PARTNERING, VISIONING AND PERFORMANCE OF SELECTED MANUFACTURING FIRMS IN NORTH EAST NIGERIA

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Abstract
This study examined the effect of strategic intelligence on performance of selected manufacturing firms in North east Nigeria. this study used cross-sectional survey design. The census sampling for the study and four hundred and twenty-two (422) sample size was use for this study. Primary data was collected using a 5-point Likert scale questionnaire. Data were analyzed using Partial Least Squares Structural Equation Model (PLS-SEM). The study revealed that partnering has positive and significant effect performance of selected manufacturing firms while visioning has positive and significant effect on performance of selected manufacturing firms in north-east Nigeria. The study recommended that Manufacturing firms should develop robust relationship management strategies to ensure that partnerships are nurtured and maintained over time, focusing on clear communication and mutual goals. Also, SMEs should involve employees at all levels in the visioning process to ensure buy-in and foster a sense of ownership, which can enhance motivation and alignment with the company's goals

Keywords: Strategic Intelligence, Partnering, Visioning and Performance

INTRODUCTION

World over, manufacturing firms are operating in a dynamic and competitive business environment that presents a variety of challenges, including those related to meeting rising market expectations and demands, globalization, advances in technology and heightened competition (Jumiran et al. 2020). For these firms to cope effectively in this turbulent environment there is need for advanced strategies and techniques that will support strategic decision-making by providing at least accurate and timely information on opportunities and threats that are embedded in this tumultuous environment. In the said situation, the search for how to respond and handle these ever-increasing environmental challenges among others, strategic intelligence (SI) is considered as a new business approach for gaining an edge over and above rivals in an industry (Hanmaikyur, 2023).

According to Majeed and Ali (2020) strategic vision is a compass that identifies the desired ends that the organization seeks to achieve and proceeds to implement them according to those tracks and in a manner that will make it a useful reference for reading and reviewing the track and then correcting the direction in the event of a feeling of departure from it. In essence, strategic visioning serves as a guiding light for organizations, providing a sense of direction, aligning efforts, and motivating stakeholders. It enables firms to make informed decisions, adapt to change, and achieve sustainable growth in a competitive landscape.

Partnership is considered one of the critical dimensions of strategic intelligence. It reflects the ability to establish strategic alliances with other companies, hence the role of companies in raising the possible capabilities of leaders of organizations to improve partners' efficiency. Moreover, it allows them to participate in the performance of tasks, switch, and compete to work with each other (Amin, 2018). Partnering depends on effective collaboration, alignment of goals, and proper management of the partnership. By carefully selecting partners, clearly defining the goals of the alliance, and effectively managing the relationship, firms can use strategic alliances to achieve their strategic objectives and improve their performance.

Additionally, strategic motivation expresses the ability of organizations to develop the field of recognizing, understanding, and responding to future trends and uncertainties, which allows them to assess potential impacts and enhance competitive advantage (Salih & AbdulRahman, 2015). It takes leaders who are highly motivated and make sound judgments to ensure that personnel perform well and that the organization's/goals companies are met; Motivation can cause a person to expend all his energy and mind finishing a task; Employees who are highly motivated will work with full initiative, accountability, and discipline, as well as being effective in their task; with work performance, all tasks will be accomplished satisfactorily and on time (Wuryani et al., 2021). By implementing strategic motivating and empowering practices, organizations can cultivate a highly engaged and productive workforce, leading to improved firm performance.

The survival and reasonably high performance of key Nigerian manufacturing firms despite experienced difficulties in operating contexts such as steady rise in production costs, unremitting competition from abroad through unchecked importation of manufactured products, public policy inconsistencies towards manufacturing and multiple taxes leveled by various tiers of government on manufacturing concerns (Odah, 2020). It is against this background that this study seeks to evaluate the effect of strategic intelligence performance of selected manufacturing firms in Northeast Nigeria.

