ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

THE EFFECTS OF MARKETING INTELLIGENCE ON SALES PERFORMANCE: A STUDY ON FRANCHISED FIVE-STAR HOTELS IN ADDIS ABABA

BY

FISSEHA ESHETU

ADVISOR: TEWODROS M. (Ph.D.)

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FISSEHA ESHETU

APPROVED BY BOARD OF EXAMINERS

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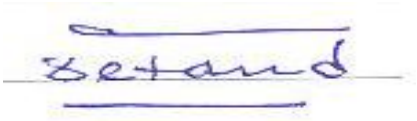
Dean, Graduate	**Studies Signature & Date**
Tewodros Mesfin (Ph. D)	
Advisor	**Signature & Date**
Yibeltal Aschale (Ass. prof)	 30/06/2
External Examiner	**Signature & Date**
Getie Andualem (Ph. D)	
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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Tewodros M. (Ph.D.). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

FISSEHA ESHETU

_____	_____
Name	Signature
Addis Ababa University, Addis Ababa	June 2024

ENDORSEMENT

This thesis has been submitted to Addis Ababa University, School of Commerce for examination with my approval as a university advisor.

Tewodros M.(Ph.D.)

_____	_____
Advisor	Signature
Addis Ababa University, Addis Ababa	June 2024

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The Researcher.

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ABBREVIATION AND ACRONYMS

ANOVA	Analysis of Variance
ICT	Information Communications Technology
MKIS	Marketing Information System
TAM	Technology Acceptance Model
UNDP	United Nations Development Program
GDP	Gross Domestic Products
MoT	Ministry of Trade

ABSTRACT

The objective of this research was to examine the impact of marketing intelligence on the sales outcomes of selected franchised 5-Star hotels in Addis Ababa. The study employed a quantitative methodology and an explanatory research design. The research population consisted of the sales and marketing personnel of the chosen hotels. Using judgement and convenience non-probability sampling techniques, a sample of 216 participants was selected, and a total of 192 valid primary data were gathered from these respondents via a self-administered survey. The collected data were analyzed using both descriptive and inferential methods with the assistance of SPSS 22.0 software. The findings indicated a positive and statistically significant correlation between marketing intelligence and sales performance. Among the five aspects of marketing intelligence, market intelligence, and strategic competitor intelligence had the most substantial impact on sales performance. However, product intelligence had the least predictive power, while process intelligence and customer intelligence had a moderate influence on the sales performance of the franchised 5-star hotels in Addis Ababa. The study concluded that the dimensions of marketing intelligence are effective predictors of sales performance in franchised hotels. The study recommends focusing on customer communication, establishing a platform for collecting post-sales feedback, and adopting contemporary information and communication technologies to facilitate the collection of accurate and relevant information from both internal and external sources. By doing so, the hotels could potentially improve their sales performance.

Keywords: Marketing Intelligence, Product Intelligence, Strategic Competitor Analysis, Business Process Modification, Franchised Hotels

CHAPTER ONE
INTRODUCTION

1.1. Background of the Study

In the current competitive and dynamic business environment, organizations are undoubtedly facing various environmental shifts. If these changes are not strategically addressed, the sustainability and survival of the enterprises could be at risk. One of the primary strategic plans to alleviate the negative impact of failing to respond to these surprises is gaining a deeper understanding or intelligence of the prevailing market trend (Hosseini, 2020). Marketing intelligence, a component of marketing information systems, offers insights into the constantly changing consumer demands and competitors' strategic actions to minimize the risk of uncertainty in decision-making. As a result, by comprehending the customers, competitors, and market trends, businesses can effectively customize their marketing strategies to connect and engage with their target audience. However, without competitive intelligence, the mere adoption of technology would not guarantee the desired outcomes.

The notion of intelligence in marketing is information that is viewed as a continuous effort to boost the competitiveness of strategic programming processes. Jones (2019) also describes it as the process of collecting and analyzing data about customers, competitors, and the market in which a business operates. By understanding the current trends and customer preferences, companies excel in offering innovative products, services, and processes over their strategic competitors, resulting in maximizing their sales performance. In addition to providing competitive products and services through a seamless business process, the intelligence system determines how management can stay in touch with new knowledge of competitors' emerging conditions.

Research in the field indicates that effective marketing intelligence of a marketing information system enables enterprises to make informed decisions in satisfying their customer's demand, which in turn drives them to purchase and consume their products and services (Parasuraman, 2010). In light of Parasuraman, Jones, and Doren (2021), they also conclude that the adoption of marketing intelligence plays a crucial role in enhancing financial performance and sustaining the competitive advantage of the enterprise in the long run. According to Olaru (2020), anticipating events based on the existing phenomenon, any intelligence is most effective in enhancing the economic performance of an organization when it can act strategically.

In many cases, unfortunately, the effectiveness of marketing intelligence is tuned and evidenced in developed economies' context (Jeong, 2021; Grout, 2019). The reputation of prominent multinational companies in adopting efficient and effective marketing information systems as a managerial decision-making tool has brought astonishing marketing and financial performance. Ham and Woo (2018) suggest that implementing effective marketing intelligence daily helps firms earn more revenues through decreased costs, improved productivity, and better customer service. However, the trend is not always working for those who expand their operation in developing countries. The issue persists as hotels in developing countries have been facing challenges in the utilization of external marketing intelligence as planned due to scant sources and infrastructures of information and communication systems.

In the Ethiopian context, as one of the East African countries with rapidly increasing economic developments, organizations are confronted with numerous challenges. The debacles of epidemics, civil wars, rapid advancement of technologies, hyperinflationary economies, etc. are among the major challenges that aggravate the demand for utilizing marketing intelligence capabilities efficiently (Abiy, 2019). Particularly, standard five-star hotels in the country are confronted and adversely affected by the challenges and stand in the front line to face the bad consequences. However, to the contrary, franchised international brand hotels in the country excel and sustain competitively in such dire situations by leveraging their marketing intelligence as their competitive advantage. Thus, the question arises as to how franchised international hotels get such a competitive advantage of marketing intelligence to enhance their sales performance.

In this context, the role of marketing intelligence on sales performance needs to be examined by taking the marketing intelligence practices of the five-star franchised hotels in the country. A better understanding of the influence of utilizing intelligence for gathering and processing information related to customers, competitors, and market trends as a marketing tool helps to make informed marketing decisions for the betterment of the companies' financial performance and business sustainability at large.

1.2. Statement of the Problem

In the context of Ethiopia's hospitality industry, the country's economic growth has led to the emergence of international branded hotels, which face increased competition and socioeconomic complexities in the service industry (Ermias, 2022). This competition puts immense pressure on hotel managers to align their marketing strategies with technological advancements and the evolving needs

of global customers. In today's world, international hotels are constantly experiencing changes in the sales market, and if they are not prepared to take proactive measures to mitigate the negative effects, their sustainability could be at risk (Porter and Armstrong, 2015). In this competitive environment, the need for an effective marketing intelligence system is crucial, not only for marketing executives but for all managers and staff at all levels.

The Ethiopian hotel industry is one of the service sectors where marketing information systems are frequently used to help managers anticipate changes in the market. As per Mesfine (2018), the industry is known for aggressively using information and communication technologies and investing a significant portion of its budget in marketing information systems to enhance its profitability and overall market share. Kimball (2021) explains that the effectiveness of business intelligence is achieved when external data from external sources is combined with data collected from internal sources. However, while standard hotels invest large amounts of capital in information technology, business intelligence practices have not brought significant changes in their performance. This might suggest that the hotels focus on the presence of technology as a solution to all information problems, but it is not the case.

Kenneth (2022) suggests that the success of the marketing process depends on the marketing information system and the success of each element (internal records, marketing research, marketing intelligence, and marketing decision support system) of this system to a large extent. According to Gashall (2017), in the hospitality industry in developing economies, most franchised standard hotels rely more on marketing research and decision support systems than on marketing intelligence to enhance their performance. Supporting such tendencies, Zelalem (2018) also argues that 5-star hotels in Ethiopia tend to confuse business intelligence (a continuous assessment) and marketing research (periodic assessment). Despite the adoption of information systems to support managerial decisions, marketing intelligence, as a component of marketing information systems, has been given less emphasis regarding its effective adoption to enhance the sales performance of the companies.

Previous studies have revealed that there is a positive and significant relationship between marketing intelligence and sales performance. Kenneth (2013), in his study, sought to investigate the extent to which marketing information systems affect the sales performance of insurance companies in the USA. It included the number of customers, variety of products, and rate of delivery as sales performance indicators. The results failed to consider the importance of sales volume, sales target, and growth rate as a manifestation of sales performance (Morgan, Clark, and Gooner, 2012).

Ismael (2015) investigated the factors affecting the effectiveness of the marketing information system in the context of the Jordanian Islamic banking industry. The results showed that both the company (product and process modification) and competitor (strategic analysis and business process) significantly explained the performance of standard hotels. However, it fails to incorporate continuous reviews of pertinent information arising from its market analysis (Lalitha, 2016). The research by Mugwe (2013) applied the chi-square and logit model in data analysis. Nonetheless, correlation analysis and multiple linear regressions establish the relationship between marketing information systems and sales performance.

In the Ethiopian context, Getahun (2018) analyzes the probability of sales occurrence due to marketing information-taking insurance companies in Addis Ababa as a case. Abeba (2017) studied the effect of acceptability dimensions of marketing information systems on customer satisfaction in the case of the fast-moving consumer goods manufacturing industry in Addis Ababa. Related to marketing/ business intelligence and its effect on sales performance hasn't been done in the hotel industry of the country exhaustively to fill literature voids.

Based on this background, this study establishes the relationship between marketing intelligence as an output of adopted marketing information technology and sales performance in terms of volume, target, and growth.

The aim of this study is, thus, to investigate the effect of marketing intelligence on the sales performance of six franchised 5-star hotels in Addis Ababa, namely Sheraton, Raddison Blu, Hyatt Regency, Golden Tulip, Marriot Executive and Grand Palace. This study tries to fill the gap by establishing the relationship between marketing intelligence (product intelligence, process intelligence, strategic competitor analysis, customer intelligence, and market intelligence) and sales (volume, target, and growth) performance. It focuses on the perception of sales and marketing personnel in the hotel industry. The survey will be conducted in Addis Ababa, the only metropolis city in Ethiopia hosting the highest number of franchised hotels which formed the target population.

1.3. Objectives of the Study

1.3.1. General Objective

The general objective of this study is to investigate the effect of marketing intelligence on the sales performance of franchised 5-star hotels in Addis Ababa.

1.3.2. Specific Objectives

- To investigate how product intelligence, affect the sales outcomes of franchised 5-star hotels in Addis Ababa.
- To scrutinize how process intelligence influences the sales results of franchised 5-star hotels in Addis Ababa.
- To analyze the effect of competitor intelligence on the sales performance of franchised 5-star hotels in Addis Ababa.
- To examine how customer intelligence affects the sales achievements of franchised 5-star hotels in Addis Ababa.
- To examine the effect of market intelligence on the sales performance of franchised 5-star hotels in Addis Ababa.

1.4. Hypothesis

H1a – Product intelligence has a positive and significant effect on sales performance.

H1b – Process intelligence has a positive and significant effect on sales performance.

H1c – Competitor intelligence has a positive and significant effect on sales performance.

H1d – Customer intelligence has a positive and significant effect on sales performance.

H1e – Market intelligence has a positive and significant effect on sales performance.

1.5. Significance of the Study

Like many other academic literatures, the outcomes of this research will be beneficial to a wide range of stakeholders, including academics, future researchers, and managers of branded hotels. This study will contribute to the existing body of knowledge on marketing intelligence practices along with offering fresh perspectives for its advancement. It would provide both theoretical and practical methodologies for applying marketing intelligence, as gleaned from relevant literature. To the researcher's knowledge, this would be the first study to apply marketing intelligence to international franchised hotels in Ethiopia, specifically in Addis Ababa. The study could also be highly beneficial to standard hotels, helping the managers maintain their business operations, as all hotel businesses require timely, accurate, and relevant information for decision-making. It may provide valuable recommendations for hotel service providers in the country, enabling them to leverage the intelligence of marketing information systems in their business activities to gain a competitive edge. For future scholars and academics, the findings of this study will provide literature that they can reference as

empirical evidence of work already done about marketing intelligence and sales performance. It also suggests areas for future studies where they can expand the literature on this topic.

1.6. Scope of the Study

The scope of that research was delimited to conceptual, methodological, and geographical aspects. The study had been carried out in the city of Addis Ababa, the capital of Ethiopia, which was home to the highest number of standard hotels in the country (Ethiopian Investment Agency, 2022). The franchised hotels in Addis Ababa served as a representative sample for other companies in federal and regional cities. Consequently, other branded hotels located outside of Addis Ababa were deliberately excluded from this study. The conceptual framework of this study focused on explaining sales performance based on various aspects of marketing intelligence, including product intelligence, strategic competitor analysis, competitor process intelligence, customer intelligence, and market intelligence. Other factors such as promotion, integrated marketing communication, service quality, etc., were intentionally omitted as they fell outside the scope of this study. The research approach was quantitative in nature with an explanatory research design. Data had been collected from the sales and marketing staff of 5-star franchised hotels namely Hyatt Regency, Marriott, Sheraton, Radisson, Golden Tulip, and Grand Palace using a self-administered questionnaire.

1.7. Organization of the Study

This thesis was organized into five chapters. The first chapter discussed the introduction part of the study including the Background of the Study, Statement of the Problem, Objectives of the Study, Significance of the Study, scope of the study, and organization of the Study. The second chapter referred to the review of related literature that was appropriate and relevant to the study. The third chapter presented the steps followed and the research methodology. The fourth chapter presented the data analysis and interpretation part of the study. Finally, the fifth chapter presented the conclusion and recommendation of the study based on the results obtained from the research process.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

This chapter aims to explore the theoretical foundations that support the study's claim. It includes a thorough literature review that is relevant to the study's objectives. The literature sources will consist of academic journals, books, and articles that relate to the study's features. The chapter ends with the presentation of a conceptual model that guides the empirical research.

