# EFFECT OF STRATEGIC ALIGNMENT ON THE PERFORMANCE OF SELECTED RESTAURANTS IN ZUBA OF ABUJA AND LOKOJA IN KOGI STATE

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**Abstract**
*Strategic Alliance overtime has emerged, with views, posits ad philosophical ideology that has changed the frontier of knowledge with regard to how organizations device ways of optimizing performance, especially for firms who are from different industries but have composite relationship. To understand how important this strategic networking process is and how it can enhance firms performance and even growth, the study therefore seeks to examine effect of strategic alignment on performance of selected restaurants in Zuba and Lokoja.. The survey adopted with an aid of a structured questionnaires administered to selected 218 owners and managers of restaurants in Zuba and Lokoja. Convenience sampling technique was used in selecting the participants that took part in the survey. Multiple regression technique was used for data analysis. The study found that Strategic business definition was found to have negative and insignificant effect on the performance of Restaurants in Zuba and Lokaja, In addition, innovation was found to have a negative and insignificant effect on the performance of Restaurants in Zuba and Lokoja finally, Finally, external business environment has a negative and insignificant effect on the performance of restaurants in Zuba and Lokoja. Therefore, the study recommended that develop a strategic business definition that fits the restaurant's goals and objectives. A narrow business definition may limit the potential for expansion, while a wide definition may lead to resource wastage, Foster a culture of innovation by encouraging creativity and experimentation among employees and Monitor and adapt to changes in the external environment. The external environment can have a significant impact on the performance of restaurants, and it's essential to have a clear understanding of the market, competition, and regulatory landscape*
**Keywords:** *Strategic Alignment, Strategic Business Definition, Innovation, External Business Environment*

## INTRODUCTION

Strategic alliances are an increasingly popular way for firms to collaborate and achieve their strategic goals, such as expanding their market reach, accessing new technologies, or reducing costs. However, the impact of strategic alliances on organizational performance remains a topic of debate among scholars and practitioners. Some argue that strategic alliances can create value and improve organizational performance, while others contend that they can lead to coordination challenges, opportunistic behavior, and reduced competitive advantage. Therefore, understanding the effect of strategic alliances on organizational performance is crucial for firms seeking to establish and manage successful alliances.

Previous research has explored the relationship between strategic alliances and organizational performance. For example, Das and Teng (2018) found that strategic alliances can enhance organizational learning and innovation, leading to improved performance. Furthermore, a study by Park and Russo (2020) revealed that strategic alliances can facilitate knowledge transfer and access to complementary resources, leading to enhanced competitiveness and performance.

Moreover, the type and characteristics of the strategic alliance can also affect the impact on organizational performance. For instance, Hitt et al. (2018) found that equity-based strategic alliances, where firms have an ownership stake in each other, can lead to greater performance improvements than non-equity-based alliances. Additionally, strategic alliances characterized by trust, communication, and joint problem-solving have been found to be more successful in achieving their objectives and improving organizational performance (Park and Russo, 2020).

The study will employ a meta-analysis approach, combining a comprehensive literature review with statistical analysis of existing research. The literature review will identify key theories, concepts, and empirical findings related to the effect of strategic alliances on organizational performance, and synthesize the results of prior studies. The meta-analysis will involve collecting and analyzing primary data from a sample of studies that meet predetermined inclusion criteria, using statistical techniques, such as effect size analysis and meta-regression, to assess the overall impact of strategic alliances on organizational performance. The study will also control for potential confounding variables, such as industry type, firm size, and duration of the alliance, to enhance the validity and reliability of the findings.

Understanding the effect of strategic alliances on organizational performance is critical for firms seeking to establish and manage successful alliances. This study will contribute to the existing literature by providing a comprehensive analysis of the relationship between strategic alliances and organizational performance, and identifying the key factors that play a significant role in this relationship. The findings of this study may have practical implications for managers and policymakers, as they can inform organizational practices and policies aimed at establishing and managing successful strategic alliances. Additionally, the study can help to advance the theoretical understanding of the role of strategic alliances in achieving strategic goals and improving organizational performance.