Statement of the Problem

Manufacturing firms operate in dynamic environments where changes in technology, market trends, and global competition necessitate a strategic approach to decision-making. Despite the importance of strategic intelligence in navigating these complexities, Manufacturing firms in Northeast Nigeria still face challenges in establishing and maintaining robust strategic intelligence systems, hindering their ability to gather, analyze, and utilize critical information for informed decision-making. The region's geopolitical challenges contribute to security concerns, including potential disruptions to the supply chain, which affect the timely acquisition of strategic intelligence.

The manufacturing firms have been experiencing consistence fluctuations in its contribution to the GDP over the years (NBS, 2022). These fluctuations, these fluctuations suggest there are underlying factors that may be affecting the firms' performance. Similarly, according to the Manufacturers Association of Nigeria (MAN) (2022), there has been a decline in capacity utilization of the firms in the country leading to decrease in the output of these manufacturing firms. It is pertinent to investigate on the effect of strategic intelligence on the performance of manufacturing firms in North-East Nigeria.

Several studies have explored the impact of strategic intelligence on firm performance in different industries; Blandina et al. (2021) conducted empirical research on the impact of strategic intelligence on firm's performance of commercial banks in Kenya, and found a positive and significant effect between these variables. Additionally, Umoh et al. (2023) using multiple regression analysis the effect of strategic intelligence on performance of Hotels in Akwa Ibom State, Nigeria and found an insignificant effect between these variables. Furthermore, a study by Chukuigwe (2022) explored strategic intelligence and organizational performance in telecommunication firms in Rivers State, this study showed a negative significant effect of strategic intelligence on organizational performance. It is in view of these inconsistent results that this study seeks examined the effect of strategic intelligence on performance using a different industry, location and methodology.

Objectives of the study

The broad objective of the study is to ascertain the effect of strategic intelligence on the performance of selected manufacturing firms in North east Nigeria. The specific objectives include to:

iii. Examine the effect of visioning on performance of selected manufacturing firms in North east Nigeria;
iv. Evaluate the effect of partnering on performance of selected manufacturing firms in FCT Abuja Nigeria; and

LITERATURE REVIEW

Visioning

According to Obonyo (2020) vision implies the blueprint of the company's future position. It describes where the organization wants to land. It is the dream of the business and an inspiration, base for the planning process. It depicts the company's aspirations for the business and provides a peep of what the organization would like to become in future. Every single component of the organization is required to follow its vision. Vision is generally a picture of the future that indicates the future outlook if all the strategic goals are attained (Alshameri & Green, 2020). It is a picture of excellence related to something, person, team, or aim of the organization in the future.

Orlando (2022) postulated that a vision can be considered an idealistic representation of a company in a defined futuristic scenario with a mature and successful position. The vision is a projection that allows stakeholders to foresee what the company could be and could achieve. However, a company's management must define the foundation of this projected image in its current business dynamics. Within the components that an adequately structured vision must have. According to Kirkpatrick (2017) a vision must be: clear (possessing a high degree of understanding on the part of the employees); future-focused (having the ability to describe the desired future and not the desired present); abstract, and challenging (providing a concrete, difficult but attainable future scenario); idealistic (portraying a highly desirable future design); short (providing a brief statement that is easy to remember); unique (describing how the company differs from others, including its products and services, markets, strategy, or history); and, finally with its definition of success (which indicates how the company measures its progress in achieving the desirable future).

Calam and Qurniati (2016) explained that vision is a statement expressed verbally or in writing which involve the current and future management process. A statement of vision needs to be interpreted correctly, and contain a meaning that can be a reference that unites all parties in an organization. Vision statement should answer question "what do we want to become Thus it must be clear to provide foundation for mission statement development (David & David, 2017). Mullane (2002) argued that vision statements are useful for practical day-to-day operations, taking a contrary view to those who assert they are archaic documents that are typically exhibited as wall hangings. Furthermore, vision statements can be used to build a common and shared sense of purpose and also serve to as conduit through which employees' focus are shaped. Vision statements motivate, shape behaviors, cultivate high levels of commitment and ultimately influence positively on employee performance. Vision statements are widely believed to be antecedents to any strategy formulation effort.