2.1. Theoretical Literature Review

The concepts and theories that underpin the relationship between marketing intelligence and organizational performance are based on the theories namely schema theory, congruence theory, and the resource-based view theory.

2.1.1. Understanding Marketing Intelligence

Marketing intelligence is the process of gathering and analyzing information about the market environment on a daily basis to aid managers in planning and adjusting their marketing strategies. This intelligence is gathered from various sources within the company, including staff, executives, engineers, scientists, buyers, and the sales force. However, these individuals often fail to share crucial information due to their busy schedules. Therefore, it's essential for companies to encourage their employees to act as intelligence gatherers and report back any significant developments. In some cases, large network companies outsource intelligence gathering to external agents or suppliers. Despite its benefits, marketing intelligence can also pose risks to the company, making it crucial for organizations to take necessary precautions against competitor spying.

2.1.2. Marketing Information Components

Indeed, Crowley's 2014 model of marketing intelligence is highly regarded for its comprehensive approach. It encapsulates the four key components that are crucial to understanding a company's market: product, process, customer, competitors, and market. These five components represent the basic elements upon which commercial establishments' activity is used in charting policies and strategies. In its broadest sense, marketing intelligence is the capturing of information relevant to a company's markets. In a more practical context, it is the gathering, analysis, and dissemination of information that is relevant to the market segments your company participates in or wishes to participate in. This encompasses four cornerstones: product intelligence, competitor intelligence, market review, and customer intelligence. It makes the author explicit the fact that marketing

intelligence officers need to provide a support role and this means that they must have a good understanding of the market situation and know why specific information is needed.

2.1.2.1. Product Intelligence

Evans (2015) describes product intelligence as an automated process that collects and analyzes data about a product's performance during its design and manufacturing stages. This information is then automatically relayed to the product managers and engineers involved in the product's design, aiding them in developing the next iteration or version of the product. The aim of product intelligence is to speed up product innovation, thereby enhancing the rivalry of the product and its owners. While product intelligence is typically used for electronic products, but not exclusively limited to them.

The failure of new products often stems from marketers' inability to align their mindset with that of the customers. Al-Abrash (2019) attributes managers' ignorance of customers to their belief that customers are unaware of their own needs. From a cognitive standpoint, it is impossible for anyone to react to a product or service concept without first being informed about it. This necessitates a multidisciplinary approach from the sciences. Managers need to gain a deeper understanding of customers and their thought processes, which involves comprehending the dynamics of conscious and unconscious thinking. This understanding is key to achieving commercial success. The term "customer satisfaction" is perhaps the most well-known phrase in the business world, and it should motivate any organization to understand their customers better. To attain customer satisfaction, a company must comprehend the customer's needs and requirements, and tailor its production and marketing activities to ensure customer satisfaction and happiness.

2.1.2.2. Process Intelligence

Process intelligence involves the gathering, analysis, and application of data related to your business operations. It aids in enhancing your processes and boosting performance by pinpointing inefficiencies, bottlenecks, deviations, and risks. Numerous businesses have made substantial investments to consolidate data from various systems and applications, creating a comprehensive view of the enterprise that accurately reflects the daily business state and supports more informed decision-making (Rotich, 2016).

A marketing intelligence process comprises a set of elements, procedures, and data sources that marketing managers use to extract information from the economic and business environment for their decision-making. Ismail's (2011) study indicates a positive correlation between the effective and

efficient use and adoption of marketing intelligence and sound decision-making, a finding that aligns with these research results. Consequently, the marketing intelligence process is increasingly supplying the data that informs both strategic and tactical decisions for businesses (Askoul and Lalitha, 2016).Business-level analysis equips the organization with information about competitors and strategies for market competition. The required information includes organizational structure, the total number of employees categorized by their roles, primary customers by retail, key suppliers, market share, sales for each production line, production level and company capacity, types of scheduling and organizational programs, and distribution system channels.

2.1.2.3. Strategic Competitor Intelligence

Research in this domain generates a plethora of varied data, providing an all-encompassing view of the competitive environment and intricate competitor profiles. These profiles cover a range of elements such as organizational requirements, marketing tactics, investment strategies, attributes, financial figures, supplier performance reviews, expansion history, and more (Harrison, 2015). Competitor intelligence focuses on gaining insights into competitors, their strategies, intentions, abilities, and current operations (McGonagle and Vella, 2012). It utilizes public resources to expand the data pool on competition and competitors. The initial step in competitive intelligence involves identifying customer needs. This is followed by comprehending the strengths and weaknesses of competitors, forecasting potential actions, and ultimately determining the company's own strengths and weaknesses. It is characterized as the processes through which a company discerns and understands its strengths and weaknesses, and predicts its actions (Wright, 2020). The emphasis on competitors is generally on matters associated with the daily profitable marketing of a company's products or services.

2.1.2.4. Customer Intelligence

Customer intelligence involves gathering and scrutinizing customer data and information to understand their needs and behaviors, thereby enhancing your interactions with them. This process can aid in the development of more efficient marketing strategies, boost customer satisfaction and loyalty, and improve sales performance. Various sources of customer data can be utilized for customer intelligence, including customer feedback, interactions on social media, purchase history, and web analytics (Fahey, 2017). The marketing intelligence system enables marketers to directly observe consumers, manage their concerns, and analyze their discussions about their preferred brands. Numerous organizations deploy trained teams to engage and integrate with consumers who use their

products. These teams closely monitor consumer reactions to the products and use these reactions as feedback. This feedback is then analyzed to shape future marketing goals and strategies.

Building enduring relationships with customers and accurately identifying their needs and desires necessitates an understanding of their purchasing behavior. This behavior is essentially a decision-making process by the customer (Pride and Ferrell, 2020). Marketing managers can leverage the data and information from the marketing intelligence system to forecast sales fluctuations due to economic and political conditions, as well as events that heighten consumer perceptions, trends, and preferences (Solomon, 2021). Furthermore, some future-focused studies would be capable of predicting consumer trends and lifestyle changes that will influence their desires and needs in the upcoming years.

2.1.2.5. Market Intelligence

Market intelligence is the methodical gathering and analysis of information pertinent to a company's markets, utilized to make well-informed decisions about market strategy, penetration, and development (Nwokah, 2019). It involves collecting data about the market, competitors, and customers to understand consumer behavior, industry trends, growth opportunities, and competition. Market intelligence concentrates on the latest marketplace activities and can be seen as the qualitative side of the quantitative data research conducted across various retail markets. Key customer markets to consider include consumer, business, global, and non-profit sectors, as suggested by Askoul (2016).

The process begins with marketers segmenting the market. They identify and profile distinct buyer groups who might prefer or require different product and service mixes by examining demographic, psychographic, and behavioral differences among buyers. After identifying market segments, the marketer decides which ones offer the greatest opportunities and selects them as target markets (Kotler, 2014). Typically, the primary users of market intelligence are the marketing department, market research, and the sales force. Market intelligence also aids those in market planning by providing retrospective data on the success or failure of their sales efforts. Market intelligence is vital for businesses as it assists them in identifying market opportunities and threats, understanding their competitive position, making informed decisions, and developing effective strategies.

2.1.3. Sales Performance

Sales performance is the measure of a sales team's effectiveness in achieving its objectives within a set timeframe, such as monthly or quarterly. It gauges the efficiency with which a sales team meets its revenue and sales targets (Ambler and Riley, 2020). It signifies the capacity to sell products or

services effectively and meet (or surpass) organizational goals within a certain period, whether monthly, quarterly, or annually. High sales performance indicates successful product or service sales, leading to increased revenue and profitability. Sales performance is crucial as it directly affects a company's bottom line. However, achieving substantial outcomes through higher sales growth, sales volume, and profit can be challenging for most companies, as customers often use price as a quality signal. This makes it difficult to achieve the perception of both high quality and low price, which directly impacts sales volume, sales growth, and profit. Essentially, performance evaluation should not be mistaken for filing maps or reports but should be seen as a process that allows for understanding phenomena that progress will lead to better decisions and improved results.

Despite the existence of numerous financial and non-financial measures, the comprehensive evaluation of marketing performance, translated into a clear and reliable universal tool for assessing respective merits, has been somewhat overlooked in the literature (Ambler and Riley, 2020). Moreover, the discipline of marketing has traditionally placed more emphasis on outcomes rather than the processes and systems that enable them. The dominant approaches to assessing marketing performance have been marketing productivity analysis, primarily from an efficiency perspective, and the marketing audit concept, mainly from an effectiveness perspective. However, Morgan (2012) argues that neither of these approaches alone provides a comprehensive framework for an integrated evaluation due to conceptual and implementation limitations.

Sales performance is the measure of the number of products or services sold in the regular operations of an organization within a specified period. It is the quantity of goods sold in number or quantity of units during the regular operating hours of an organization. Sales performance is the sum of several factors including returns, gross sales, delayed shipments, delayed billings, and credit memos as defined by Haskell (1980). Neema (2017) provides the following list of sales activities for successful salespeople: selling, entertainment, working with distributors, attending meetings, working with orders, servicing products, servicing accounts, training and recruiting, travel, and communication. It is also noted that the performance measures operating at various times are not strongly connected and the relationships between different performance measures are not strong.

Sales performance pertains to the volume of deals completed within a predefined period compared to predetermined sales levels (Groza, 2016). Achieving greater sales performance is a crucial aspect for sales leaders as it directly impacts their key performance indicators. It has been conceptualized to include both outcome and behavioral dimensions. Sales outcomes have always been viewed by

performance-oriented salespeople as evidence of their behavioral performance, and thus a positive relationship has been found to exist between the job involvement component of commitment and sales performance. In today's dynamic business environment, organizations that rely on poor information to make key sales and sales performance decisions risk being outperformed by the competition. As organizations become more optimistic about growth opportunities, the pressure is on sales staff to meet ever-higher revenue targets.

A different set of criteria mentioned by Campbell (2020) includes elements that are significant for sales performance such as customer relations, sales volume and ability to achieve quotas, management of expense accounts, company knowledge and product understanding, customer information and competitor comprehension, and time management and planning. From another perspective, his checklist can be effectively summarized into four main objective performance measures such as yearly sales volume, customer relations, profit growth, and gross profit per sale. However, achieving significant outcomes through higher sales growth, sales volume, and profit is believed to be challenging for most companies, in that customers often use price as a quality signal. This makes it difficult to achieve the perception of both high quality and low price that have a direct impact on the volume of sales, growth in sales, and profit.

Essentially, evaluating performance should not be confused with filing maps or reports (reporting system) but instead seen as a process allowing phenomena understanding that progress will lead to better decisions and improved results. As noted by Rust (2014), the importance is not so much the final quantitative score but the understanding of the situations that led to such scores and therefore what can be improved next time. On the other hand, competitiveness theory suggests that marketing performance is a process composed of three stages. Firstly, it identifies superiority sources regarding the firm’s resources and capabilities acquisition, implementation, and development. Secondly, it evaluates superiority positions arising from designing and implementing marketing strategies. Thirdly, it knows the financial and non-financial outcomes as a consequence of the previous ones.

2.1.4. Link between Marketing Intelligence and Sales Performance

Marketing intelligence, the process of gathering, processing, and utilizing marketing data for business decision-making and planning, is crucial in determining sales performance, which is the measure of a salesperson or a sales team's success in meeting an organization's sales targets and goals. The correlation between marketing intelligence and sales performance is a significant area of interest for

both researchers and practitioners, as it can demonstrate the effectiveness of marketing strategies in generating sales results (Rotich (2016).

One potential method to investigate this correlation is to examine the role of alignment between sales and marketing, which refers to the degree of collaboration and cooperation between the sales and marketing departments within an organization. This alignment can aid in the development and implementation of new strategies that respond to market changes, by enhancing the quantity and quality of market data collected and utilized by both departments (Rust, 2014). This can lead to improved customer relationships, customer satisfaction, and customer loyalty, all of which are crucial factors for sales performance.

Another potential method to investigate this correlation is to study the impact of marketing intelligence on a firm's performance in the global market, which can be influenced by various factors such as market orientation, innovation, competitive advantage, and environmental turbulence. A study by Al-Weshah (2017) indicated a positive correlation between marketing intelligence and firm performance in the global market. Specifically, marketing intelligence can assist firms in identifying and exploiting new opportunities, meeting customer demands and preferences, monitoring and responding to competitor actions, and adapting to changing market conditions.

Numerous studies in the literature have attempted to establish a link between marketing intelligence and various performance metrics across different sectors and regions, with mixed results. A study conducted by Rotich (2016) aimed to determine whether the sales performance of Financial Institutions' bancassurance was influenced by marketing intelligence. The impact of marketing intelligence on sales performance was evaluated against indicators such as sales volume, profitability, market share, customer growth, market share, and bancassurance premiums. The results of the regression analysis indicated a strong correlation between marketing intelligence and sales performance indicators.

Therefore, based on the existing literature, it can be concluded that marketing intelligence and sales performance are positively correlated, and this correlation can be influenced or altered by various factors such as sales and marketing alignment, customer loyalty, innovation, and market orientation. However, further empirical research is required to test and validate the proposed models and hypotheses, and to explore the causes and limits of this correlation.

2.1.5. Theoretical Framework

Concerning this study, several relevant theories support the relationship between intelligence and organizational performance. These theories include Perceptual Mapping Theory, Diffusion of Innovation Theory, Positioning Theory, Technology adoption model, Marketing information model, etc. Among them, Schema Theory, Congruence Theory, and Resource-Based View are considered they be the most relevant to show the relationship between marketing intelligence and financial performance. Thus, this study is grounded in three theoretical frameworks: schema theory, congruence theory, and resource-based view theory.

