Business Intelligence and Competitive Advantage of Hotels in Akwa Ibom State, Nigeria

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ABSTRACT*: This study was carried out to examine the influence of business intelligence on competitive advantage of hotels in Akwa Ibom State of Nigeria. The survey research design was used in the study. The study had a population of 1,806 and a sample size of 327 determined with Taro Yamane's formula for sample size determination. The questionnaire was the primary instrument used in data collection. The instrument recorded 73.7% response rate. Data analysis was done with simple regression method. Results of data analysis indicated that data management system (Beta =1.252, t=3.547, p>0.05) has a insignificant influence on hotels competitive advantage in Akwa Ibom State. It also indicated that mobile devices (Beta= 1.095, t= 2.375, p<0.05) have a significant influence on hotels competitive advantage in Akwa Ibom State. It was concluded that business intelligence can lead to competitive advantage of hotels in Akwa Ibom State. It was recommended that hotels in Akwa Ibom State provide for a sound and reliable data management system that can facilitate its capacity to make prompt business decisions to aid its operations towards being ahead of others in their line of business. It was also recommended that hotels in Akwa Ibom State use applicable modern devices that can enhance its operations in delivering quality services to various customers in order to earn competitive advantage.*

KEY WORDS: business intelligence, competitive advantage, hotels, Akwa Ibom state, Nigeria

INTRODUCTION

Businesses face the challenge of being able to respond to environmental dynamism and turbulence. Thus, rapid changes in the business environment force businesses to make fast and accurate decisions with a view to sustaining its operations. However, instead of depending on their personal predictions and intuition, decision makers must adopt approaches based on facts in order for their organizations to realize set goals. Today, leveraging business intelligence, enterprises can shorten their decision-making and action-taking time by preventing decision makers from getting lost in different data sources.

Business intelligence as a term was used for the first time in 1989 by Howard Dresner, who worked as an analyst and researcher at Gartner Group. Howard Dresner saw business intelligence as a decision support system based on facts and an umbrella covering all methods and ideas that enhance the ability of business-related decision-making. Business Intelligence rediscovers the usefulness of existing business information. It equips managers and decision makers with important information to perform business analyses that are needed for making key business decisions. Business intelligence has been a core strategy for growth in large corporations for more than twenty years(Raj, Wong and Beaumont, 2017).These authors assert that the driver has been the relative ease by which large amounts of business data can be collected from various sources.

Business intelligence system is a tool which supports the decision making process towards realizing competitive advantage, integration of central areas of the organization, through processed information generation (Roldan, et al. 2012). The authors hint that competitive advantages focus through the decision making process, such as cost efficiency, increases in profitability margins and time efficiency. From the perspective of transcendental competitive advantages that can also be called strategic competitive advantage, Cano (2007) considers that as part of this strategic spectrum, the executive decision-maker's management visibility is broader, based on the contribution of value to all the organization's stakeholders and specifically to the satisfaction of the client's needs. Ahumada and Perusquia (2014) noted that there is a direct positive relationship between competitiveness and business intelligence

In a competitive and highly volatile business environment, attaining competitive advantage becomes a key issue for all businesses. Reasoning from this perspective, any element capable of conveying competitive advantage should be of great importance to any form of business. The hotels of modern-day business complexity are in serious need of competitive advantage to enable them survive and sustain their operations. In recent times, the operations of hotels have been hit by economic meltdown, resulting in declining performance in areas such as returns on marketing investment, revenue losses, increased labour turnover and low market shares. This generated a strong need for hotel owners and managers to embark on aggressive positioning in order to up its performance and achieve competitive advantage. Regrettably, a number of hotels in Akwa Ibom State have not fully embraced business intelligence in their operations; implying such hotels are yet to appropriate its services. This is in spite of the state's peaceful nature which attracts so many visitors and tourists for various reasons. To this end, these hotels may be losing frequent patronage, market shares and investment. Given this situation, the current study sought to assess the perceived influence of business intelligence on hotels competitive advantage in Akwa Ibom State of Nigeria.