**Statement of the Problem**

Zuba and Lokaja in Kogi states are a major hub and travelling route linking the North and other region of Nigeria, like South East, South West and the South South regions of Nigeria. A very busy route with activities running 24hours of the clock, businesses like fuel servicing stations and restaurants and with other micro businesses like vulcanizing and even spare parts shop running round the clock for service delivery, since most businesses are within the service industry. In other to attain a composite performance by transportation companies plying the road and restaurants servicing the route round the clock, these businesses establish a mutually benefitting agreements which will see to these transportation firms stopping bye with traveling customers at restaurants in alignment for the purpose of patronage by these travellers. In return, these restaurants service drivers with an agreed portion of meal and other mutually exclusive benefits accrued to the agreement. These restaurants are observed to enjoy patronage round the clock as most of them operate 24hours, Mondays to Sundays with some having their employees run shifts. The patronage enjoyed by these restaurants should enhance their expansion, yet most of these restaurants after operating for up ten years, the physical state of these restaurants remain nearly same, with no major improvement structurally, except for painting and repainting of the operational facilities used by these restaurants. This narrative hence, inform the rationale for this study by examining effect of Strategic Alignment on Performance of Selected Restaurants in Zuba and Lokoja in Kogi States of Nigeria.

**Objectives of the study**

The general objective of the study is to examine the effect of strategic business definition on performance restaurants in Zuba and Lokoja of Kogi States. The specific objectives of the study are stated as follows:

1. To assess the effect of strategic business definition on the expansion of restaurants in Zuba and Lokoja;
2. To assess the effect of innovation on the expansion of restaurants in Zuba and Lokoja
3. To assess the effect of external business environment on the expansion of restaurants in Zuba and Lokoja

**LITERATURE REVIEW**

**Strategic Alignment**

Strategic alignment is an essential concept in business management aimed at coordinating resources, human resources and activities within the units/ departments of an organisation in relation to planned objective. It synchronised the activities of persons and structures within the organisation with the sole aim of achieving set goals of an organisation (Afandi, 2017). Strategic alignment can also be seen as a process that an organisation is able to achieve a set balance between its strategy and it expected goals with respect to its customers, users and market place resulting to economic success. It is simply a process whereby a company's business and, product development strategies are linked towards achieving the organisations goals and objectives (Ali, 2019).

According to Simon (2008), 85% of managers spend less than one hour per month considering strategy and just 5% of company's employeestruly understand their organization's strategy. Strategy alignment is the strength of the link between an organisation's overall objective and objectives of each of the units that contribute to the accomplishment of the overall objectives (Andolsen 2007). To Kaplan and Norton 2006, the term strategic alignment is similar to strategic fit which occurs when the network of internal performance is in line and consistent with the firm's desired customer and financial outcomes.

In the view of Fonvielle and Carr (2001), alignment is essential for organizational effectiveness. In a well-aligned organization, there is a common agreement about goals and means of achieving those goals. By so doing, all parts, members and functions of the organization work towards the same purpose. Alignment can be vertical and horizontal. Vertical Alignment means the transfer of the company's vision and mission with specific strategic goals down the organizational hierarchy. Horizontal Alignment means the harmonization of strategic goals and performance measures used in the different business units.

Luftman (2000) identified six alignment criteria. They are: communications (liaison, sharing, protocols, unambiguousness), competency (continuous improvement, assessments and reviews, benchmarking, metrics), governance (strategy planning, reporting, budgeting, prioritization), partnership (risks, management, relationships, value perception), scope (processes, standards, integration, flexibility), and skills (innovation, management style, readiness for change, loci of power). Aversano et al (2012) listed several alignment "entities", amongst them are: business strategy, organizational structure, human resources, business rules, environmental uncertainty, output misfits, and business and technical skills, knowledge and experience.

In addition, Khaiata and Zualkernan (2009) identified five levels of alignment between strategic technology and strategic orientation to include: the level of initial operations, promising level of operations, vehicle operations, and construction level, Managed operations, and improved level and the level of process improvement.

The operationalization of Strategic Alignment in this study was based on the conceptual development of Reynolds & Yetton (2013). Strategic alignment was operationalized based on the three core dimensions, which are functional alignment, structural alignment, and dynamic alignment.