2.1.5.1. Schema Theory

In the world of business and marketing, understanding the concept of Schema Theory can be a powerful tool to improve market intelligence and drive sales performance. Schema Theory, introduced by psychologist Bartlett (1930) is a cognitive framework that helps individuals to organize and interpret information in their minds. It is essentially a way of classifying knowledge and experiences into mental structures or schemas, which enable individuals to make sense of the world around them. When applied to market intelligence and sales performance, Schema Theory can provide valuable insights into consumer behavior, market trends, and competitive landscapes. By understanding the mental frameworks that consumers use to make purchasing decisions, businesses can tailor their marketing strategies and sales approaches to better resonate with their target audience.

One of the key aspects of Schema Theory in relation to market intelligence is the concept of cognitive biases. These biases are mental shortcuts that our brains take in order to process information quickly and efficiently. However, these biases can also lead to errors in judgment and decision-making. By understanding these biases, businesses can anticipate how consumers may perceive their products or services, and adjust their messaging and positioning accordingly (Ray, 2014). For example, the availability bias, which causes individuals to overestimate the importance of information that is readily available to them, can influence consumer perceptions of a brand or product. By recognizing this bias, businesses can ensure that their marketing materials and sales pitches highlight the key features and benefits of their offerings in a way that resonates with consumers.

In conclusion, Schema Theory is a valuable tool for businesses looking to improve their market intelligence and drive sales performance. By understanding the cognitive frameworks that consumers use to make purchasing decisions, businesses can tailor their marketing strategies and sales approaches to better resonate with their target audience. By leveraging Schema Theory, businesses can gain

valuable insights into consumer behavior, market trends, and competitive landscapes, and ultimately drive revenue growth and business success.

2.1.5.2. Congruence Theory

In recent years, the concept of congruence theory has been gaining traction as a framework for understanding the relationship between market intelligence and sales performance. Congruence theory posits that organizational effectiveness is contingent upon the alignment or congruence between various elements within an organization, such as structure, strategy, systems, and culture (Rogers, 2019). When there is alignment between these elements, organizations are better able to achieve their strategic objectives and perform at a higher level.

When applied to the context of market intelligence and sales performance, congruence theory suggests that organizations must ensure that their market intelligence efforts are aligned with their sales strategies and goals. This alignment is critical for maximizing the impact of market intelligence on sales performance(Ismael, 2015). For example, if a company gathers market intelligence that indicates a shift in customer preferences towards a specific product feature, but its sales team is not equipped to effectively communicate the value of that feature to customers, the impact on sales performance will be limited. On the other hand, when market intelligence is used to inform sales strategies and tactics, organizations are better able to identify and capitalize on emerging market trends, anticipate customer needs, and outperform competitors (Lalitha, 2016).

Applying congruence theory to market intelligence and sales performance is that it helps organizations ensure that their efforts in these areas are cohesive and aligned with their overarching business objectives (Mugwe, 2013). By fostering alignment between market intelligence and sales strategies, organizations can achieve greater consistency in their decision-making processes, improve coordination between different departments, and enhance their overall organizational effectiveness.

In conclusion, congruence theory offers a valuable framework for understanding the relationship between market intelligence and sales performance. By fostering alignment between these two critical functions, organizations can leverage their market insights to drive sales growth, enhance customer satisfaction, and achieve sustainable competitive advantage in today's competitive marketplace. As organizations continue to invest in market intelligence and sales performance initiatives, applying congruence theory can help them maximize the impact of their efforts and achieve greater success in the long run.

2.1.5.3. Resource-Based View Theory

The resource-based view, as discussed in numerous scholarly works, sheds light on how marketing intelligence, in the form of information, can serve as a valuable resource for organizations. Ray (2014) delineated between tangible and intangible resources, emphasizing the strategic significance of intangible resources such as information. According to Ray, these intangible resources often play a pivotal role in gaining a sustained competitive advantage compared to tangible assets. Priem and Butler (2020) further underscored the importance of the seminal work by Wernerfelt in 1984 titled 'A Resource-Based View of the Firm', which has had a profound impact on strategic thinking within organizations.

Alongside Porter's influential framework of the five forces in strategy development (Porter, 1980), Wernerfelt's work has inspired many strategists to pursue sustainable competitive advantages, a goal sought after by countless organizations. This emphasis on leveraging resources, particularly intangible ones like information, underscores the critical role that strategic management plays in achieving organizational success. As managers endeavor to outperform competitors and secure a competitive edge in the market, creating an environment that nurtures and maximizes organizational performance becomes paramount. This entails not only recognizing the value of information and other intangible resources but also effectively integrating them into the fabric of the organization's strategy and operations. By doing so, companies can position themselves for long-term success in an increasingly dynamic and competitive business landscape.

In conclusion, the resource-based view offers invaluable insights into the strategic importance of leveraging intangible resources such as marketing intelligence. By understanding the pivotal role of information in gaining a sustained competitive advantage, organizations can chart a path towards strategic success and enhanced performance. As the competitive landscape continues to evolve, embracing a resource-based approach to strategic management remains essential for organizations seeking to thrive in today's complex business environment.

2.2. Empirical Review

2.2.1. Effect of Product Intelligence on Sales Performance

In the examination conducted by Rotich (2016), a study was carried out concerning competition and sales performance within Jordanian baby food companies, supported by empirical evidence. The research entailed a survey of 33 industrial firms listed on the Amman Stock Exchange, where multiple regression analysis unveiled that continuous product differentiation vis-à-vis competitors wielded a

significantly positive influence on sales performance. The study advocated for the enrichment of baby formulas with minerals distinct from those utilized by competitors to potentially heighten the annual sales growth of the companies.

Revisiting Ndungu's (2016) research pertained to the impact of marketing information systems on the organizational performance of Saudi Arabia's hotel industry. Accepting a total of 120 questionnaires from accounting managers and production experts in service companies across three sectors (food, health, makeup, and clothing), the results pinpointed change as the pivotal factor amidst competition and company management dynamics. The study concluded that adapting products based on insights gleaned from competitors markedly shapes firm performance, strategic decision-making, and technology and production quantity optimizations.

Mukangu (2016) delved into the realm of computer-based production systems and their influence on organizational performance within Kenya's fast-moving consumer goods manufacturing sector. Employing a descriptive research design, the study surveyed employees from 144 Kenyan manufacturing firms at their Nairobi headquarters, utilizing a self-administered, semi-structured questionnaire for data collection. The findings illuminated that IT technology amplifies productivity, operational efficiency, cost reduction, and impacts intangible assets such as quality improvement in design processes and inventory management. Based on this, the following hypothesis is proposed:

H1 – Product intelligence has a significant effect on sales performance.

2.2.2. Effect of Business Process Intelligence on Sales Performance

Neema's (2017) scrutiny centered on establishing the nexus between business processes and company performance, tapping into Bahrain Airways employees stationed at the company headquarters in Bahrain County, with a sample size of 333 respondents. Adopting a descriptive research approach, both primary and secondary data analyses were embraced, where the study unveiled that air operators encountered heightened competition due to Bahrain's appealing investment climate, yet augmented their market share via enhanced business processes mimicked from strategic competitors. This illustrates that heightened information systems utilization fortifies firm performance.

Kumar's (2014) study explored the influence of Marketing Information Systems on the efficacy of businesses within India's financial sector, encompassing 504 executives from banks, insurance companies, and similar institutions. The findings highlighted that a significant portion of executives had leveraged MKIS for a considerable period, utilizing it for marketing decisions, operational

planning, market analysis, and product design. This underscores how effective information can underpin a firm's current strategies.

Nwokah (2019) emphasized that organizations positioning themselves ahead of potential threats posed by competitors stand to gain a competitive advantage in the market landscape. The marketing intelligence unit is tasked with evaluating existing business process alterations for strategic threat implications, while the executive team needs to remain vigilant of current or impending competitor threats. From this rationale, the hypothesis is forwarded that

H2 –The business process has a significant effect on sales performance.

2.2.3. Effect of Strategic Competitor Intelligence on Sales Performance

Research conducted by Albert (2019) delved into the effects of marketing information systems on the sales performance of car manufacturing companies operating in Indonesia. The study employed both qualitative and quantitative methodologies, with a sample size of 168 respondents participating in the research. The results of the study revealed that the utilization of marketing intelligence played a pivotal role in enhancing the market share of the companies under examination. Notably, the analysis showed that competitor strategic analysis emerged as a factor influencing sales performance.

Similarly, Kenneth (2013) contributed to the field by investigating the role of sales staff within marketing information systems and their impact on sales performance in the context of the Pakistani mobile industry. This study involved interviews with 235 sales managers and executives. The findings suggested that while information gathered from the sales team and management mainly pertained to pricing details, insights into competitors' strategies (both regarding products and distribution) notably improved sales performance.

Moreover, Robert (2019) conducted a comprehensive study to explore the relationship between marketing intelligence and sales performance within the financial sector of Norway. Employing an explanatory research design, the study revealed a strong correlation between marketing information systems and sales performance indicators. The regression analysis confirmed a robust association between marketing intelligence and sales performance, with a correlation coefficient (R) of .801 and a coefficient of determination (R2) of .641. The implications drawn from this analysis highlighted the substantial impact of competitor intelligence on sales performance within the insurance sector, emphasizing the importance of strategic competitor analysis in meeting sales targets. Based on these findings, the following hypothesis is proposed:

H3 – Strategic Competitor intelligence has a significant effect on sales performance.

2.2.4. Effect of Customer Intelligence on Sales Performance

Fischer and Boynton (2015) investigated the correlation between marketing intelligence and organizational performance, employing an explanatory research design in conjunction with a quantitative approach. A sample of 215 participants was engaged to gather primary data through self-administered questionnaires. The study indicated that the quality of the marketing information system stood out as a pivotal element in meeting the demands of the company's clientele.

Camison (2016) conducted a survey analyzing the impact of customer intelligence on the performance of the banking sector in Nigeria, with the participation of 10 leading banks. The findings unveiled that integrating customer relationship management into business operations substantially bolstered the sales performance of the banks. A strategic approach that aligns competitive positioning with market dynamics and consumer preferences emerges as a reliable predictor of organizational success.

Wagner's (2015) research delved into the factors influencing sales and marketing strategies within Jordanian commercial banks in Aman. Employing a descriptive research design, data was collected from 294 respondents through questionnaires. The outcomes highlighted the significance of the marketing information system in amplifying the sales performance of banks by catering to customer needs and preferences. Notably, a majority of respondents (70.2%) endorsed utilizing customer feedback as a strategic tool for shaping sales and marketing strategies. Based on this explanation, the following hypothesis is proposed:

H4 – Customer intelligence has a significant effect on sales performance.

2.2.5. Effect of Market Intelligence on Sales Performance

Fahey's (2007) research delves into the impact of marketing analysis on organizational performance within Indonesia's electronic market. Through a survey involving 155 middle-level managers from home appliance manufacturers, the study identified that a thorough review of market data significantly correlates with organizational success. The author advocates for the regular evaluation of databases and the utilization of current marketing trends to inform strategic marketing decisions effectively.

Similarly, Akon and Solomon (2018) explored the effects of marketing environment scanning practices on the sales performance of private banks in Senegal. Their study, involving employees from 28 private banks, underscored the necessity of assessing both micro and macro factors due to the inevitability of shifts in consumer behavior.

Gabriela (2016) further elaborated on the importance of leveraging intelligence-created assessments to identify new opportunities and enhance existing strategies, emphasizing the crucial exchanges between strategy and intelligence professionals for sustained growth. Based on this explanation, the following hypothesis is proposed:

H5 – Market Intelligence has a significant effect on sales performance.

2.3. Conceptual Framework

A conceptual framework is a structured approach used to organize and understand complex ideas, theories, or concepts. It provides a systematic and coherent way of thinking about a problem or topic and helps guide research or analysis in a particular field. It typically includes a set of assumptions, concepts, and propositions that form a theoretical framework for understanding a particular phenomenon. It can be used to develop hypotheses, guide empirical research, or provide a framework for evaluating and interpreting data. In this research, the general objective is to investigate the effect of marketing intelligence on sales performance in the case of selected franchised 5-star hotels in Addis Ababa. Referring to Figure 1, the current study comprised independent and dependent variables. The independent variable is marketing intelligence in terms of product intelligence, process intelligence, competitor strategic analysis, customer intelligence, and market intelligence; and the dependent variable is the sales performance of the 5-star franchised hotels. The arrows indicate the direct relationship between independent and dependent variables. The model was adopted from Wanjiku and Peter's (2020) study.

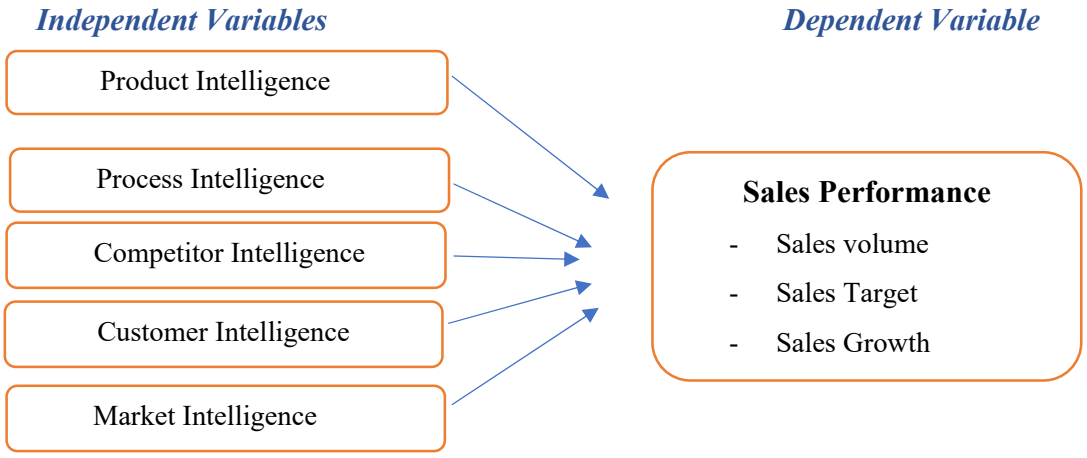

Figure 1. Conceptual Framework of the Study

Source: (Wanjiku and Peter, 2020)

CHAPTER THREE
RESEARCH METHODOLOGY

The purpose of this study is to examine the relationship between marketing intelligence and sales performance. Thus, this research methodology comprises topics related to how the survey is carried out concerning research design and methodological grounds. It commences laying out the research design and approach following sampling techniques, tools, and procedures to be used to collect the data, along with methods of analysis. The reliability and validity of the research and ethical considerations are also addressed in this chapter.