Partnering

The concept of partnering which is also known as partnership and also strategic alliance refers to an agreement between two companies to embark on a mutually advantageous project while each retains its individuality. The agreement is less intricate and less obligatory than a joint venture, in which two businesses pool resources to produce a distinct business entity. A company may enter a strategic alliance to expand its product line, enter into a new market, or attain competitive advantage (Ekpudu et al., 2012). The arrangement allows two businesses to work towards a mutually beneficial goal. The relationship may be short-term or long-term, and it may be formal or informal. While a strategic alliance can be an informal alliance, the responsibilities of each member are clearly defined. Moreover, the needs and benefits gained by the partnered businesses will dictate how long the coalition is in effect.

Also, partnership refers to the extent of the organization's ability to enter into successful strategic alliances and exploit its energies in a manner consistent with the data of events and actual or expected changes produced by the environment based on the value system under which the organization operates and which simulates its organizational culture (Majeed & Ali, 2023). Partnering makes sense between companies or organizations that recognize the strategic advantage of working together. Business partnering is "the development of successful, long term, strategic relationships between customers and suppliers, based on achieving best practice and sustainable competitive advantage Partnering therefore is increasingly an imaginative act of conceptualizing a new system of production that will produce new or improved products and services. This requires understanding where the future could go (foresight), how the new offerings will be produced, will go to market, and be used by customers (system thinking and visioning). It can also involve making customers or suppliers partners in the new venture (Maccoby et al., 2008).

More so, partnership refers to the ability of a smart leader to forge strategic alliances to achieve mutual benefits for both parties (Maccoby, 2011). Partnership herein means a process of cooperation and exchange of information between two or more organizations to build successful strategies for the exploitation of business between them, and exploitation to be a smart use of the full capacity of the partnership, to achieve the desired objectives of this partnership, this partnership also reflects the ability of a strategically intelligent manager to forge strategic alliances between more organizations (Abdali, 2010). It refers to the organization's ability to create strategic alliances with other organizations in the same industry or field, as this alliance represents an agreement between two or more organizations to share their resources to develop a joint venture.

Empirical Review

Visioning and Performance

Singirankabo and Tegekimana (2023) studied the impact of the visioning on performance of planning firms in Kigali Special Economic Zone in Gasabo District. The descriptive design was used because it ensured complete description of the situation. The target population of interest in this study comprised of 199 organizations in Kigali Special Economic Zone in 2020 Gasabo. The study targeted a sample size of 60 firms. The study adopted non-probability purposive sampling method to arrive at the participating organizational performance. The study performed data collected through a questionnaire structured to meet the objectives of the study. Descriptive statistics was undertaken to analyze quantitative qualitative data using content analysis. The findings strongly acknowledged that visioning is positively and significantly improves performance. The use of non-probability purposive sampling might introduce bias, affecting the generalizability of the findings.

The research conducted by Lerai et al. (2023) focused on the influence of visioning on the organizational performance of commercial-based parastatals in Kenya. The study used a descriptive research design to collect data on a target population of six (6) commercial-based parastatals. The respondents were 45 departmental managers and 151 administrative staff. Data was analyzed using descriptive and inferential statistics. Finding indicated a positive significant correlation between visioning and performance. The study involves a relatively small sample size of 45 departmental managers and 151 administrative staff from six commercial-based parastatals. The size and composition of the sample may raise concerns about its representativeness and the ability to capture diverse perspectives within these organizations.

Partnering and Performance

In a study conducted by Dawit and Admasu (2023) studied the impact of strategic alliance on organizational performance. The study took a quantitative approach with descriptive and explanatory research designs. Three Ethiopian universities were chosen based on generation of establishment to include 365 personnel in the sample using a random selection technique. Descriptive statistical tools such as mean and standard deviation were used, whereas structural equation models were used for confirmatory factor analysis and path analysis. Findings of the study revealed that strategic alliances have significant and positive effect on organizational performance in higher education. The findings are specific to Ethiopian universities and their applicability to different contexts or types of organizations might vary hence the need for the current study.