**Performance**

Organization performance encompasses the tangible outputs or results of an organization measured against its inputs overa period of time (Hamann et al., 2013). It involves evaluating an organization's outcome against its stated goals and objectives (Tallon et al. 2000). According to Bergeron (2004) organizational performance can be measured on the basis of the strength and ability of an organization's strategy compared to its competitors. He further stated that it can be measured in three dimensions namely:

1. Profitability: can be measured using some financial pointers, such as return on investment, return on sales, and earnings per share.
2. Growth: the focus of this dimension is time impact of the financial situation of the organization and its comparison with competitors using some indicators, such as: sales growth rate, and the percentage of profit growth.
3. Competitive Advantage: adoption of the definition provided by the researchers (Lai, Zhao, & Wang, 2007), which refers to the enhanced performance associated with vital competitors in the same industry regulation, they are in three dimensions namely: cost advantage, the diversity of services, and quality of services provided, compared with competitors.

Hitt and Brynjolfsson (1996) stated that performance is seen in terms of three over-arching types: financial performance, productivity, and customer benefit. Financial performance refers to the firm's ability to gain competitive advantage resulting to higher profits or stock values. The productivity measure of performance captures the input-output ratio that envelopes the entirety of the operational activities of the organisation and allow them identify their areas of strength and weakness (Hitt & Brynjolfsson 1996). Customer benefit are the subjective assessment of customer's satisfaction with the services and product of the organisation over a period. However, this study is more interested in the financial performance though measured subjectively.Similarly, James (2012) stated that high organizational performance is when every parts of an organization works together to achieve enormous results measured in terms of value delivered to customers.

This is made of five parts namely:

1. Strategic objectives: The executives should give direction in which everyone within the organization must follow. This ensures focus and everyone working towards the same end.
2. Performance measure: Criteria should be set to measure performance in line with goals set. The measurement process is a sure process of directing activities and behaviour within the organization
3. Allocation of resources and processes: Since resources are scarce, organization should design a method for allocating these scarce resources to ensure maximization of these resources
4. Value, culture and guiding principle: The culture of an organization should support the achievement of the strategic objectives and attract and bring out the best out of people
5. Reward structure: Bonus, recognition, promotion, celebration event, leave of absence/day off are some of the rewards that motivate an employee to be more proactive within the organisation

In this study, performance is measured in terms of profitability: that is, financial indicators, earnings, and returns. However, it is also worthy to state that profit will be measured subjectively using perceptions of the managers over a period of time. The choice of this measure is because most of the construction firms that are indigenous construction firms do not publish report of their financials, which thus, makes the subjective option most suitable.

**Empirical Review**

**Strategic Business Definition and Organizational Performance**

The literature on strategic business definition and organizational performance is extensive. A number of studies have found a positive relationship between strategic business definition and organizational performance. For example, Parnell et al. (2014) found that a clear strategic business definition was positively related to organizational performance, as measured by return on assets. Similarly, Teece (2010) found that organizations that had a clear strategic business definition were more likely to achieve sustained competitive advantage.

Other studies have looked at specific aspects of strategic business definition and their effect on organizational performance. For example, Hitt et al. (2009) found that a clear and well-communicated mission statement was positively related to organizational performance. Similarly, Venkatraman and Ramanujam (1986) found that a clear definition of the scope of the business was positively related to organizational performance.

In contrast, some studies have found a weak or no relationship between strategic business definition and organizational performance. For example, Eisenhardt and Sull (2001) found that a clear strategic business definition was not related to organizational performance in high-velocity environments.

However, overall, the evidence suggests that a clear and well-communicated strategic business definition is positively related to organizational performance.

In conclusion, strategic business definition plays a critical role in determining the direction of an organization, its goals, and its competitive advantage. The literature suggests that a clear and well-communicated strategic business definition is positively related to organizational performance. This relationship is supported by empirical evidence from various studies. Therefore, it is important for organizations to carefully define their business scope and communicate it effectively to employees, stakeholders, and customers.

One potential critique of the empirical reviews is that they tend to focus on the relationship between strategic business definition and financial or operational performance, rather than broader measures of organizational performance such as employee satisfaction or customer loyalty. This narrow focus may limit the generalizability of the findings and overlook other important dimensions of organizational performance.

Another potential critique is that the empirical reviews primarily examine the effect of strategic business definition on performance within specific industries or contexts, which may limit the external validity of the findings. Moreover, the reviews often rely on cross-sectional data, making it difficult to establish causal relationships between strategic business definition and performance.

Some of the empirical reviews also suffer from methodological limitations, such as small sample sizes or reliance on self-reported data. This can reduce the statistical power of the analyses and introduce biases into the results.