3.1. Research Design

The objective of that study was to conduct a comprehensive investigation into the relationship between marketing intelligence practices and their subsequent influence on the sales performance of franchised 5-star hotels. To achieve this, the research employed an explanatory research design, which is a methodological design that seeks to establish causal relationships between variables.

This research design was utilized to test the proposed hypotheses, with a specific focus on examining the existence and significance of relationships between the independent variables (marketing intelligence practices) and the dependent variable (sales performance). The independent variables in this context included product intelligence, process intelligence, competitor strategic analysis, customer intelligence, and market intelligence. The explanatory research design implies a causal analysis, which is centered on studying how alterations in one or more variables exert influence on another variable (De Vaus, 2016). This type of analysis is particularly suitable for this study as it aimed to elucidate the impact of various facets of marketing intelligence on sales performance.

In essence, the study sought to provide a deeper understanding of how different marketing intelligence practices could potentially enhance sales performance in the context of franchised 5-star hotels. The findings from this research could offer valuable insights for hotel management and marketing teams, enabling them to make more informed decisions and strategies to improve their sales performance. It's important to note, however, that while the study aimed to establish causal relationships, the findings should be interpreted with caution, considering other potential influencing factors and the specific context of the franchised 5-star hotels in the study.

3.2. Research Approach

A research approach is a method of inquiry that provides specific guidance for procedures in a research design. Saunders (2012) categorizes scientific research approaches into three types: quantitative, qualitative, and mixed research. For that study, a quantitative research approach was utilized to address the raised research question and test the posited hypotheses. Quantitative research is the systematic and scientific exploration of quantitative properties or phenomena and their relationships. It aimed to formulate and apply mathematical models, theories, and hypotheses related to natural phenomena (Creswell, 2013). Therefore, in that context, employing a quantitative approach to assess and measure employees' perceptions of marketing intelligence and their impact on sales performance was deemed suitable

3.3. Target Population

The target population in a study refers to the group of individuals or objects that the research intended to study and draw conclusions from. This group is characterized by specific attributes that distinguished them from the general population (Kothari, 2004). Identifying the target population was an essential step in research design. It set a clear direction on the scope and object of the research and data types. According to the Federal Ministry of Trade (MoT) database (2022), there were eight 5-star hotels in the city, six of which were franchised brands namely Hyatt Regency, Marriott, Sheraton, Radisson, Golden Tulip, and Grand Palace. This study focused on the sales, marketing, and customer handling staff of the above six selected franchised hotels because they were well-known and had extensive experience in adopting and adapting the latest information technologies. Businesses could also use internal teams such as purchasing, finance, research & development, customer representatives, marketing and sales departments to gather competitor insights, customer feedback, and market trend data.

Therefore, the study considered the sales and marketing staff of these six franchised 5-star hotels in Addis Ababa. As of December 2023, according to the Ministry of Labor and Social Affairs, there were 471 sales, marketing, and customer handling staff including their supervisors who were considered as the study population. They were individually and collectively involved in the marketing intelligence of their companies as they gathered, analyzed, and communicated all sales performance data. Moreover, sales performance and its measurement were likely to be conducted with their direct involvement, and as such, any challenges arising from marketing and intelligence would be known to them.

3.4. Sample Size

There are three sampling strategies in use to select the targeted respondents from the sample frame, namely probability, non-probability, and mixed sampling methods (Creswell, 2010). Probability sampling applies a random (equal chance) selection, while non-probability is subjective and relies on the researcher's decision or reasoning. Mixed sampling is the composition or mixture of both probability and non-probability sampling techniques. The sampling frame constitutes a total of 471 sales and marketing staff population. Determining sample size is a very important issue because samples that are too large are uneconomical while too small samples may lead to inaccurate results. When the size of the population is known, the sample size will be calculated based on Yemane's (1967) formula for proportionality of the sample for the known population. Since the exact total population is known, the sample size determination formula was used to estimate the sample size.

$$n = \frac{N}{1 + Ne^2} = \frac{471}{1 + (471 * 0.05^2)} \cong 216$$

Where: n = required sample size; N = Total Population; e = Tolerable error (0.05)

Therefore, a total of 216 sample respondents were expected to be contacted to disseminate the survey questionnaire. The distribution of the targeted population and their proportionate sample sizes are illustrated in Table 1.

Table 1:Proportionate Sample Size

Stratum	No. of Staff – population (a)	Population Proportion (b = a/471)	Calculated Sample Size (c)	Sample Proportion (d = b*c)
Hyatt Regency	73	15.5%	216	34
Marriott	66	14.0%	216	30
Grand Palace	70	14.9%	216	32
Radisson	90	19.1%	216	41
Sheraton	103	21.9%	216	47
Golden Tulip	69	14.6%	216	32
Total	**471**			**216**

(Source: Ministry of Labor and Social Affairs Database, 2023)

3.5. Sampling Technique

There are a variety of sampling methods available for selecting a representative sample size from a sampling frame. These methods fall into probabilistic, non-probabilistic, and mixed sampling. Probabilistic sampling might not have been feasible if it was difficult to obtain a complete list of the sampling frame and if the randomly selected elements were not readily accessible within a specific data collection period. In this particular case, obtaining a comprehensive list of staff from the chosen five-star hotels was challenging due to the sensitive nature of HR attrition cases in the Ethiopian hotel industry. As a result, the purposive and convenient non-probability sampling technique was deemed suitable for selecting the necessary sample size from the target study population, even though the generalizability of the findings to the larger population might have been limited. Purposive sampling was particularly appropriate as the sales and marketing staff, who were part of the marketing decision-making process in the franchised hotels, were well-positioned to adequately address the objectives.

3.6. Data Type and Source

As articulated by Catherine (2017), data collection can be classified into two main categories: primary and secondary, or a combination of both. Primary data are those that are originated by the researcher specifically for addressing the research problem at hand. These data are typically collected through methods such as surveys, interviews, or experiments, and are tailored to the unique needs and objectives of the study.

Secondary data, on the other hand, consist of information that has been previously collected for a different purpose. Despite not being initially gathered with the current research question in mind, secondary data can still provide valuable insights and contribute to the understanding of the research problem (Saunders, 2010). In this study, only the primary source of data from the target respondents collected for analysis as there is no secondary data available that matches the objective of the study.

3.7. Data Collection Instrument

The questionnaire was used for the collection of primary data from targeted respondents. The questionnaire was one of the primary data-gathering survey instruments where respondents wrote answers to questions posed by the researcher on a question form. It helped to ask or address identical questions to several respondents to gain data to be analyzed. The reason for selecting a questionnaire in this research was because it had the merit of giving adequate time for informants to respond. It was also economical and allowed one to easily approach respondents (Wilkinson and Birmingham, 2003).

A structured questionnaire was prepared to collect the data. A structured questionnaire is a questionnaire in which there are definite, concrete, and pre-determined questions. The questions were presented with the same wording and in the same order to all respondents. Resort was taken to this sort of standardization to ensure that all respondents replied to the same set of questions (Kombo, 2011). Thus, a structured questionnaire was adopted from a previous similar study by Suleiman (2022) to collect quantitative data to address the objectives of this study.

The questionnaire had two parts. The first section covered the demographic profile of the participants in terms of gender, sex, education, experience, and the hotels in which he/she was currently engaged. The next sections, adopted from Wanjiku and Mwaura (2020), contained a total of 28 statements explaining the independent variables (marketing intelligence) and the dependent variable (sales performance).

- Marketing intelligence is measured by product intelligence (6 statements), process intelligence (6), strategic competitor intelligence (6), customer intelligence (5), and market intelligence(5). A 5-point Likert Scale is used to measure each attribute on a scale of 1 - 5 by representing 1 – strongly agreed to 5 – strongly agreed.
- Similarly, the Sales Performance (5) variable is measured in terms of increment in sales volume, achieving targeted sales, and annual growth. It is also measured by using the 5-point Likert Scale. The scale ranges from 1 – 5 by representing 1 – strongly agreed to 5 – strongly agreed.

3.8. Data Collection Procedure

Before the actual data collection, a pilot test of the questionnaire was conducted with a small sample of the population (30 sample respondents from Intercontinental Addis Hotel in Addis Ababa. In this case Intercontinental Addis Hotel was selected to conduct the pilot test as the hotel is almost similar in organizational structure as well as human resource management. Nonetheless, the respondents who participated in the pilot test were intentionally excluded from the main survey. This helped in identifying any issues with the questions and making necessary adjustments.

Once the instrument was finalized, the questionnaires were scheduled and distributed to the identified staff members. For questionnaires, it was ensured that the questionnaires were returned and stored safely. After the data collection, the responses were reviewed for completeness, and follow-up was conducted with the participants if there were any missing or unclear responses. Finally, the data was

analyzed to identify trends, patterns, and key themes related to marketing intelligence and sales performance. Throughout the process, the privacy and confidentiality of the participants were ensured, and their informed consent was obtained before collecting the required data.

After the instrument was developed, the next steps were distributing the questionnaires and collecting the data back following the sampling procedure and technique stated in the previous part. The research was conducted in person for the fulfillment of the academic requirement. A total of 216 questionnaires were distributed to the selected staff of franchised 6-star hotels in Addis Ababa. Volunteer respondents who were selected conveniently filled out the questionnaires accordingly after giving their full consent and being briefed on the purpose. The research had been conducted in person for the fulfilment of the academic requirement. The questionnaires had been distributed to the selected staff of franchised 5-star hotels in Addis Ababa.

3.9. Data Analysis and Presentations

Data in this study analyzed using both descriptive and inferential statistics. Descriptive statistics is used to interpret data in general and for testing hypotheses and investigating research objectives inferential method is used using the statistical package for social science (SPSS) version 22. Descriptive statistics applied to interpret the demographic variables of the respondents, mean, and standard deviations of each study variable; whereas inferential statistics is used for testing hypothesis, correlation, and multi-regression analysis. Tables and graphs used to present the results pictorially.

Multiple linear regression analysis is a statistical technique used to create a mathematical model that illustrates the relationships between variables. This model can be used to predict the value of a dependent variable based on the value of the independent variable (Kothari, 2004). The primary goal is to determine how marketing intelligence practices impact sales performance. This is measured in terms of the coefficient of determination (R2 value), ANOVA Test (p-values), and the regression coefficient (beta coefficient), which signify the importance of each relationship. Therefore, the empirical model used in this study is designed as a multi-regression analysis model to examine the individual effect of each independent variable. To do so, the relationship between the variables is formulated as:

The effect of marketing intelligence elements on sales performance:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

Where:

Y = Sales Performance;

x_1 = Product intelligence; x_2 = Processintelligence; x_3 = Strategic Competitor intelligence;

x_4 = Customer intelligence; x_5 = Market intelligence;

e = error term; β_0 = constant, term; $\beta_{1,2,3,4,5}$ = coefficient terms.

3.10. Validity Test

The validity of a measurement tool is fundamentally determined by its ability to accurately capture the construct it was intended to measure (Saunders, 2010). In the context of this study, copies of the survey instrument were disseminated tothe assigned advisor and marketing experts of different hotels in Addis Ababa for their critical review and feedback. This process aimed at ensuring the construct, content, criterion, and face validity of the instrument, thereby aligning it with the objectives of the study. Any element deemed irrelevant or extraneous to the study were meticulously eliminated, while pertinent ones were collated and incorporated into the instrument.

The study employed both content and face validity to ascertain the validity of the research. Content validity pertained to the extent to which a measurement instrument comprehensively covered the construct under study. In other words, it assessed whether the research items adequately measured the variables of interest in the study. Face validity, conversely, involves a superficial review of the instrument. It was a subjective assessment that considered whether, at face value, the instrument appeared to measure the construct it was intended to measure. The validity of the research instrument was derived from the various questions posed to the respondents (Trochim, 2019).

To ensure the validity of the scale, the student researcher conducted a pre-test at Intercontinental Addis Hotel using the questionnaires. Intercontinental Addis was selected for the reason that the Hotel is rate 5-Star as well as has similar organizational structure and human resource capacity to the franchised 5-Star hotels in the city. This pre-test served to identify and rectify any missing data in the questions as well as to ensurethat the questions posed to the respondents were clear, concise, and articulated in a manner that facilitated accurate responses. This rigorous process underscored the researcher's commitment to upholding the validity of the study.

3.11. Reliability

Reliability, as defined by Mugenda (2003), is the capacity of a research tool to yield stable results over multiple iterations. A reliability calculation is employed to determine the mean reliability coefficient estimates for Cronbach's Alpha, with a significance level of $p \leq 0.05$. Utilizing the Cronbach Coefficient to assess the reliability of the tool allows for the evaluation of the robustness of items included in the questionnaire. A coefficient ranging from 0.7 to 1.0 indicates a high consistency of items used in the questionnaire.