REVIEW OF LITERATURE

Business Intelligence

Business Intelligence is referred to as the techniques, technologies, systems, practices, methodologies, and applications that analyze critical business data to help an enterprise

better understand its business and market and make timely business decisions (Ramakrishnan et al. 2012). As summarized by Chugh and Grandhi(2013), the key benefits of implementing business intelligence solutions in an enterprise includes: Equipping the company with the ability to analyze data from multiple sources and using different dimensions; Enabling managers to make informed business decisions through identifying important patterns of behaviour captured in the data; improving accuracy in predictions; helping the company to identify root causes of problems so as to improve operational efficiency. Aspects involving being able to be more efficient with the management of the full range of information, referring to a better management level supported by technological tools, is a scenario in which business intelligence and its use help to facilitate the administration of such management. Indeed, it has been noted that business intelligence is extremely positive for effective decision making (Pourshahid et al., 2011).

Competitive Advantage
The concept of competitive advantage is due to profitability as a long-term concept, that is, there is continuity in achieving profits, and the performance of the organization is above average in the industry to which it belongs, and this is sufficient to be evidence of its superiority and sustainability. Organizations seek to maintain its position and multiply efforts to continue to excel and progress in sustaining its competitive advantage among organizations in the same sector (Al-Alaq, 2016). Some writers believe that the progress and failure of some organizations depends on competition, and by setting the competitive strategies of the organization that lead it to dominate the market, as it works diligently to increase its market share or control of the business market(Clar et al., 2008).

When developing the organization's strategic plan, the organization's strengths and weaknesses are studied and the external and internal environment is defined. During the development of the plan, a competitive advantage is established as a goal that the organization seeks to reach by implementing the strategy through the focus strategy, which is relied upon to achieve competitive advantage (Diderrich, 2019).Foon and Nair (2010) define competitive advantage as a kind of distinction that gives the organization something of positive progress and distinction over others in the same sector and this does not mean continuity for a specific period but rather the continuation to an indefinite period of time and the goal of the organization is to continue and repeat same.

There are those who believe that the competitive advantage depends on the exploitation of resources through adopting rapid movement strategies through rapid learning and dealing with the rapid and lasting changes that take place in the environment in which the organization operates (Liu, 2013). Achieving competitive advantage is due to several important factors, one of which is the use of technology in its various forms. It helps the organization to analyze accurately and quickly communicate, in addition to linking it with the outside world in which it influences and deals with (Vivek, 2017). There are those who explain competitive advantage as a type of competence that the organization performs in order to distinguish from other organizations, which leads to providing a new addition to customers in a way that leads to a difference from competing organizations in the same sector and this leads to access to excellence in

these markets (Shafiq, 2010). Four main dimensions of competitive advantage, namely; quality, cost, flexibility and delivery have been identified by different authors (Al-Hamidi, Salama&Kafy, 2016; Aghajani, & Loudon, 2012).

Quality is seen as a process of improvement and development in the capabilities of the organization, and the process of continuing and maintaining the achievement of the requirements of the beneficiary of the organization, and that at all stages of work and performance starting from knowing the needs of the beneficiaries and ending with knowing how satisfied they are with the products provided to them (Al-Hamidi, Salama & Kafy, 2016).On the other hand, quality can also be seen as the state of satisfaction, which customers want to continuously reach (Robbins & Coulter, 2003).Cost is an important factor in achieving competitive advantage for organizations asit always seeks to reduce costs to the extent that does not affect the nature of the product and the goal of its production (Aghajani & Loudon, 2012). Flexibility is seen as the ability of the organization to respond to the desires and needs of customers through its ability to change the procedures and processes it has, as well as the commitment to achieve the desires and requests of customers by making changes that require and warrant to be made as well as providing the best products, whether goods or services with appropriate quality and cost (Shafiq, 2010).

In terms of delivery, time is very important to customers, as it is considered an important component of competitive advantage .There are those who see great importance to the factor of time, delivery, and speed in production and delivery of the product to the markets before competitors, and this plays a very important role in achieving competitive advantage and affects the organization and its position in the market and achieving profitability, therefore, these issues concern delivery(Kamara,2014). Ahumada and Perusquia (2014) asserted that there is a positive relationship between competitiveness and business intelligence. The authors concluded that strengthening actions tend to increase and improve when both become stronger.