Mukhongo et al. (2023) determined the influence of strategic partnerships on the organizational performance of broadcasters in Kenya. The study was underpinned by the Igor Ansoff's theory and resource-based view theory. A correlation and descriptive research design were adopted. The target population comprised of 239 radio and TV station mangers drawn from 167 radio and 72 television stations. Simple random sampling was applied. The sample size of the study was 179 respondents. Results revealed a strong significant relationship between strategic partnerships and operational performance. The study's focus on broadcasters in Kenya restricts the generalizability of its findings.

Emami et al. (2022) examined the impact of strategic alliance on firm performance among small entrepreneurial firms (SEFs) in the telecommunications industry. The study uses structural equation modeling to analyze primary data obtained from a sample of 74 small entrepreneurial firms in the telecommunications sector. The study found that strategic alliances significantly and positively impact' performance. The study's sample size of 74 small entrepreneurial firms in the telecommunications sector is relatively small. This may limit the generalizability of the findings to other industries or to larger firms.

Motiving and Empowering and Performance

Catherine (2023) conducted research on the relationship between motivation and empowerment on job performance in National Polytechnics in Kenya. The target population consisted of 2993 staff from the ten National Polytechnics in Kenya. The study employed cross-sectional descriptive survey research design. Disproportionate stratified sampling was used in selecting the 337 respondents. Questionnaires were used to collect data. Validity was established by obtaining experts' verification and pretesting. Pilot study was also conducted. To determine the document's reliability, Cronbach's alpha score was computed, realizing a score of 0.722. Inferential and descriptive statistics were used. Regression analysis was used and findings revealed that motivating and empowering employees has positive and significant effect on job performance. The study uses disproportionate stratified sampling, which can introduce bias if not carefully executed.

Also, Dorcas (2023) assessed the impact of motivation and empowering on job performance and satisfaction of healthcare workers in Federal Medical Centre Jalingo, Taraba State-Nigeria. Data were collected from the primary source using a survey research design. A sample of 80 respondents was drawn and used to represent the entire population of the study. The research instrument was validated and tested using Alpha Cronbach with a reliability coefficient of 0.80. Data collected were analyzed using descriptive statistics of frequency, simple percentage, mean and standard deviation. The Results showed that motivating and empowering employees is positively and significant to performance. The use of a sample size of 80 respondents to represent the entire population of the study raises concerns about the statistical power and reliability of the findings. A larger and more diverse sample would enhance the study's robustness.

Dynamic Capability Theory (DCT)

Dynamic capabilities theory (DCT) was developed by Teece et al. (1997) and its states that as the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments and it examines how firms address or bring about changes in their turbulent business environment through reconfiguration of their firm-specific competencies into new competencies (Teece, 2007). The concept of Dynamic Capabilities Theory (DCT) explained the mechanism that links resources and product markets to competitive advantage and firm survival. The DCT further explain how firms gain sustainable competitive advantage; survive in competitive and turbulence business environment in several ways.

The DCT frame work on three fundamental presumptions. Firstly, the capacity to sense and shape opportunities. Secondly, to seize opportunities. Thirdly, to maintain competitiveness through reconfiguring the enterprise's assets (Teece, 2007). Despite the popularity and insightful theoretical foundation, the DCT approach does not answer all questions of sustainable competitive advantage. Zahra et al. (2006) argue that that there are some inconsistencies and ambiguities in the literature of DCT. Another criticism of the concept is that DCT are difficult to measure empirically. In the opinion of Ambrosini et al. (2009), to understand dynamic capabilities, the managerial perceptions of the need for change –functions of their perceptions of their firms' external and internal environments need to be considered. Thus, it is possible for a manager to misperceive the need for change and as a result fail to apply appropriate DCT.