Table 2:Results of the Reliability Test

Variables	**No. of Items**	**Cronbach's alpha Coefficients**
Product intelligence	6	0.794
Process intelligence	6	0.703
Strategic Competitor intelligence	6	0.778
Customer intelligence	5	0.742
Market intelligence	5	0.719
Sales Performance	5	0.813
Total Reliability	33	0.887

(Source: Own Survey, 2024)

The data provided in Table 2 delineates the results of a reliability test for a scale designed to measure marketing intelligence dimensions namely product intelligence, processintelligence, strategic competitor intelligence, customer intelligence and market intelligence as well as the sales performance. Each variable is associated with a specific number of items and a Cronbach's alpha coefficient. The Cronbach's alpha coefficients range from .703 to .813 for the individual factors measured by five items, indicating a high level of internal consistency. The overall reliability of the scale for a total of 33 items is also high, with a Cronbach's alpha of .887. The high Cronbach's alpha values suggest that the scale is a reliable tool for measuring the aforementioned factors. Thus, the scale presents a comprehensive and reliable scale, thereby enhancing the validity of the research findings in this domain.

3.12. Ethical Considerations

When undertaking business research, it's crucial to adhere to ethical principles. These principles can be grouped into four main categories: potential harm to participants, absence of informed consent, violation of privacy, and deception (Bryman, 2011). In the context of this study, while there are questions about the respondent's age and gender, this information is insufficient to identify an individual. The second ethical principle, informed consent, is also important. The third principle pertains to privacy invasion. In this study, respondents have the option to skip any question they deem sensitive. Moreover, the study is not sensitive in nature, which may increase respondents' willingness to participate. The fourth principle, deception, occurs when respondents are misled about the research's purpose. After taking these ethical principles into account and meeting all requirements, the study can be deemed ethical.

CHAPTER FOUR
DATA ANALYSIS AND INTERPRETATION

The study aimed to examine the relationship between marketing intelligence and sales performance in the context of franchised 5-star hotels in Addis Ababa. The primary data were collected through a self-administered questionnaire featuring the personal information of the respondents, five dimensions of marketing intelligence, and sales performance based on the perception of sales and marketing staff of the selected hotels in Addis Ababa.

4.1. Response Rate

Table 3: Response Rate

Questionnaires	Distribution	Percentage (%)
Total distributed	216	100.0
Unreturned questionnaires	16	7.4
Returned questionnaires	200	92.6
Response errors	8	3.7
Total valid and usable	192	88.9

Source: Own Survey, 2024

Table 3provides a comprehensive overview of the response rate for the questionnaires distributed in the study. Initially, a total of 216 questionnaires were disseminated among the participants. However, 16 of these questionnaires were not returned, accounting for 7.4% of the total. Despite this, the study saw a high return rate with 200 questionnaires returned, indicating a strong engagement level among the participants at 92.6%. Among the returned questionnaires, 8 were found to have response errors, which constituted 3.7% of the total distributed and 4% of the returned questionnaires. These errors could be attributed to various factors such as misunderstanding of questions or incomplete answers. After accounting for these errors, the study was left with 192 valid and usable questionnaires, making up 88.9% of the total distributed. This high validity rate suggests that the collected data is likely representative and reliable for further analysis. However, the presence of response errors underscores the importance of designing clear and concise questionnaires to minimize misunderstandings and maximize data usability. It also highlights the need for follow-ups with participants to ensure complete and accurate responses.

4.2. General Information about the Respondents

Table 4 refers to the demographic profiles of the respondents. It constitutes gender, age, educational qualification, monthly salary, and work experience in their respective hotels.

Table 4. Demographic Characteristics of Respondents

Category		Frequency	Percent
Gender	Male	108	56.3
	Female	84	43.8
	Total	**192**	
Age	21-30	37	19.3
	31-40	99	51.6
	41-50	51	26.6
	>50	5	2.6
	Total	**192**	
Education	First Degree	104	54.2
	Masters	88	45.8
	Total	**192**	
Income	<15000	94	49.0
	15000-30,000	56	29.2
	30,001 - 45,000	31	16.1
	> 45,000	11	5.7
	Total	**192**	
Experience	5 years and Lesser	21	10.9
	6 - 10 years	56	29.2
	11 - 15 year	88	45.8
	15 years and above	27	14.1
	Total	**192**	

Source: Own Survey, 2024

Regarding the gender distribution of the respondents involved in the study, out of the total 192 respondents, 108 were male, accounting for 56.3% of the total. On the other hand, there were 84 female respondents, making up 43.8% of the total respondents. In summary, the study had a slightly

higher representation of males than females, but overall, the gender distribution was relatively balanced. This merely indicates the sampling diversity of more male respondents compared to female counterparts but, with the scope and the sample size of this study, it would be hard to reach conclusive remarks as to what this gender discrepancy means. Conceivably, further investigation with a specific emphasis on gender might examine this issue from a gender-related perspective.

The age distribution of the respondents was as follows: 37 (19.3%) were between the ages of 21-30, the majority of respondents, 99 (51.6%), belonged to the ages of 31-40. While 51 respondents (26.6%) were between the ages of 41-50, and a small group of 5 (2.6%) were over the age of 50.The age distribution suggests that the majority of the respondents were in their early to mid-career stages (ages 31-40). This could indicate that they are likely to be familiar with current marketing intelligence practices and their impact on sales performance.

Regarding the educational background of the respondents, 104 respondents (54.2%) held a first degree, while 88 respondents (45.8%) had a master's degree, implying that higher educational qualification holders are eligible for sales and marketing positions in the stated hotels. The high level of education among respondents (with all holding at least a first degree) suggests that they would have the necessary knowledge and understanding to provide informed responses about the effect of marketing intelligence practices on sales performance. The student researcher believes that it's because of the large number of unemployed graduates, which increases the chance of choosing the holders of a bachelor's degree because they are less expensive than those with postgraduate studies.

The income distribution was as follows: 94 respondents (49.0%) had an income of less than 15,000, 56 respondents (29.2%) earned between 15,000 - 30,000; while 31 respondents (16.1%) had an income between 30,001 - 45,000, and the rest 11 respondents (5.7%) had an income over 45,000. The wide range of income levels among the respondents could reflect different roles and positions within the hotel industry. This diversity could provide a broad perspective on how marketing intelligence practices impact sales performance across different levels of the organization.

Regarding experience, 21 respondents (10.9%) had 5 years or less of experience, 56 respondents (29.2%) had between 6 and 10 years of experience, the majority, 88 respondents (45.8%), had between 11 and 15 years of experience, and 27 respondents (14.1%) had over 15 years of experience. he substantial experience of most respondents in their fields means they would have had ample

opportunity to observe and understand the effects of marketing intelligence practices on sales performance over time.

These figures provide a comprehensive demographic breakdown of the respondents, which is crucial for understanding the context of their responses regarding the effect of marketing intelligence practices on sales performance in franchised hotels. The diversity in age, education, income, and experience among the respondents ensures a wide range of perspectives and experiences, enriching the study's findings. However, these demographic factors should be taken into account when interpreting the results, as they could influence the respondents' perceptions and experiences.

4.3. Descriptive Statistics of Study Variables

The study variables, which encompass marketing intelligence practices in terms of product intelligence, process intelligence, strategic competitor intelligence, customer intelligence, and market intelligence, are presented through descriptive statistics to illustrate the central tendency and variation of respondents' perceptions.

As per Best (2010), the scale was designed such that if the mean scored value fell within the range of 1.01 – 1.80, respondents were considered to strongly disagree; a range of 1.81 – 2.60 indicated disagreement; a range of 2.61 - 3.40 suggested neither agreement nor disagreement; a range of 3.41 – 4.20 indicated agreement; and a range of 4.21 – 5.00 signified strong agreement. In terms of variability, a standard deviation below 1.0 was indicative of relatively less variability in the observed responses, while a standard deviation greater than 1.0 was often considered as high variability (Field, 2019). This information provides valuable insights into the distribution and variability of respondents' perceptions regarding the various aspects of marketing intelligence practices.

Table 5 provides an analysis of the product intelligence practices at franchised 5-star hotels in Addis Ababa, focusing on their impact on sales performance. The respondents agreed that the hotels gathered sufficient information on market prices (mean 4.21, SD 1.428) and the quality of services offered in the market (mean 4.25, SD 1.418). This indicated that the hotels were proactive in understanding market dynamics, which is crucial for competitive positioning and sales performance.

Table 5.Description of Product Intelligence Practice (n = 192)

Description	Mean	SD.
The hotel gathers enough information to find out the prices of hotel services on the market.	4.21	1.428
The hotel uses all possible sources to gather information on the kind /quality of services offered in the market.	4.25	1.418
The hotel is working on improving the showing of services (promoting more relevant benefits from the results of the information analysis).	3.74	1.622
The hotel measures the level of its product/service in comparison with competitors' specifications.	3.79	1.581
The company is developing its services and adding features to its content benefiting from the information available to them.	3.71	1.668
The hotel focuses on techniques for modifying current products strategies.	3.87	1.548
Average	**3.93**	**1.086**

Source: Own Survey, 2024

The respondents somewhat agreed that the hotels were working on improving their services based on market intelligence (mean=3.74, SD 1.622), and that they measured their product/service level in comparison with competitors' specifications (mean 3.79, SD 1.581). This suggested that while there were efforts to improve services and perform competitive benchmarking, there might be room for further enhancement.

The respondents also somewhat agreed that the hotels were developing their services and modifying their marketing strategies based on the available information (mean 3.71, SD 1.668 and mean 3.87, SD 1.548 respectively). This indicated that the hotels were leveraging marketing intelligence for product/ service development and strategy modification, which can contribute to sales performance. On average, the respondents somewhat agreed with the statements (mean 3.93, SD 1.086), indicating a positive perception of the hotels' product intelligence practices. However, the relatively high standard deviations suggested some variability in the responses, indicating differing perceptions among the respondents. These insights provided a valuable understanding of the role of product intelligence in influencing sales performance in franchised 5-star hotels in Addis Ababa.

Table 6.Description of Business Process Intelligence Practice (n = 192)

Description	Mean	SD.
The hotel has a flexible human resource policy to develop competence in information gathering.	4.01	1.485
The hotel allocates a sufficient budget to mitigate hindrances against precise information gathering.	3.47	1.582
The hotel is working to cancel unnecessary processes or refined activities based on the information gathered from the market.	3.64	1.586
The company is working to open a way for customers to communicate with them and to participate in determining the appropriate services for their needs.	3.34	1.803
The hotel focuses on internal processes/techniques of modifying the current marketing product strategy.	3.56	1.574
The company is reviewing the activities/ operations of its different units based on the information gathered from the market.	3.55	1.524
Average	**3.59**	**1.013**

Source: Own Survey, 2024

The data in Table 6 illustrates an analysis of various operational aspects of the franchised 5-star hotels in Addis Ababa, with a focus on their impact on sales performance. The overall average score for all items is 3.59, with a standard deviation of 1.013. This suggests that hotels generally engage in business process intelligence practices to a moderate extent. However, the considerable variation in scores indicates that different hotels may approach this aspect of their business strategy differently, possibly due to differences in market conditions, competitive intensity, or strategic focus. More specifically, the highest mean score (4.01) is associated with the hotel's flexible human resource policy to develop competence in information gathering. This suggests that most hotels are proactive in developing their human resources for effective information gathering. However, the standard deviation of 1.485 indicates there is considerable variation in responses, suggesting differing views among the hotels surveyed.

Remarkably, the hotel's effort to open a way for customers to communicate with them and to participate in determining the appropriate services for their needs scored the lowest mean score (3.34). This suggests that customer communication and participation is an area that could be improved. The high standard deviation (1.803) further indicates a wide range of responses, suggesting varying levels of customer engagement across the hotels. Same vein, the item with the second-lowest mean score

(3.47) pertains to the hotel's effort to allocate a sufficient budget to mitigate hindrances against precise information gathering. This lower score suggests that this aspect of business process intelligence is less emphasized. Yet, the high standard deviation (1.582) indicates a wide spread of responses, implying a diversity of practices among the hotels.

Table 7. Description of strategic competitor intelligence, (n = 192)

Description	Mean	SD.
The hotel identifies its existing/ potential competitors through the data gathering.	3.72	1.609
The hotel gathers data to determine the size of competitors' investments.	3.67	1.459
The hotel uses the reports/information published regarding the knowledge, objectives, plans, policies, or tactics of competitors.	3.66	1.695
The hotel benefits from the information received to avoid competitors' surprises (or reduce the time of the company's reactions).	3.53	1.675
The hotel undertakes a strategic analysis of its competitors' products/services to develop tailor-made products for its customers.	3.74	1.599
Overall, the hotel often monitors its strategic competitors' move to react accordingly.	3.63	1.661
Average	**3.66**	**1.114**

Source: Own Survey, 2024

The results in Table 7 provides a quantitative assessment of strategic competitor intelligence practices within the hotel industry based on the respondents' perception. The overall average score for all items is 3.66, with a standard deviation of 1.114. This suggests that hotels generally engage in strategic competitor intelligence practices to a moderate degree. However, the significant variation in scores indicates that different hotels may approach this aspect of their business strategy differently, possibly due to differences in market conditions, competitive intensity, or strategic focus.

More specifically, the respondents agreed that the hotels' initiative to conduct a strategic analysis of its competitors' products/services to create customized products for their customers (mean 3.74, standard deviation 1.599). This indicates that a majority of hotels are actively analyzing their competitors' offerings and adapting their own products and services accordingly. However, the standard deviation of shows a significant variation in responses, indicating diverse perspectives among the surveyed respondents. Similarly, the hotel's initiative to identify its existing or potential competitors through information gathering was perceived positively as scored with the second-highest average (3.72) is.

