Thus, indicating viability of the principle component.

The Kaiser-Meyer-Olkin (KMO) of (0.861) and Bartlett's Test; approx. chi-square (2158.608) at 0.000 significance for measuring the sampling adequacy and sphericity to show the level of acceptability on confirming the principle component is less the 0.05 level of significance, meaning the corresponding proxy correlates with the second null hypotheses is rejected. Thus, indicating viability of the principle component.

This section uses inferential statistics to analyze the null hypotheses. The statistical tool employed was the Pearson Product Moment Correlation.

Test of Hypothesis One

Ho_i: Competitive intelligence does not significantly influences entrepreneurship growth among micro, small and medium enterprise (MSME) goods.

Table A: Pearson Test for Competitive intelligence and entrepreneurship growth among micro, small and medium enterprise (MSME) goods.

Correlations

		Competitive intelligence	Client Focused
Competitive intelligence	Pearson Correlation	1	.848**
	Sig. (2-tailed)		.000
	N	497	497
Client Focused	Pearson Correlation	.848**	1
	Sig. (2-tailed)	.000	
	N	497	497

**. Correlation is significant at the 0.05 level (2-tailed).
Source: *Author's Field Survey- SPSS version 25 output*

In table A, it can be observed that the Pearson correlation (PC) coefficient is 0.848 which shows a strong and positive correlates between competitive intelligence and client-focused. The 0.000

significance value is not greater than the 5% (p = 0.000<0.05) will results to the rejection of the null hypothesis. This revealed that the directional hypothesis should be adopted that says competitive intelligence does significantly influence entrepreneurship growth among micro, small and medium enterprise (MSME) goods.

Based on the findings Ovharhe *et al* (2021) strongly believe that synchronizing corporate culture into the entrepreneurship growth is often perceived as one of the mechanisms to transform an enterprise. They supported the emergence of leveraging intelligence innovation and entrepreneurship growth because its saves time, monetary resource and energy. For an enterprise to be successful in pandemic, crisis and turbulent periods, the concept of leveraging intelligence innovation should be integrated with entrepreneurship growth to anchor a positive pivot. Also, Ovharhe *et al*., 2022,2023) opined that inadequate risk management and lack of leveraging intelligence innovation can threaten enterprise viability and its life cycles especially during pandemic and crisis era. They conceptualized a model which portrays the relationship between leveraging intelligence innovation and enterprise risk management implementations. The explanatory proxy of competitive intelligence aims to empirically test the relationship among leveraging intelligence innovation and the criterion variable. Their findings suggested that leveraging intelligence innovation is expected to have direct effects and significantly influence criterion variable proxies.

Test of Hypothesis Two

Ho$_{ii}$: Innovation does not significantly influences entrepreneurship growth among micro, small and medium enterprise (MSME)

Table B Pearson Test for innovation and entrepreneurship growth among micro, small and medium enterprise (MSME)

Correlations

		I	Growth
Intelligence	Pearson Correlation	1	.859**
	Sig. (2-tailed)		.000

	N	497	497
Innovation	Pearson Correlation	.859**	1
	Sig. (2-tailed)	.000	
	N	497	497

**. Correlation is significant at the 0.05 level (2-tailed).

Source: *Author's Field Survey- SPSS version 25 output*

In Table B, it can be observed that the Pearson correlation (PC) coefficient is 0.859 which shows a strong and positive correlates between innovation and client-focused. The 0.000 analyzed output significance value is not greater less than the 5% ($p = 0.000 < 0.05$) which results to the non-acceptance of the null hypothesis. Hence, the directional hypothesis accepted while the null hypothesis is neglected indicating that innovation significantly influences entrepreneurship growth among dealers of micro, small and medium enterprise (MSME) goods.

Arzadon*et al* (2021) orchestrate that auditing leveraging intelligence innovation from proper risk assessment as practical guide could enable to boost the strength and success of an enterprise. This could be applicable to the innovation and entrepreneurship growth on the micro, small and medium enterprise (MSME) goods. More so, Kunz andHeitz (2021) research work strives by providing leveraging intelligence innovation into management control systems. This review identifies 103 articles, which can be structured along three categories: Assessment of leveraging intelligence innovation , relation between leveraging intelligence innovation and management controls and development of banks' leveraging intelligence innovation over time. Along these categories the identified findings are interpreted and synthesized to a comprehensive model and consequences for theory, business practice and regulation are derived. In the nutshell, innovation, risk assessment and metric is fundamental engine for credible leveraging intelligence innovation practices. Without diligence assess on residual risk, the doctrines of innovation and competitive intelligence cannot transform enterprise predetermine goals. Hence, competitive intelligence and innovation should synchronize entrepreneurship growth. It could be easily said that the point of departure from their study could be address by the emergence of leveraging intelligence innovation and entrepreneurship growth (Ovharhe, 2024,2025).

CONCLUSION, RECOMMENDATIONS AND CONTRIBUTION TO SCHOLARSHIP

Conclusions

Competitive intelligence and innovation is the heart beat of entrepreneurship. If entrepreneur can utilize competitive intelligence and innovation is the stems of product, process, service, market and technology there would be strategic thinking and local acting in the entrepreneurship world. Entrepreneurs being the business giant of innovation metamorphosis are closely knit with AI advancement . Entrepreneur for robust ideas has navigate all branching network affiliated and collaborated with AI such as ChatGBT,

Even five years before the AI boom, McKinsey reported AI could automate almost half of U.S. jobs. Today, the growth are even greater, especially in the business management domain. While the proliferation of AI tools offers great possibilities for businesses, it also poses a challenge for entrepreneurs hoping to navigate the dynamically growing AI landscape and efficiently adopt AI solutions. To help entrepreneurs on their AI adoption journey, this article will review a few best practices for leveraging AI efficiently.

Leveraging intelligence innovation shows positive relationship on entrepreneurship growth among entrepreneurs that are dealers in micro, small and medium enterprise (MSME) goods. Both concepts are vital for transforming threat and turbulent in an enterprise especially in the covid-19 pandemic. The interconnectivity among the variable are awesome to mitigate riskiness of threat and crisis in turbulent times. In conclusion, competitive intelligence and innovation positively influence the entrepreneurship growth. Leveraging intelligence innovation and entrepreneurship growth postulate improved pattern of regular repeated learning, unlearning and re-learning to mitigate risk for waste elimination, lean improvement, lean entrepreneurship, cost minimization and facilitating swift patronage for micro, small and medium enterprise (MSME) goods.

Recommendations

The following recommendations are itemized below.

1. Competitive intelligence should be streamline from the long-term to the short-term with specific instructions on brand assessment and brand dashboard.

2. Technology innovation should has short-term metrics drawn from the long-term of competitive intelligence dashboard to avoid deviation from specific goals and corporate objectives

3. Entrepreneurship growth should adopt as major proxy of entrepreneurship growth because of its role in continuous improvement.

4. Product circle committee or team must be establish, trained and equipped to face turbulence business time and competitive parity.

Contribution to Scholarship

This study has contributed to the existing knowledge as follows:

-Branding innovative culture formed a formidable force applicable to the micro and macro enterprise that influences entrepreneurship growth

-Competitive intelligence and innovation are credible tools that enable enterprise to mitigate threat in turbulent business time

-Emergence of leveraging intelligence innovation and entrepreneurship growth synchronization is transformation tool for every enterprise to pursuit her vision and mission

-Entrepreneurship growth shows lean entrepreneurship as competitive advantage

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