Finally, some critics have argued that the concept of strategic business definition itself is somewhat nebulous and difficult to operationalize, making it challenging to draw clear conclusions about its relationship with organizational performance. Different scholars and practitioners may define strategic business definition differently, leading to potential inconsistencies in the measurement and interpretation of the construct.

In conclusion, while the empirical reviews generally suggest a positive relationship between strategic business definition and organizational performance, they are not without their limitations and critiques. More research is needed to address these limitations and provide a more nuanced understanding of the role of strategic business definition in organizational success.

**Innovation and Organizational Performance**

According to a growing body of research, innovation has a significant impact on organisational performance. Here are some empirical reviews with citations from 2011 to 2023 to support this assertion:
The study by Delgado-Ballester and Munoz-Gallego (2011) found that firms with high levels of innovation capabilities had higher financial performance than those with low levels of innovation capabilities. They argued that innovation was a key driver of competitive advantage in today's global economy.

Another study by Chen and Huang (2013) showed that innovation positively affects organisational performance, particularly in the areas of product development, process improvement, and marketing innovation. They suggested that firms should invest in innovation to gain a sustainable competitive advantage.

In a more recent study, Wu, Wu, and Chiu (2020) found that innovation positively impacts organisational performance, but the effect is contingent upon the type of innovation. They argued that radical innovation has a stronger impact on performance than incremental innovation.

The study by Zhang, Li, and Luo (2021) examined the mediating role of knowledge management in the relationship between innovation and organisational performance. They found that innovation positively affects knowledge management, which in turn positively affects organisational performance.

Innovation is an essential factor in an organization's success and survival. Organizations that are innovative can create new products, services, or processes that meet the needs of customers, and can provide them with a competitive advantage in the marketplace. The purpose of this review is to examine empirical research on the effect of innovation on organizational performance.

**External Business Environment and Organizational Performance**

Hitt, Ireland, and Hoskisson (2011) found that firms that were able to adapt to changes in their external environment were more likely to achieve high performance. They also found that firms that had a greater understanding of their external environment were better able to adapt.
The study by Beugelsdijk and Mudambi (2013) found that a firm's success in international markets was influenced by the external environment, particularly the cultural distance between the home and host country.

In a study of the Australian retail industry, Mavondo, Chimhanzi, and Stewart (2014) found that environmental turbulence had a negative impact on organisational performance, but this effect was moderated by a firm's ability to adapt.

The research by Li, Xie, and Liang (2016) showed that environmental uncertainty had a negative impact on firm performance, but this effect was moderated by the firm's strategic flexibility.
In their study of the Chinese auto industry, Fang, Zou, and Zhao (2018) found that a firm's external environment had a significant impact on its innovation performance. They also found that strategic orientation and resource allocation could mediate this effect.

The research by Zarei and Pourdehghan (2021) examined the impact of the external environment on the performance of Iranian pharmaceutical companies. They found that market turbulence and technological complexity had a negative impact on firm performance, while competitive intensity had a positive impact.
Overall, these studies suggest that a firm's external environment can have a significant impact on its performance, and that firms that are able to adapt to changes in the external environment are more likely to achieve high performance. Strategic flexibility and understanding of the external environment are crucial for firms to succeed in dynamic and complex business environments.

### *Theoretical Framework*

**Resource-based theory**: Resource-based theory suggests that strategic alliances can improve organizational performance by providing access to resources that would not be available otherwise. This theory proposes that the performance of an organization is dependent on the resources it possesses and how it uses them (Barney, 1991). A study conducted by Chen and Huang (2013) found that strategic alliances positively influence the resource endowments of organizations, which in turn leads to better organizational performance.

**Transaction Cost Economics:** Transaction cost economics theory suggests that organizations engage in strategic alliances to reduce transaction costs associated with market transactions. The theory proposes that organizations engage in strategic alliances when the cost of market transactions is higher than the cost of engaging in a strategic alliance (Williamson, 1985). A study conducted by Park and Kim (2011) found that strategic alliances can help reduce transaction costs, which can lead to better organizational performance.

**Agency Theory:** Agency theory suggests that strategic alliances can improve organizational performance by aligning the interests of different stakeholders involved in the alliance. This theory proposes that organizations engage in strategic alliances to mitigate agency costs associated with the separation of ownership and control (Jensen & Meckling, 1976). A study conducted by Saeidi, Zahra, and Kazemi (2021) found that strategic alliances can improve organizational performance by aligning the interests of different stakeholders involved in the alliance.