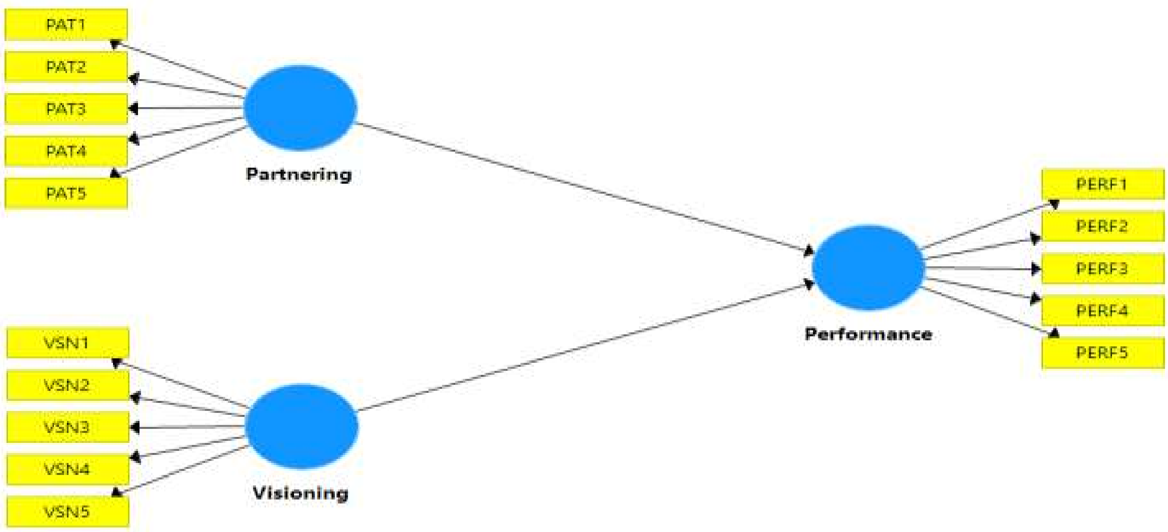
The DCT framework help scholars to understand the foundations of long-run enterprise success while helping managers delineate relevant strategic considerations and the priorities, they must adopt to enhance enterprise performance and escape the zero-profit tendency associated with operating in markets open to global competition (Teece, 2007). The framework integrates the strategy and innovation literature and highlights the most important capabilities that the management need in order to sustain superior long run business performance (Teece, 2007). Easterby-Smith, et al. (2009) emphasized that DC are higher-level capabilities, which enable knowledge gathering, fast response, sharing, and continual updating of the operational processes, interaction with the environment and decision-making evaluations in order to achieve firm competitive advantages and performance. More recently, Esbach (2009) view DC as the capacity of an organization to purposefully create and agile and modify firm resource base so as gain competitive advantage.

This theory alludes with this study because the integration of Dynamic Capabilities Theory with strategic intelligence enhances manufacturing firm's ability to not only understand its environment but also to act upon that understanding by dynamically adapting its capabilities. This adaptability is key to achieving and sustaining high performance in the ever-changing manufacturing industry.

METHODOLOGY

The study adopted a descriptive survey design; the population of the study constitutes all senior level employees of the manufacturing firms in North East, Nigeria. Census sampling was employed for the study and the entire population served as the sample and hence the sample size of the study was 422. The study used primary data. Data were collected using 5-point Likert scale structured questionnaire. The data collected was analyzed using smart-PLS SEM.

Model Specification



Source: SMART-PLS Output, 2025

RESULTS AND DISCUSSION

The study analyzed both the measurement and the structural models of the PLS-SEM. It began by examining the measurement model and upon satisfaction of the assumptions of the measurement model, the structural model was then assessed.