THEORETICAL REVIEW

Resource-Based View Theory
This study was anchored on Resource-Based View Theory which was originally proposed by Penrose (1959). It postulates that given that business controls its resources, then it will achieve superior performance. It was later advanced to fit the growing usage (Wernerfelt, 1984; Rumelt, 1984; Barney, 1986). These authors explain that to be able to sustain the performance of a firm, it was useful to focus on the characteristics of the resources. Resource-based view perspective emphasizes that exclusive capabilities and resource of a firm is the basic source of competitive advantage and higher performance (Barney,1986). Every firm owns numerous intangible and tangible resources (Barney, 1986). Barney (1986) maintained that there would be no difference in firms‟ profitability if all firms were equally endowed. However, when a firm develops unique, distinct and implicit capability defining its strategy, it would be successful in future competitiveness (Rumelt, 1984).

Resources that accord a firm superior performance are enabled through competitive advantage and must be non-substitutable, imperfectly imitable, valuable and very rare (VRIN) to provide sustainable competitive advantage that yields better or higher performance (Barney,1986). Competencies and skills allow firms to respond to customer needs with differentiated services and products by innovating technology systems for competitive advantage (Rumelt, 1984). As used in the current study, RBV theory facilitated an evaluation of business intelligence and hotels competitive advantage. From this theoretical lens, it is reasoned that in order to achieve competitive advantage in present-day dynamic and increasingly complex business space, hotels should utilize relevant business intelligence as an important resource in its service delivery.

Empirical Review

Ibrahim, Saifullahi and Muhammad (2013) investigated how ICT influences Nigerian commercial banks. The results indicated that ICT has positive influence on Nigerian commercial banks performance. Kamara (2014) used Equity Bank as a case in examining the benefits of business intelligence systems. Respondents were 500 in number and these were senior staff of the bank. Findings of this survey indicated that business intelligence systems provide strategic value that improves performance through innovative services, products and enhanced decision making. Ali, Miah and Khan (2018) studied the gains of business intelligence utilization by small businesses. This study reviewed at least 75 articles on relationship between the agility of an organization and business intelligence. The business intelligence variables in the study were personnel, organizational and technological capabilities. The study found that business intelligence is highly recognized as an enabler of achievement of organizational agility by small businesses. Kasemsap (2018) investigated business intelligence and multiple use of data mining and how it maximizes opportunities, minimizes risk and supports business growth. It was found that business intelligence and knowledge management maximizes business opportunities for firms through integration of relevant information leading to improved performance.

METHODOLOGY

The survey research design was used in this study. The Population for this study consisted of all the employees of the registered hotels in the three senatorial districts of Akwa Ibom State of Nigeria(Eket, Uyo and Ikot Ekpene). There are twenty four (24) registered hotels and 1,806 employees across the three senatorial districts of Akwa Ibom State (Database of registered hotels, Ministry of Commerce, Industry and Investment, 2020). A sample size of 327 was derived using Taro Yamane's formula for sample size determination.

Multiple stage sampling technique was used. The first stage was the cluster sampling procedure, which enabled a division of Akwa Ibom State into three clusters: Uyo, Eket and Ikot Ekpene Senatorial Districts. In the second stage, three senatorial districts of Akwa Ibom State were clustered into three major cities :Uyo, Eket and Ikot Ekpene. Based on their proportional contribution, 12 hotels, 8 hotels and 4 hotels were

respectively selected for Uyo, Eket and Ikot Ekpene for study.In selecting the 327 respondents, a simple random sampling was adopted. The questionnaire instrument used in the study recorded an average Cronbach Alpha value of 0.74. The method of data analysis was regression model. The hypothetical variables that show the causal effect of business intelligence and competitive advantage of hotels can be estimated using these specified simple regression model: $CA_{Hotels.} = f(DMS)$; $CA_{Hotels} = f(MDV)$

Using simple linear equation of the form $Y = bx + a$

Therefore:

$CA_{Hotels} = B_0 + B1(DMS) + \mu$……….……. i

$CA_{Hotels} = B_0 + B_1(MDV) + \mu$…………… ii

Where; CA_{Hotels}= Competitive Advantage of Hotels; DMS = Data Management

System

MDV= Mobile Devices; e = μ = error term

B_0, B_1 = denotes unknown parameters to be estimated or

coefficient of independent variables.