This indicates that most hotels are actively identifying their competitors. The standard deviation of 1.609 further shows a broad range of responses, suggesting varying levels of emphasis on competitor identification across the hotels. Conversely, the item with the lowest average score of 3.53 (standard deviation 1.675) is related to the hotel's initiative to utilize the information received to prevent unexpected moves from competitors or to reduce the company's reaction time. This lower score suggests that this aspect of strategic competitor intelligence is not as emphasized despite a variety of practices among the hotels.

Table 8. Description of Customer Intelligence Practices, (n = 192)

Description	Mean	SD.
The hotel continuously gathers data about changes in customers' needs and wants.	4.26	1.463
The hotel exerts effort to understand customers' consideration in buying its products/ services.	3.46	1.558
The hotel adopts different tools (like Customer Relationship Management, Data Management Platform, etc.) to understand customer's purchase decision.	2.86	1.815
Overall, the hotel analyses information to gain 360-gegree view of its customers.	3.42	1.877
The hotel continuously gathers customer feeling after-sales stage.	2.83	1.817
Average	**3.37**	**1.202**

Source: Own Survey, 2024

The results in Table 8 indicates the perception of the respondents regarding customer intelligence practices of the selected hotels. The overall average score for all practices is 3.37, with a standard deviation of 1.202. This suggests that hotels generally implement customer intelligence practices to a moderate degree. In particular, the hotel's ongoing effort to collect information about changes in customers' needs and wants was strongly acknowledged (Mean 4.26, standard deviation 1.463). This suggests that majority are actively keeping track of their customers' changing needs and preferences.

On the other hand, the practice with the lowest average score (2.83) pertains to the hotel's effort to continuously collect feedback from customers after the sales stage. This lower score suggests that this aspect of customer intelligence is not as prioritized. However, the high standard deviation (1.817) indicates a wide range of responses, suggesting a variety of approaches among the hotels. The practice with the second-lowest average score of 2.86 (standard deviation 1.815) is the hotel's use of various tools (like Customer Relationship Management, Data Management Platform, etc.) to understand the customer's purchase decision. This suggests that the adoption of such tools is not common among the

hotels, suggesting varying levels of tool usage across the hotels. However, the significant variation in in all scores indicates that different hotels may have different approaches to customer related strategy, possibly due to differences in market conditions, competitive intensity, or strategic focus.

Table 9. Description of Market Intelligence Practices, (n = 192)

Description	Mean	SD.
The hotel analyzes the opportunities based on the data gathered from the market.	3.58	1.829
The hotel analyzes the rivals' risks based on the data gathered from the market.	3.60	1.745
The hotel analyzes its strengths or how its weaknesses can be improved through hotel service assurance.	3.54	1.712
The hotel reviews regulatory laws to ensure pertinent data on the hotel has gotten.	3.37	1.726
The hotel focuses on identifying ways to modify its current strategy to add value for customers.	3.42	1.729
Average	**3.50**	**1.200**

Source: Own Survey, 2024

Table 9 illustrates the perception of respondents regarding the market intelligence practices within the hotel industry. The practice with the highest average score of 3.60 (standard deviation of 1.745) is associated with the hotel's initiative to evaluate the risks of rivals using market data, indicating that a majority of hotels are actively assessing their competitors' risks. On the contrary, the practice with the lowest average score (3.37 with standard deviation (1.726) pertains to the hotel's initiative to review regulatory laws to ensure relevant hotel data has been collected. This lower score suggests that this aspect of market intelligence is not as emphasized. Interestingly, the practice with the second-highest average score of 3.58 with standard deviation of 1.829is the hotel's initiative to analyze opportunities using market data. This suggests that most hotels are actively identifying market opportunities despite varying levels of emphasis on opportunity identification across the hotels.

Overall, on average, the hotels generally implement market intelligence practices to a moderate degree (mean score 3.50, standard deviation 1.200). While the importance of market intelligence is recognized within the hotel industry, there appears to be potential for enhancement, particularly in the review of regulatory laws to ensure the acquisition of relevant data. The wide range of responses also suggests the existence of differing viewpoints on the importance or effectiveness of these practices, indicating a need for further investigation.

Table 10. Description of Overall sales performance, (n = 192)

Description	Mean	SD.
The hotel has managed to reduce process delays to enhance service delivery rates.	3.45	1.364
The use of marketing information systems has enabled the hotel to achieve its target.	4.22	.973
Continuously increased the number of products/ services due to the use of marketing intelligence systems.	4.24	.873
Adoption of marketing information systems has led to increased market share.	3.41	1.362
Overall marketing efficiency of the hotel has been enhanced due to the effective use of information systems.	3.43	.822
Average	**3.75**	**.836**

Source: Own Survey, 2024

In Table 10, an insightful analysis of sales performance practices in the hospitality sector is presented based on a survey involving 192 participants. Overall, the mean score for all practices is 3.75, with a standard deviation of 0.836, indicating positive sales performance driven by efficient information system usage. More specifically, the top-rated practice, scoring 4.24, involves expanding products/services through the use of marketing intelligence systems. This suggests a proactive approach by many hotels in diversifying their offerings. The low standard deviation of 0.873 indicates a consensus among respondents in this area. Notably, the second-highest scoring practice (4.22) involves hotels using marketing information systems to meet their targets effectively. This suggests that many hotels are achieving their objectives through these systems. The moderate standard deviation of 0.973 reflects differing levels of success. Conversely, the practice receiving the lowest score (3.41 with standard deviation of 1.362) relates to using marketing information systems to increase market share, suggesting this area may not be a primary focus. However, the high indicates varied opinions and strategies among hotels.

In conclusion, while hotels acknowledge the importance of information systems in sales performance, there is room for improvement, particularly in enhancing market share through marketing information systems. The wide range of responses highlights differing views on the effectiveness of these practices, suggesting a need for further exploration.

4.4. Inferential Analysis

Inferential statistics can help to provide explanations for a situation or phenomenon. It allows researchers to draw conclusions based on extrapolations and is thus fundamentally different from

descriptive statistics, which simply summarize the data that has been measured. In this study, inferential statistics are adopted to examine the relationship between marketing intelligence and sales performance. To do so, correlation tests, the assumption for regression model tests, and finally multi-regression analysis are performed in terms of model summary, ANOVA test, and beta coefficient determination to address the study's objectives.

4.4.1. Correlation Test

In research, a correlation coefficient serves as a valuable metric for summarizing how two variables are related. Spanning from -1.0 to 1.0, this number encapsulates the strength and direction of the relationship between the variables. Employing Pearson's correlation coefficient, researchers can precisely quantify this relationship. According to Field (2005), the correlation value aids in gauging the strength of association between variables. A correlation coefficient falling within the range of 0.1 to 1.0 signifies varying degrees of relationships - weak at 0.29, moderate between 0.3 and 0.49, and strong beyond 0.5. In this particular study, Pearson correlation was utilized to scrutinize how each independent variable interplays with the dependent variable, employing a two-tailed statistical test for significance at a 95% confidence level with a threshold of <0.05 for statistical significance.

Table 11: Relationships between Marketing Intelligence and Sales Performance

Dimensions	PROD	PROC	COMP	CUST	MKT	SPER
Product Intelligence	1					
Process Intelligence	.331**	1				
Strategic Competitor Intelligence	.227**	.323**	1			
Customer Intelligence	.180*	.238**	.310**	1		
Market Intelligence	.312**	.456**	.277**	.343**	1	
Sales Performance	.418**	.539**	.546**	.463**	.630**	1

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

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

Source, Own Survey, 2024

The results of the correlation test in Table -11 shows a correlation matrix. It shows the relationships between different types of marketing intelligence and sales performance. More specifically,

- **Product Intelligence (PROD)**: It has a moderate positive correlation with Sales Performance (SPER) at 0.418. This suggests that better product intelligence can lead to improved sales performance.

- **Process Intelligence (PROC)**: It has a strong positive correlation with Sales Performance at 0.539. This indicates that understanding the processes can significantly enhance sales performance.
- **Strategic Competitor Intelligence (COMP)**: It also has a strong positive correlation with Sales Performance at 0.546. This implies that having strategic information about competitors can greatly boost sales performance.
- **Customer Intelligence (CUST)**: It has a moderate positive correlation with Sales Performance at 0.463. This means that knowing customer preferences and behaviors can lead to better sales performance.
- **Market Intelligence (MKT)**: It has the strongest positive correlation with Sales Performance at 0.630. This suggests that comprehensive knowledge of the market is the most influential factor in improving sales performance.
- The asterisks denote the significance level of the correlation, with ** ($p < .05$) indicating a higher significance level than * ($p < .01$). This means that the correlations marked with ** are more statistically significant and reliable.

In conclusion, all types of marketing intelligence have a strong positive impact on sales performance, with Market Intelligence being the most influential. This underscores the importance of comprehensive market knowledge in driving sales performance.

4.4.2. Assumptions of Regression Test

Multiple regression is an analysis that assesses whether one or more predictive variables explain the dependent (criterion) variable. The regression assumptions are linear relationship, multicollinearity, multivariate Normality, and Homoscedasticity.

Multicollinearity - Multicollinearity in linear regression analysis assumes the absence of highly correlated predictor variables. Detecting and addressing this issue is crucial as it can lead to unreliable outcomes within the model. Prior to executing linear regression using the Ordinary Least Squares Method, it is imperative to scrutinize for multicollinearity, which manifests as elevated correlations among some of the independent variables. A key tool for this examination is the Variance Inflation Factor (VIF), which quantifies the impact of intercorrelations between independent variables on the accuracy of regression estimates. Ideally, the VIF should not exceed 10, and a Tolerance value (1/VIF)

below 0.1 signals potential multicollinearity concerns. Conversely, a Tolerance value above 0.1 indicates an absence of such issues within the model (Hair, 2004).

Table 12:Collinearity Assumption Test

Model	Collinearity Statistics		
	N	Tolerance	VIF
Product Intelligence	192	.846	1.181
Process Intelligence	192	.720	1.388
Strategic Competitor Intelligence	192	.823	1.215
Customer Intelligence	192	.829	1.206
Market Intelligence	192	.709	1.411

Source: Own Survey, 2024)

Examination of VIF and Tolerance values presented in Table 12 reveals VIF figures ranging from 1.181 to 1.411 and Tolerance values between 0.709 and 0.846, suggesting no collinearity problems in this specific analysis. This points towards the independence of the variables related to marketing intelligence, implying that they do not redundantly convey the same information.

Homoscedasticity - In preparation for conducting multiple regression analysis, it is crucial to ensure that the assumption of homoscedasticity is met. Homoscedasticity refers to the condition where the residuals, representing the discrepancies between observed and predicted values of the dependent variable, exhibit a normal distribution and possess constant variance (Burns & Burns, 2008). If this assumption is violated, resulting in heteroscedasticity, it can significantly impact the accuracy and reliability of the regression results. To assess homoscedasticity, researchers often use ZRESID versus ZPRED plots, which help in determining whether the residuals are evenly distributed around zero.

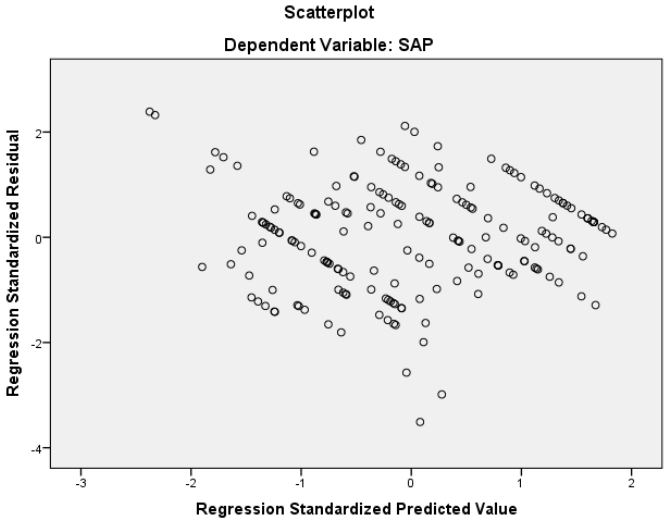

Figure 2.Scattered Plot for Homoscedasticity Test

By examining the scatterplot and observing a random distribution of dots around the reference line, one can confirm that the homoscedasticity assumption holds true. This validation ensures that the spread of residuals remains consistent across different levels of predictor variables, enhancing the validity of the regression analysis.

Linearity Test - Linear regression requires the relationship between the independent and dependent variables to be linear for accurate predictions. It is crucial to identify and address outliers as they can significantly impact the effectiveness of linear regression analysis. The assumption of linearity can be effectively assessed using scatter plots. In Figure -3, the expected values for each of the five marketing intelligence dimensions are represented by a straight line. The accompanying plot illustrates a random and even distribution of points across the graph, indicating that the linearity assumptions hold true for all three variables in relation to satisfaction.

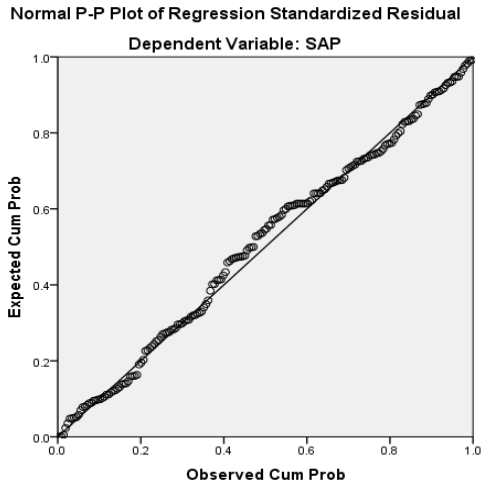

Figure 3. Scattered Plot for Linearity Test

Multivariate Normality - In order to confirm the normality of a score distribution, it's necessary to scrutinize the values of Kurtosis and Skewness, both of which have an associated standard error. In a normal distribution, both skewness and kurtosis should ideally be zero. A positive skewness value signifies a concentration of scores on the distribution's left side, while a negative value suggests a flatter distribution. The farther the value is from zero, the greater the likelihood that the data isn't normally distributed. Both skewness and kurtosis have an associated standard error. However, the raw values of skewness and kurtosis aren't inherently informative. Instead, these values must be transformed into a z-score. A z-score is essentially a score that has been normalized from a distribution with a mean of 0.0 and a standard deviation of 1.0.