Indicator Reliability

In assessing the measurement model, we begin by assessing the item outer loadings. As a rule, loadings above 0.7 are recommended, as they indicate that the construct explains more than 50 percent of the indicator's variance, thus providing acceptable item reliability (Hair, et al., 2019). However, Hair, et al., (2019) also posited that low but significant indicator loading (less than 0.50) can be included. Also, outer loadings less than 0.4 should be deleted and in exploratory research, loadings more than 0.4 and less than 0.7 can be retained if the average variance extracted in satisfied (Hair, et al., 2014) hence justifying why indicators

Table 2: Factor Loadings of the Constructs

	Partnering	Visioning	Performance
PAT2	0.702		
PAT3	0.844		
PAT4	0.876		
PAT5	0.788		
VSN1		0.868	
VSN2		0.698	
VSN3		0.739	
VSN4		0.702	
VSN5		0.824	
PERF2			0.682
PERF3			0.779
PERF4			0.831
PERF5			0.825

Source: SMART-PLS Output, 2025

Construct Reliability

To establish internal consistency of the study constructs, the Cronbach's alpha and composite reliability were examined. According to Hair, et al., (2019) the minimum threshold for measuring composite reliability (CR) and Cronbach's alpha is 0.7.

Convergent Validity

This explains the extent to which constructs converge to explain the variance of its items. It is assessed by evaluating the average variance extracted (AVE). The minimum value of the AVE should be higher than 0.50. All the constructs satisfied this requirement as shown in the table below and as such are valid for the study.

Table 3: Construct Reliability and Validity of the Indicators

	Cronbach's Alpha	**rho_A**	**Composite Reliability**	**Average Variance Extracted (AVE)**
Partnering	0.817	0.824	0.880	0.648
Visioning	0.828	0.848	0.878	0.592
Performance	0.791	0.815	0.862	0.611

Source: SMART PLS Output, 2025

Discriminant Validity

Discriminant validity is the extent to which a construct is empirically distinct from other constructs in the structural model. Traditional methods such as Fornell-Larcker and cross loadings were used to assess discriminant validity however, Henseler et al. (2015) show that the Fornell-Larcker criterion does not perform well, particularly when the indicator loadings on a construct differ only slightly. As a replacement, Henseler, etal., (2015) proposed the Heterotrait-monotrait (HTMT) ratio of the correlations. The HTMT is defined as the mean value of the item correlations across constructs relative to the (geometric) mean of the average correlations for the items measuring the same construct. Discriminant validity problems are present when HTMT values are higher than 0.90 (Henseler, etal., 2015).

Table 4: Heterotrait-Monotrait Ratio (HTMT) Criterion

	Partnering	Visioning	Performance
Partnering	1.00		
Visioning	.553	1.00	
Performance	.628	.427	1.00

Source: SmartPLS Output, 2025

Table 5: Path Coefficient of the Model

Variable	Beta	T Statistics (|O/STDEV|)	P Values	Decision	F^2 value
Partnering -> Performance	0.868	30.792	.000	Rejected	0.300
Visioning -> Performance	0.111	3.335	.000	Rejected	0.595

Source: SmartPLS Output, 2025

Hypothesis One

H_{O1}: Partnering has no significant effect on the performance of selected manufacturing firms in North east Nigeria

The result of the test as shown in table 5. revealed that partnering positive and significant effect on the performance of selected manufacturing firms in North east Nigeria, with β = -0. 868 and P = 0.000. Thus, hypothesis one was supported and therefore accepted at 5% level of insignificance. Since there is enough statistical evidence to accept the alternative hypothesis, the study concludes that partnering positive and significant effect on the performance of selected manufacturing firms in North east Nigeria**.**

Hypothesis Two

H_{O2}: Visioning has no significant effect on the performance of selected manufacturing firms in North east Nigeria

The result from table 5. shows that **Visioning** has significant effect on the performance of selected manufacturing firms in North east Nigeria, with β = 0.111 and P= 0.000. Thus, null hypothesis two which states that Visioning has no significant effect on the performance of selected manufacturing firms in North east Nigeria was rejected at 5% level of significance. The alternative hypothesis which states that Visioning has significant effect on the performance of selected manufacturing firms in North east Nigeria.