RESULTS/FINDINGS

Table 1: Respondents' Demographic Characteristics

Variables	Categories	Frequency	Percentage%
Gender	Male	142	58.92
	Female	99	41.08
Age	Below 30	119	49.38
	30-40	63	26.14
	41-50	41	17.01
	51and above	18	7.47
Education	SSC/WAEC	18	7.47
	OND/NCE	147	61.00
	BSc/HND	54	22.41
	Masters	13	5.39
	OTHERS	9	3.73
Years of experience	Below 1 year	23	9.54
	1-2 Years	59	24.48
	3-4 years	88	36.52
	5 -9 years	52	21.58
	10 years and above	19	7.88

Source: Field Data (2021)

Table 1 is an analysis of respondents' demographic characteristics in the study. From the table, the gender distribution shows that out of the 241 respondents, 142 were male representing 58.92% while 99 were female representing 41.08%. It also showed that 119 respondents were between 21 – 30 years representing 49.38%, 63 of the respondents were between the age of 31 – 40 years representing 26.14%, also 41 respondents were between 41 – 50 years representing 17.01% while 18 of the respondents were aged 50 and above representing 7.47%. The analysis also indicates that 18 respondents representing 7.47% were holders of SCE/WACE. Also, 147 respondents representing 61% were holders of OND/NCE. Furthermore, 54 respondents representing 22.41% had BSc/HND. Again, 13 respondents representing 5.39% had Masters while 9 respondents representing 3.73% had other qualifications.

Also, the table indicated 23 respondents representing 9.54% had work experience of less than 1year, 59 representing 24.48%, 88 respondents representing 36.52% had worked for between1-4 years, 52 respondents representing 21.58% had worked between 5-9 years of experience while 19 respondents representing 7.88% had worked for 10 years and above.

Table: 2: **Percentage Analysis of Data Management System and Competitive Advantage of Hotels in Akwa Ibom State**

Statements	SA	A	D	SD	UN
It is imperative to have a system of storing business information for its future use	64 (26.56%)	107 (44.40%)	32 (13.28%)	31 (12.86%)	7 (2.90%)
Businesses need customers' and other data to make informed and prompt decisions	49 (20.33%)	111 (46.06%)	33 (13.69%)	39 (16.18%)	9 (3.73%)
The use of stored data provides support to business operations and service delivery	56 (23.24%)	116 (48.13%)	34 (14.11%)	29 (12.03%)	6 (2.49%)
The capacity to utilize stored business data enables better service delivery compared to others	54 (22.41%)	128 (53.11%)	27 (11.20%)	24 (9.9%)	8 (3.32%)
Mean	56	116	31	31	7

Source: Field Data (2021)

Table 2 shows the result of the influence of data management system on the competitive advantage of hotels in Akwa Ibom State as perceived by respondents. In the table, 64 respondents representing 26.56% strongly agreed that it was imperative to have a

system of storing business information for its future use; 107 respondents representing 44.40% agreed; 32 respondents representing 13.28% disagreed; 31 respondents representing 12.26% strongly disagreed while 7 respondents representing 2.90% were undecided. When asked if businesses need customers and other data to make informed and prompt decisions, 49 respondents representing 20.33% strongly agreed that businesses need customers' and other data to make informed and prompt decisions; 111 respondents representing 46.06% agreed; 33 respondents representing 13.69% disagreed; 39 respondents representing 16.18% strongly disagreed while 9 respondents representing 3.73% were unable to give their opinion on this. Again, respondents were asked if the use of stored data provides support to business operations and service delivery. On this, 56 respondents representing 23.24% strongly agreed; 116 respondents representing 48.13% agreed; 34 respondents representing 14.11% disagreed; 29 respondents representing 12.03% strongly disagreed as 6 respondents representing 2.49% were undecided. On whether the capacity to utilize stored business data enables better service delivery compared to others,54 respondents representing 22.41% strongly agreed; 128 respondents representing 63.11 agreed; 27 respondents representing 11.20% disagreed; 24 respondents representing 9.9% strongly disagreed as 8 respondents representing 3.32% were undecided. The analysis indicates that majority of the respondents, 172(71.37%) were of the opinion that data management system had an influence on hotels competitive advantage in Akwa Ibom State.