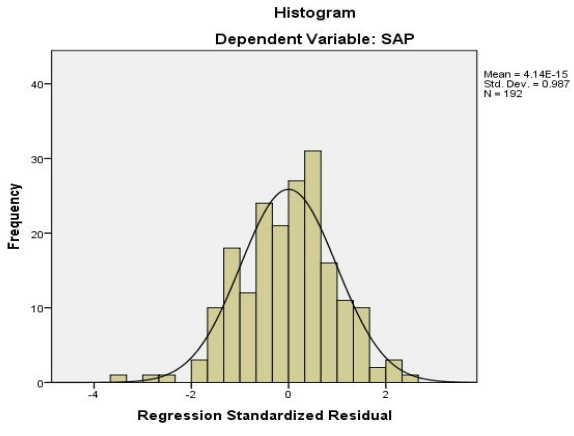

Figure 4. Multivariate Normality Test

As illustrated in Figure -4, all marketing intelligence's z-scores skewed to the right side but were found to be within an acceptable range (skewness within -2.0 to 2.0; and Kurtosis within -2.0 to 2.0). Therefore, it is pretty clear then that the numeracy scores are negatively skewed, indicating a pile-up of scores on the right of the distribution.

4.4.3. Regression Analysis

Multiple regression analysis in this study was used to model the value of sales performance based on its linear relationship to the five marketing intelligence predictors (product modification, business process modification, strategic competitors' analysis, competitor's business process, and marketing information review). This means the overall sales performance is an aggregation of the marketing intelligence dimensions. To indicate the impact that each predictor had on the constructed variable, the unstandardized coefficients are checked. The output of the multiple linear regression analysis includes a model summary, ANOVA test, and Beta Coefficient analysis.

Table 13: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.795[a]	.632	.622	.51395

a. Predictors: (Constant), MKT, CUST, COMP, PROC, PROD

As indicated in the model summary of the analysis in Table -13 above, the value of R (.795) indicated the overall correlation of marketing intelligence variables with sales performance. It indicates that the marketing intelligence variables have a positive and strong relationship with the sales performance of the private hotels in Addis Ababa. While the goodness-of-fit of the model (R^2 = .632) illustrates the variation of marketing intelligence is accounted for a 63.2% variation in sales performance. That means, the marketing intelligence explains about 63% of the variation in sales performance of the franchised hotels. The rest 36.8% of variation in sales performance is due to other variables not included in study.

Table 14: ANOVA Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	84.210	5	16.842	63.761	.000[b]
	Residual	49.130	186	.264		
	Total	133.340	191			

a. Dependent Variable: SPER

b. Predictors: (Constant), MKT, CUST, COMP, PROC, PROD

Referring to Table -14, n the ANOVA test, the F-value of 63.761 is significant at $p < 0.05$. Therefore, it can be inferred that with 63.2% of the variance (R^2), marketing intelligence dimensions are significant and the model appropriately measured the dependent variables – sales performance. In short, the regression model predicts overall sales performance and has been significantly explained by the five independent (marketing intelligence) dimensions.

Table 15. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.649	.189		3.429	.001
	Product Intelligence	.112	.037	.145	2.996	.003
	Process Intelligence	.157	.043	.190	3.628	.000
	Strategic Competitor Intelligence	.223	.037	.298	6.070	.000
	Customer Intelligence	.124	.034	.178	3.648	.000
	Market Intelligence	.247	.037	.355	6.708	.000

a. Dependent Variable: SPER

The beta coefficients of each marketing intelligence dimension represent the last output in the analysis of the multiple regression models. Based on the results of the multiple linear regression analysis in Table -15, substituting the standardized coefficients in the model yields:

$$SPER = .649 + .145\ PROD + .190\ PROC + .298\ COMP + .178\ CUST + .355\ MKT$$

The table presents a multiple regression analysis with sales performance as the dependent variable. The independent variables are Product Intelligence, Process Intelligence, Strategic Competitor Intelligence, Customer Intelligence, and Market Intelligence.

- **Intercept (Constant)**: The constant term in the regression equation is 0.649, with a standard error of 0.189. The p-value (Sig.) is 0.001, which is less than 0.05. This indicates that the intercept is statistically significant.
- **Product Intelligence**: The standardized coefficient (Beta) is 0.145, suggesting that a one standard deviation increase in Product Intelligence leads to a 0.145 standard deviation increase in sales performance. The p-value is 0.003, which is less than 0.05, indicating that Product Intelligence significantly predicts sales performance. Thus, H1a which states "Product Intelligence has positive and significant effect on sales performance" is supported.
- **Process Intelligence**: Business process intelligence has moderate positive effect on sales performance, with a standardized coefficient of 0.190. suggesting that a one standard deviation increase in process intelligence leads to a 0.190 standard deviation increase in sales performance. The p-value is 0.000, indicating that it is a significant predictor of sales performance. Thus, H1b which states "Process intelligence has positive and significant effect on sales performance" is supported.
- **Strategic Competitor Intelligence**: Next to market intelligence, strategic competitor intelligence variable also strongly predicts sales performance, with a standardized coefficient of 0.298. The p-value is 0.000, which is less than 0.05, indicating that strategic competitor intelligence significantly predicts sales performance. Thus, H1c which states "Strategic Competitor Intelligence has positive and significant effect on sales performance" is supported.
- **Customer Intelligence**: Preceding product intelligence, with a standardized coefficient of 0.178, customer intelligence has the least predictive power on sales performance, as indicated by the p-value of 0.000. Thus, H1d which states "Customer Intelligence has positive and significant effect on sales performance" is also supported.
- **Market Intelligence**: Market Intelligence has a positive effect on sales performance, with a standardized coefficient of 0.355. The p-value is 0.001, indicating that Market Intelligence is a significant predictor of sales performance. Thus, H1e which states "Market Intelligence has positive and significant effect on sales performance" is supported.

In conclusion, all the independent variables, except for the constant, significantly predict sales performance. Among them, Market and Competitor intelligence have the highest standardized coefficient, indicating that they have the strongest relationship with sales performance when the effects of all other variables are held constant.

Table 16: Summary of Hypothesis Test

Code	Hypothesis	Beta, Sig.	Decision
H1	Product intelligence has a significant effect on sales performance	B= .145, p= .000	Supported
H2	Process intelligence has a significant effect on sales performance	B= .190, p= .000	Supported
H3	Competitor intelligence has a significant effect on sales performance	B= .298, p= .036	Supported
H4	Customer intelligence has a significant effect on sales performance	B= .178, p= .000	Supported
H5	Market intelligence analysis has a significant effect on sales performance	B= .355, p= .001	Supported

Source, Own Survey, 2024

4.5. Discussion

Rapid changes in the business environment create several threats for organizations and individuals, which are characterized by the complexity of decision-making, the need for quick action, and responding to unexpected situations. Franchised hotels are not far from this fact. The radical change in the hospitality environment necessitates a faster information processing process and the creation of an ever-growing knowledge-based product and process development. This dynamic must be viewed as the main argument for the creation and development of hotel marketing intelligence. This thesis stems from the essence of enterprise relations with the environment, partners, competitors, and the market as a whole. The fact that, in order for marketing information to be used in the strategic planning of a company, it should be up-to-date, appropriate, relevant, and complete, in other words, suitable for use. This study, thus, aimed to investigate the effect of marketing intelligence on the sales performance by taking six selected 5-star franchised hotels in Addis Ababa.

The results of the findings illustrated that marketing intelligence has a positive and significant effect on enhancing the sales performance of franchised hotels. Specifically, the product intelligence dimension had relatively positive moderate relationship ($r = .418$, $p<.05$) but the least effect ($B = .355$, $p<.05$) on sales performance. It is in contrast against Al-Rfou's (2015) study which posits continuous product/ service differentiation over competitors had a positive strong effect on sales performance. The author posits that marketers should gain more knowledge about customers and their behavioral thinking, which is necessary to understand the dynamics of their conscious/unconscious thinking.

The relationship between the hotels' business process intelligence and sales performance was found to be positive and strong ($r = .539$), but had relatively moderate effect on sales performance ($B = .190$, $p< .01$). in line with this finding, Ismail's (2011) concludes that there is a positive relationship between utilizing and adopting effective and efficient marketing intelligence and the right decision-making, which also agrees with these research findings. Businesses often invest heavily to aggregate data from diverse systems and applications to create a whole-enterprise view to fully reflect the daily state of business, as well as support more effective, informed decisions (Rotich, 2016).

The strategic competitor intelligence has relatively positive and strong relationship with sales performance ($r = .546$, $p< .01$). Whereas, its effect on sales performance, next to market intelligence, was found to be the highest positive effect ($B = .298$) and statistically significant. It is also in line with McGonagle and Vella's (2012), that competitor intelligence embraces the use of public sources to

expand data on competition, and competitors. Identifying consumers' needs is the first phase of competitive intelligence which determines the company's strengths and weaknesses in market competition (Nwokah, 2018).

Next to product intelligence, customer intelligence has also moderate relationship with ($r = .463$, $p < .01$) and the least effect ($B = .178$, $p < .01$) on sales performance. How effective the information obtained by marketing intelligence in terms of customers needs and wants could serve in the current and future management plans of a company. It is also in support of Kenneth (2013). In his study on the role of sales staff in a marketing information system and their effect on sales performance in the case of the Pakistan mobile industry, the results indicate that what the customers prefer to purchase good and services had a positive and significant effect on their sales performance.

Market information review has also a positive and strong relationship with sales performance ($r = .630$, $p < .01$), and has the highest effect on sales performance ($B = .355$, $p < .001$). To a lesser degree, market intelligence serves those in market planning by providing retrospective data on the success and failure of their own sales efforts, in contrast to the study by Mc Gonagle (2012). The marketing intelligence department should, therefore, assess current and potential changes in competitors' activities about threatening consequences for their strategic activities.

It can be concluded that the results of the findings revealed marketing intelligence has a positive and significant effect on enhancing the sales performance of franchised hotels. Marketing knowledge or intelligence from the company, competitor, customers and the overall marketing information analysis are required to enhance sales performance. Knowledge in the area of what service and product a hotel is developing, how its functional processes facilitate and support the business, to what extent the offers of strategic competitors are good predictors of the sales performance.

CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5.1. Summary of Major Findings

Based on the results of the analyses, the following major findings are summarized as follows:

The Effect of Product Intelligence Practices on Sales Performance

- The hotels gather sufficient information on market prices (mean 4.21) and the quality of services offered in the market (mean 4.25), but there is a gap in developing their services (mean 3.71) and modifying their marketing strategies based on the available information(mean 3.87).
- The relationship between product intelligence and sales performance is positive and moderate ($r = .418$). However, product intelligence practices contributed the least effect to sales performance (Beta = .145, $p < .001$).

The Effect of Business Process Intelligence on Sales Performance

- Majority of the hotels are proactive in developing their human resources for effective information gathering (mean 4.01). Nonetheless, customer communication and participation are an area that needs more improvement (mean 3.34).
- The business process intelligence practice shows positive and strong relationship with ($r = .539$) but it contributes relatively moderate effect to sales performance (Beta = .190, $p < .001$).

The Effect of Strategic Competitor Intelligence Practices Sales Performance

- A majority of hotels are actively analyzing their competitors' offerings and adapting their own products and services accordingly (mean 3.74). However, the intelligence to prevent unexpected moves from competitors or to reduce the company's reaction time is not as such emphasized (mean 3.53).
- The strategic competitor intelligence has strong relationship with ($r = .546$) as well as high effect (Beta = .298, $p < .001$) on sales performance, following market intelligence.

The Effect of Customer Intelligence Practices on Sales Performance

- Majority are actively keeping track of their customers' changing needs and preferences (mean 4.26), despite the intelligence to continuously collect feedback from customers after the sales stage is not as prioritized (mean 2.83).
- Despite customer intelligence has moderate relationship with sales ($r = .463$), its effect is found the least, preceding product intelligence (Beta = .178, $p < .001$).

The Effect of Market Intelligence Practices on Sales Performance

- A majority of hotels are actively assessing their competitors' risks (mean 3.60). However, the management focuses on identifying ways to modify their current strategy to add value for customers has given the least emphasis (mean 3.37).
- The market intelligence has positive and strong relationship with ($r = .539$) as well as highest effect on sales performance as the Beta coefficient is found to be .355 at $p < .001$.

5.2. Conclusions

Marketing intelligence has emerged as a crucial marketing strategy for gaining insights into existing and potential market opportunities, as well as for mitigating competitor threats. Franchised hotels, operating within a fiercely competitive market environment, often allocate significant resources towards developing robust intelligence system. Nonetheless, the hotels frequently find themselves merely replicating the strategies implemented by pioneering hotels. This trend indicates that marketers and sales personnel even within franchised international hotels tend to mimic the technological advancements, business processes, and management styles adopted by their competitors. Understanding the relationship between marketing intelligence and sales performance is imperative. Hence, this study sought to examine the effect of marketing intelligence on sales performance, focusing on six selected franchised hotels located in Addis Ababa, Ethiopia.

The findings of the study revealed a positive and significant relationship between marketing intelligence practices and sales performance of the franchised hotels. It was observed that marketing knowledge derived from various sources, such as internal product and process modifications, strategic analysis of competitors, and the customer and the overall market review, plays a vital role in improving the hotels to increase their sales volume, achieve targeted sales along with annual growth of the transaction. It underscores the importance of marketing intelligence in shaping product offerings, streamlining business processes, analyzing strategic moves made by competitors, and evaluating market dynamics. The results emphasized that the intelligence, encompassing product and process modifications, competitor analysis, and comprehensive market information review, significantly contributes to boosting the sales performance of hotels.