Next, the study assessed explanatory power of the model using coefficient of determination (R^2). The R^2 value stood at 0. 469, implying that 46.9% of variation in performance is explained by strategic intelligence. The remaining percentage of variation could be explained by other factors not included in the study. The f^2 examines the effect caused on the endogenous construct's R^2 value as a result of removal of a certain predictor construct. Cohen (1998) guideline was used to measure the effect size which revealed that all relationships were either small or medium effect.

Table 6: R^2 and Predictive Relevance of the Model

	R Square	R Square Adjusted	P Val.
Performance	.469	.467	0.000

Source: SmartPLS Output, 2025

Discussion of Findings

The study examined the effect of strategic on the performance of selected manufacturing firms in North east Nigeria. The findings from the analysis above indicate that the model is adequately fit to measure the relationship between strategic intelligence and performance of selected manufacturing firms in North east Nigeria. Based on the foregoing, the study tested one hypothesis and evidenced were provided by the study results that strategic intelligence affects Performance of manufacturing firms in north-east, Nigeria moderately as indicated by the coefficient of determination (R^2). The findings on the specific independent variables and how they affect performance are discussed below:

The first finding revealed that Partnering has a positive and significant effect on the performance of selected manufacturing firms in North east Nigeria. This implies that firms that engage in strategic partnerships may strengthen their market position relative to competitors, as they can leverage shared strengths to outperform others. This finding is consistent with that of Singirankabo and Tegekimana (2023) who found that that Partnering has positive but significant effect on performance of planning firms in Kigali Special Economic Zone in Gasabo District. While the second finding revealed that Visioning has a positive and significant effect on the performance of selected manufacturing firms in North east Nigeria. This implies that that organizations that invest in articulating and communicating their vision may experience better financial results, operational efficiencies, and overall competitiveness in the market. This finding is consistent with that of Mukhongo et al. (2023) who found that that Visioning has positive but significant effect on the organizational performance of broadcasters in Kenya.

CONCLUSION AND RECOMMENDATIONS

Based on the research findings, the study highlights the critical role of strategic practices, specifically partnering and visioning, in enhancing the performance of selected manufacturing firms in Northeast Nigeria. The findings indicate that both partnering and visioning significantly contribute to improved organizational outcomes, underscoring the importance of collaboration and a clear strategic direction in the competitive manufacturing landscape. Based on the findings and conclusions above, the study recommends thus:

i. Manufacturing firms should develop robust relationship management strategies to ensure that partnerships are nurtured and maintained over time, focusing on clear communication and mutual goals. Also, they should Foster an organizational culture that values teamwork and collaboration, encouraging employees to embrace partnerships as a pathway to success.
ii. Manufacturing firms should Involve employees at all levels in the visioning process to ensure buy-in and foster a sense of ownership, which can enhance motivation and alignment with the company's goals. They should also Develop communication strategies to consistently share the vision throughout the organization, using various channels to ensure that all employees understand and embrace it.

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APPENDIX 1: QUESTIONNAIRE

	Visioning (VSN)
VSN1	The vision of the organization is clearly stated
VSN2	The vision of the organization helps to formulate its strategy
VSN3	The vision is widely known and drives activities
VSN4	The vision is used to direct actions and set priorities
VSN5	The organization effectively communicates its vision to employees
	Partnering (PAT)
PAT 1	Strategic alliances have helped the organization to develop and expand its product and service offering
PAT2	Strategic alliances have helped the organization to increase its market share and profitability
PAT3	Partnering has helped the organization to share risks and manage uncertainty
PAT4	The organization access new markets and customer segments through strategic alliance
PAT5	Partnering has helped the organization to achieve its strategic goals more effectively
	Performance (PER)
PER 1	The firm introduces new products and services to the market before competitors
PER 2	The firm effectively adapts to changes in the business environment
PER 3	The firm's services consistently meet customer expectations
PER 4	The organization consistently meets its strategic goals and objectives
PER 5	The organization fosters a culture of continuous improvement and innovation