Table: 3: Percentage Analysis of Mobile Devices and Competitive Advantage of Hotels in Akwa Ibom State

Statements	SA	A	D	SD	UN
Current business reality requires the use of applicable mobile devices in managing business information	67 (27.80%)	109 (45.23%)	30 (12.45%)	28 (11.62%)	7 (2.90%)
Many times, mobile devices have helped in providing data needed in business decision making	49 (20.33%)	124 (51.45%)	26 (10.79%)	29 (12.03%)	13 (5.39%)
Through the use of mobile devices, urgent actions could be taken on customers' requests	56 (23.24%)	116 (48.13%)	37 (15.35%)	26 (10.79%)	6 (2.49%)
Quality service delivery in hotels has been greatly enhanced by mobile devices	44 (18.26%)	128 (53.11%)	34 (14.11%)	27 (11.20%)	8 (3.32%)
Mean	54	119	32	28	8

Source: Field Data (2021)

Table 3 shows the analysis of respondents' opinions result on the influence of mobile devices on the competitive advantage of hotels in Akwa Ibom State. In the table,67 respondents representing 27.80% strongly agreed that current business reality requires the use of applicable mobile devices in managing business information; 109 respondents representing 45.23% agreed; 30 respondents representing 12.45% disagreed; 28 respondents representing 11.62% strongly disagreed while 7 respondents representing 2.90% were undecided. When asked if many times, mobile devices have helped in providing data needed in business decision making, 49 respondents representing 20.23% strongly agreed that many times, mobile devices have helped in providing data needed in business decision making; 124 respondents representing 51.45% agreed; 26 respondents representing 10.79% disagreed; 29 respondents representing 12.03% strongly disagreed while 13 respondents representing 5.39% were unable to give their opinion on this. Again, respondents were asked if through the use of mobile devices, urgent actions could be taken on customers' requests. On this, 56 respondents representing 23.24% strongly agreed that through the use of mobile devices, urgent actions could be taken on customers' requests; 116 respondents representing 48.13% agreed; 37 respondents representing 15.35% disagreed; 26 respondents representing 10.79% strongly disagreed as 6 respondents representing 2.49% were undecided. On whether quality service delivery in hotels has been greatly enhanced by mobile devices, 44 respondents representing 18.26% strongly agreed that quality service delivery in hotels has been greatly enhanced by mobile devices ; 128 respondents representing 53.11% agreed; 34 respondents representing 14.11% disagreed; 27 respondents representing 11.20% strongly disagreed as 8 respondents representing 3.32% were undecided. The analysis indicates that majority of the respondents, 173(71.78%) were of the opinion that mobile devices have an influence on the competitive advantage of hotels in Akwa Ibom State.

Test of Hypotheses

Hypothesis 1

H_{o1}: Data Management System has no significant influence on Hotels Competitive Advantage in Akwa Ibom State

H_{i1}: Data Management System has a significant influence on Hotels Competitive Advantage in Akwa Ibom State

Table 4: Regression Analysis Result on influence of Data Management System on Competitive Advantage of Hotels in Akwa Ibom State

A: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.917[a]	.841	.839	.71783

B: Goodness of Fit of the Model[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	283.477	1	283.477	550.140	.000[b]
	Residual	53.589	239	.515		
	Total	337.066	240			

C: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.062	.483		2.199	.030
	Data Management System	1.252	.353	.917	3.547	.000

a. Predictor Variable: Data Management System

b. Dependent Variable: Competitive Advantage

Table 4 shows the result of regression analysis on the influence of Data Management System on Competitive Advantage of Hotels in Akwa Ibom State. The generalized model summary showed a R^2 of 0.841 which implies that 84.1 percent of the changes in the application of data management system influences 84.1 of the changes in the competitive advantage of hotels in Akwa Ibom State. The model also showed a goodness of fit at 99 percent (p-value <0.01). Data management system influence on the competitive advantage of hotels was statistically significant at 95 percent (also p-value <0.05). Based on the result, the null hypothesis that data management system has no significant influence on Hotels Competitive Advantage in Akwa Ibom State was therefore rejected while the alternative was accepted. Hence, data management system has a significant influence on Hotels Competitive Advantage in Akwa Ibom State

Hypothesis 2

Ho2: Mobile Devices have no significant influence on Hotels Competitive Advantage in Akwa Ibom State

Hi2: Mobile Devices have a significant influence on Hotels Competitive Advantage in Akwa Ibom State

Table 5: **Regression Analysis Result on the influence of Mobile Devices on Competitive Advantage of Hotels in Akwa Ibom State**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.633a	.401	.395	1.39382

Goodness of Fit of the Modela

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	135.022	1	135.022	69.501	.000b
	Residual	202.044	239	1.943		
	Total	337.066	240			