In conclusion, franchised hotels stand to benefit from leveraging marketing intelligence to forecast sales opportunities and anticipate potential threats in the target market. It is essential for hotels to utilize intelligence-driven insights to identify market opportunities, assess competitor strategies, and gather reliable information from internal and external sources. However, passive acquisition of intelligence without proactive implementation strategies may limit the effectiveness of intelligence initiatives. Thus, the ability to adapt to changing market trends and competitor strategies is crucial for the business sustainability of franchised hotels.

5.3. Recommendations

Thus, based on the findings and conclusions, the following possible suggestions are forwarded:

- Franchised hotels strive for gathering and analyzing information to imitate the quality of service offered in the market as well as identify new/ unique hoteling services (niche market). It is recommended that hotels management focus on refining their own specialized services based on the findings of the intelligence system.
- The management of the hotels are advised to exhaustively enhance their intelligence system to strengthen their communication with customer to promote their participation in sharing information by emphasizing continuous enhancement of human resources for more effective information gathering.
- The utilization of intelligence analyses to predict the reactions of each competitor hotel is very poor. Thus, the management of the hotels needs to adopt appropriate operational and modern IT technologies to reduce reaction time and expedite higher management decisions in case of unexpected competitor moves.
- Monitoring customers needs/ wants and taking proactive action has a positive effect on sales performance. But managers are reluctant to take prompt action in time in most cases. Thus, the marketing managers should prioritize continuous feedback collection from customers post-sales to better meet their changing needs and preferences.
- Periodic and continuous marketing information review is carried out in franchised hotels. In their marketing analysis, the hotels consider the opportunity, and competitive risks, review regulatory provisions, modifying their strategies to add value. Thus, it is advisable to the management in each hierarchy to consider any piece of information to understand the nature of the existing market.

5.4. Limitations and Suggestions for Future Research

This study provides valuable insights into the marketing intelligence practices employed and their influences on sales performance of the franchised hotel industry in Addis Ababa. However, it is not without limitations. The study is based on a sample of 192respondents from six selected hotels, which may not be representative of the entire hotel industry. The study relies on self-reported data, which might be subject to bias. The study didn't consider the potential impact of external factors such as economic conditions, regulatory changes, or technological advancements on the implementation of intelligence practices. The study didn't explore the potential interplay between different intelligence practices and how they might collectively impact competitive advantage of the hotels. It does not account for the potential impact of organizational culture, leadership, and other internal factors on the implementation of intelligence practices as well.

Future research could address these limitations and extend the understanding of intelligence practices in the hotel industry. Researchers could expand the sample size to include a broader range of hotels, including different types, sizes, and geographical locations. Employing additional data collection methods, such as interviews or observations, could complement and validate self-reported data. Examining the impact of external factors on the implementation of intelligence practices and how hotels can adapt their strategies in response to these factors could provide valuable insights. Exploring the interplay between different intelligence practices and developing a holistic model of intelligence practices for competitive advantage could enhance the understanding of strategic intelligence in the hotel and other service industry. Investigating the role of organizational culture, leadership, and other internal factors in the successful implementation of intelligence practices could provide a more comprehensive view of strategic intelligence in the hospitality industry.

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Appendices

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

Survey Questionnaire to be filled by Hotel's Staff

Dear Respondent,

I am a postgraduate student at Addis Ababa University, School of Commerce, and the Department of Marketing Management. I am currently conducting my research entitled "The effect of marketing intelligence on sales performance: the case of selected five-star hotels in Addis Ababa" as partial fulfillment of the requirements for the award of a master of art degree in Marketing. This particular questionnaire is intended to gather data on the perception of sales and marketing staff of private franchised five-star hotels to establish the relationship between marketing intelligence practices and sales performance based on the perception of the respective employees. The data to be gathered through this instrument is utterly for academic purposes. Please be honest in filling out this questionnaire, as the results of this study can be used as a basis for further study. Your confidentiality will be protected and any information collected in this study will be granted full confidentiality. Any information that you provide will be treated with optimum confidentiality applied for academic research. Please don't hesitate to contact me if you have any doubts, comments, or suggestions regarding the content and the subject matter as well.

Sincerely,

Fisseha Eshetu

Mobile Number: +251911490321

E-mail address: fishdany@gmail.com

Part I. General Information

Direction: **Please select an appropriate option by encircling an appropriate option.**

1. **Gender:** 1.Female 2. Male
2. **Age:** 1 21- 30 years 2.31 - 40 years 3. 41 – 50 4. Above 50
3. **Education:** 1. Degree 2. Masters 3. Ph.D. 4. Other, Please Specify___
4. **Income (Birr)**: 1. < 15,000 2. 15,000 – 30,000 3. 30,001 - 45,000 4. >45,000
5. **Service Year in Current Position**: 1. Less than 5 years 2. 5 – 9 years 3. 10 - 14 years 4. 15 years and above

Part II. Study Questions Related To Marketing Intelligence and Sales Performance

Direction: Please read each statement carefully and show your level of agreement/Disagreement on the following statements about the **influence of market intelligence dimensions on sales performance** by **encircling** the appropriate number using the following 5-scale Likert scales: Where, 1=Strongly Disagree (SDA); 2= Disagreed (DA); 3= Neutral (N); 4= Agreed (A) =2, And Strongly Agreed (SA) =1

Marketing Intelligence		SDA	DA	N	A	SA
	V-1: Product Intelligence					
PROD1	The hotel gathers enough information to find out the prices of hotel services on the market.					
PROD2	The hotel uses all possible sources to gather information on the kind /quality of services offered in the market.					
PROD3	The hotel is working on improving the showing of services (promoting more relevant benefits from the results of the information analysis).					
PROD4	The hotel measures the level of its product/service in comparison with competitors' specifications.					
PROD5	The company is developing its services and adding features to its content benefiting from the information available to them.					
POD6	The hotel focuses on techniques for modifying current marketing products/ strategies.					
	V-2: Process Intelligence					
PROC1	The hotel allocates a sufficient budget to mitigate hindrances against precise information gathering.					
PROC2	The hotel has a flexible human resource policy to develop competence in information gathering.					
PROC3	The company is reviewing the activities/ operations of its different units based on the information gathered from the market.					

PROC4	The hotel is working to cancel unnecessary processes or refined activities based on the information gathered from the market.					
PROC5	The company is working to open a way for customers to communicate with them and to participate in determining the appropriate services for their needs.					
PROC6	The hotel focuses on internal processes/techniques of modifying the current marketing product strategy.					
	V-3: Competitor's Analysis / Intelligence					
COMP1	The hotel identifies its existing/ potential competitors through the information gathering.					
COMP2	The hotel gathers information to determine the size of competitors' investments in the market.					
COMP3	The hotel uses the reports/information published regarding the knowledge, objectives, plans, policies, or tactics of competitors.					
COMP4	The hotel benefits from the information received to avoid competitors' surprises (or reduce the time of the company's reactions).					
COMP5	The hotel undertakes a strategic analysis of its competitors' products/services to develop tailor-made products for its customers.					
COMP5	Overall, the hotel often monitors its strategic competitors' move to react accordingly					
	V-4: Customer Intelligence					
CUST1	The hotel continuously gathers information regarding changes in customers' needs and wants.					
CUST2	The hotel exerts effort to understand customers' consideration in buying its products/ services.					
CUST3	The hotel adopts different tools (like Customer Relationship Management, Data Management Platform, etc.) to understand customer's purchase decision.					
CUST4	The hotel continuously gathers customer feeling after-sales stage.					
CUST5	Overall, the hotel analyses information to gain 360-gegree view of its customers.					
	V-5: Market Intelligence					
MKT1	The hotel analyzes the opportunities based on the information gathered from the market.					
MKT2	The hotel analyzes the competitive risks based on the information gathered from the market.					
MKT3	The hotel analyzes its strengths or how its weaknesses can be improved through hotel service assurance.					
MKT4	The hotel focuses on identifying ways to modify its current strategy					

	to add value for customers.					
MKT5	The hotel reviews regulatory provisions to ensure pertinent information on the hotel has gotten.					

Part III: Sales Performance

Direction: Please read each statement carefully and show your level of agreement/Disagreement on the following statements about **Measures of Sales Performance** by **encircling the appropriate number** using the following 5-scale Likert scales**:Where, 1=Strongly Disagree (SDA); 2= Disagreed (DA); 3= Neutral (N); 4= Agreed (A) =2, And Strongly Agreed (SA) =1**

Sales Performance		**1**	**2**	**3**	**4**	**5**
SPER1	The hotel has managed to reduce process delays to enhance customers service delivery rates.					
SPER2	The use of marketing information systems has enabled the hotel to achieve its targeted customer's accommodations.					
SPER3	Continuously increased the number of products/ services due to the use of information systems.					
SPER4	Adoption of marketing information systems has led to increased market share.					
SPER5	Overall marketing efficiency of the hotel has been enhanced due to the effective use of information systems.					

Thank you for Your Valued Time!!!

Appendix – II SPSS Output

Descriptive Statistics

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Product Intelligence	192	-.940	.175	-.013	.349
Process Intelligence	192	-.523	.175	-.265	.349
Strategic Competitor Intelligence	192	-.440	.175	-.980	.349
Customer Intelligence	192	-.248	.175	-.898	.349
Market Intelligence	192	-.574	.175	-.611	.349
Sales Performance	192	-.078	.175	-1.076	.349
Valid N (listwise)	192				

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	Product Intelligence	.846	1.181
	Process Intelligence	.720	1.388
	Strategic Competitor Intelligence	.823	1.215
	Customer Intelligence	.829	1.206
	Market Intelligence	.709	1.411

a. Dependent Variable: SAP

Variables	Cronbach's Alpha (α)	N of Items
Product Intelligence	.794	6
Process Intelligence	.703	6
Strategic Competitor Intelligence	.778	6
Customer Intelligence	.742	5
Market Intelligence	.719	5
Sales performance	.813	5
All	.887	33

Correlations

		PROD	PROC	COMP	CUST	MKT	SPER
PROD	Pearson Correlation	1	.331**	.227**	.180*	.312**	.418**
	Sig. (2-tailed)		.000	.002	.012	.000	.000
	N	192	192	192	192	192	192
PROC	Pearson Correlation	.331**	1	.323**	.238**	.456**	.539**
	Sig. (2-tailed)	.000		.000	.001	.000	.000
	N	192	192	192	192	192	192
COMP	Pearson Correlation	.227**	.323**	1	.310**	.277**	.546**
	Sig. (2-tailed)	.002	.000		.000	.000	.000
	N	192	192	192	192	192	192
CUST	Pearson Correlation	.180*	.238**	.310**	1	.343**	.463**
	Sig. (2-tailed)	.012	.001	.000		.000	.000
	N	192	192	192	192	192	192
MKT	Pearson Correlation	.312**	.456**	.277**	.343**	1	.630**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	192	192	192	192	192	192
SPER	Pearson Correlation	.418**	.539**	.546**	.463**	.630**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	192	192	192	192	192	192

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

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

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.795[a]	.632	.622	.51395

a. Predictors: (Constant), MKT, CUST, COMP, PROC, PROD

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	84.210	5	16.842	63.761	.000[b]
	Residual	49.130	186	.264		
	Total	133.340	191			

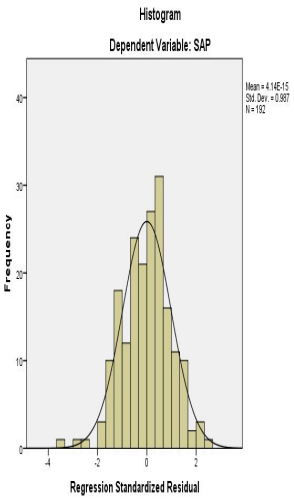
a. Dependent Variable: SPER

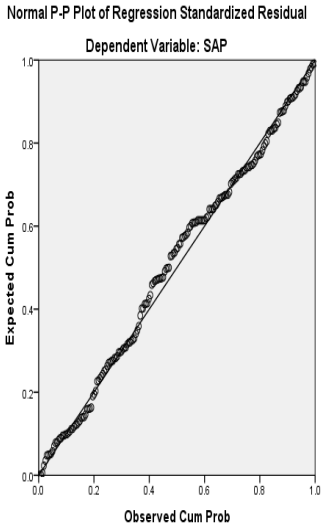
b. Predictors: (Constant), MKT, CUST, COMP, PROC, PROD

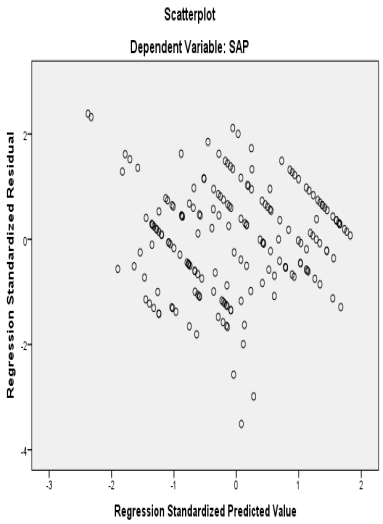
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.649	.189		3.429	.001
	PROD	.112	.037	.145	2.996	.003
	PRI	.157	.043	.190	3.628	.000
	SCI	.223	.037	.298	6.070	.000
	PROC	.124	.034	.178	3.648	.000
	MAI	.247	.037	.355	6.708	.000

a. Dependent Variable: SPER


Histogram
Dependent Variable: SAP
Mean = 4.14E-15
Std. Dev. = 0.997
N = 192
Frequency
Regression Standardized Residual


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: SAP
Expected Cum Prob
Observed Cum Prob


Scatterplot
Dependent Variable: SAP
Regression Standardized Residual
Regression Standardized Predicted Value