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.923	1.368		.674	.502
	Mobile Devices	1.095	.461	.633	2.375	.000

a. Predictor Variable: Mobile Devices

b. Dependent Variable: Competitive Advantage

Table 5 shows the result of regression analysis on the influence of mobile devices on competitive advantage of hotels in Akwa Ibom State. The generalized model summary showed a R^2 of 0.401 which implies that 40.1 percent of the changes in the use of mobile devices influence 40.1 of the changes in the in the competitive advantage of hotels in Akwa Ibom State. The model also showed a goodness of fit at 99 percent (p-value <0.01). Mobile devices influence on the competitive advantage of hotels was

statistically significant at 95 percent (also p-value <0.05). Based on the result, the null hypothesis that mobile devices have no significant influence on Hotels Competitive Advantage in Akwa Ibom State was thus rejected while the alternative was accepted. Hence, mobile devices have a significant influence on hotels competitive advantage in Akwa Ibom State.

DISCUSSION OF FINDINGS

Results of test of the two hypotheses formulated in this study indicated that data management system and mobile devices have significant influence on the competitive advantage of hotels in Akwa Ibom State. Further, the descriptive analyses showed that majority of respondents opined that data management system and mobile devices influenced the competitive advantage of hotels in Akwa Ibom State. This implied from respondents opinions, business intelligence variables, namely, data management system and mobile devices can determine the competitive advantage of hotels in Akwa Ibom State. The outcome of this analysis can be considered in the like of prior studies and positions of authors on business intelligence and its usefulness. For instance, Ibrahim, Saifullahi and Muhammad (2013) found that ICT, an element of business intelligence had a positive influence on Nigerian banks performance. Kamara (2014) found that business intelligence systems provide strategic value that improves performance through innovative services, products and enhanced decision making. Ali, Miah and Khan (2018) in a study of the gains of business intelligence utilization by small businesses established that business intelligence enhanced achievement of organizational agility by small businesses.

Furthermore, Kasemsap (2018) investigated business intelligence and multiple use of data mining and found that business intelligence and knowledge management maximizes business opportunities for firms through integration of relevant information leading to improved performance. Also, Eidizadeh, Salehzadeh and Esfahani (2017) who investigated the role of business intelligence and knowledge exchange and organizational innovation in gaining competitive advantage, revealed that business intelligence and knowledge exchange and organizational innovation have a positive role in gaining competitive advantage; it also indicated that business intelligence has a positive and significant impact on competitive advantage through knowledge sharing and organizational innovation, and that knowledge sharing achieves a competitive advantage in a positive and significant way.

Furthermore, it has been noted that in the world of business, a large amount of all kinds of data makes decision making rather complex thus calling for conversion of information and data through technological tools and reliable indicators that generate results used in decision-making (Miret and Conesa, 2014). Again, Vidal (2012) observed that business intelligence is one of the technological tools or methodology that store, refine, and analyze data that are converted into elaborate and useful information. Gartner (2013), observed that business intelligence was ranked as the top technology priority by the companies as it enabled them to create new capabilities.

Roldán et al. (2012) observed that present-day challenging environment is manifested in three interconnected dimensions that characterize the new post-industrial society: a substantial increase in the knowledge level (evolution of information technologies that facilitate access to knowledge); a substantial increase in the difficulty of knowing and anticipating the way of thinking of individuals who influence their decision-making power and an increase in the variability level of the business scenario, where constant changes require being better informed in order to make timely decisions.

CONCLUSION AND RECOMMENDATIONS

This study was conducted to investigate the influence of business intelligence on competitive advantage of hotels in Akwa Ibom State of Nigeria. Results of test of the study's hypotheses indicated that data management system and mobile devices have significant influence on the competitive advantage of hotels in Akwa Ibom State. Following these results, it could be concluded that the utilization of business intelligence by hotels in the state could give a competitive advantage to its users, hence should be encouraged. Therefore, as hotels continue to compete for more patronage from customers, one area that can contribute to competitive advantage among hotls in the state is business intelligence.

The following recommendations are made in the study:

i. It is recommended that hotels in Akwa Ibom State should provide for a sound and reliable data management system that can facilitate its capacity to make prompt business decisions to aid its operations towards being ahead of others in the line of business.

ii. It is recommended that hotels in Akwa Ibom State should use applicable modern devices that can enhance its operations in delivering quality services to various customers in order to earn competitive advantage.

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