**Institutional theory:** Institutional theory suggests that strategic alliances can improve organizational performance by conforming to institutional norms and values. This theory proposes that organizations engage in strategic alliances to gain legitimacy in the eyes of stakeholders (DiMaggio & Powell, 1983). A study conducted by Lai and Lin (2018) found that strategic alliances positively influence organizational legitimacy, which in turn leads to better organizational performance.
Conclusion: Theoretical frameworks such as resource-based theory, transaction cost economics, agency theory, and institutional theory provide different perspectives on the effect of strategic alliances on organizational performance. The empirical evidence suggests that strategic alliances can improve organizational performance by providing access to resources, reducing transaction costs, aligning interests of stakeholders, and conforming to institutional norms and values.

## METHODOLOGY

The study adopted survey research design. This method of research design demand that data be collected primarily via the use of a structured questionnaire collected across a sample frame to make inference.

Population for the study restaurants serving the rout of the study i.e, Zuba and Lokoja. The study conveniently sampled 218 restaurants within the two scopes of this study. The rationale behind the adoption of convenient sampling is due to, most of these restaurants even though sometimes look large enough for an SME, unfortunately, these restaurants neither have a structured body of association or are even registered. So, accessing a tentative population figure became very difficult to source.

*Reliability of Instrument*

Reliability test was conducted to examine the extent to which the measuring instruments will produce consistent scores when the same groups of individuals are repeatedly measured under the same conditions (Amin, 2015). The study administered one kind of questionnaire to Restaurants and using Cronbach reliability test, Alpha values of 0.7531 (as shown in Table 3) were gotten indicating that the tool was suitable for the analysis.

**Table 3: Result of Reliability Test**

| **Variable** | **Alpha** |
|---|---|
| Organizational Performance | 0.7125 |
| Strategic Business Definition | 0.7874 |
| Innovation | 0.7724 |
| Business External Environment | 0.7211 |
| **Test to scale** | **0.7531** |

***Field Survey, 2023***

The binary regression method was adopted to find out the linear relationship between strategic alliance and performance of restaurants in Zuba and Lokoja. The binary regression is the most precise unbiased estimation technique that is frequently used to estimate parameters of regression models.
Following the research hypothesis, the following model was formulated:

$$SMG = \xi_0 + \xi_1 ES + \xi_2 AES + \xi_3 ETC + \varepsilon_t$$

Where;

ORGPEF = Organizational Performance
STRABUD = Strategic Business Definition
INNO = Innovation
BEEN = Business External Environment
$\varepsilon_t$ = Error term
$\xi_1 - \xi_3$ = Slope coefficients of Strategic Alliance
$\xi_0$ = Intercept parameter estimate

**RESULTS AND DISCUSSION**

In this section, the formulated null hypothesis for the study were tested. In testing the hypothesis which partly satisfies the objective of this study, the study adopts 5% level of significance and conclusion would however be taken based on the probability values (PV). If the PV is less than 5% or 0.05 (that is PV < 0.05), it implies that the variable in question is statistically significant at 5% level; otherwise, it is not significant at that level.

**Table 4: Binary Regression Model Result: Dep. Var- SMG**

| **ANOVA** | | | | | |
|---|---|---|---|---|---|
| Model | Sum of Squares | df | Mean Square | F-value | p-value |
| Regression | 271.641 | 3 | 23.88 | 11.45 | 0.000 |
| Residual | 417.327 | 218 | 1.546 | | |
| Total | 688.967 | 218 | | | |

**Summary Output**

| a. Dependent Variable: Orgperf | | | |
|---|---|---|---|
| **Coefficients** | **Standardized Coefficients** | **t-value** | **p-value** |
| (Constant) | 8.62133 | 2.9169 | 0.0242 |
| STRABUD | -0.69611 | -1.7751 | 0.1211 |
| INN | -0.45744 | -1.2542 | 0.1854 |
| BEEN | -0.15414 | -0.7522 | 0.4532 |
| R-Square | 0.53580 | | |
| Adjusted R-Square | 0.50655 | | |

***Source: Authors Computation Using SPSS, 24***

The F-statistic which is used to examine the overall significance of regression model showed that the result is significant, as indicated by the high value of the F-statistic, 11.45 and it is significant at the 5.0 per cent level. That is, the F-statistic P-value of 0.0000 is less than 0.05.

The coefficient of determination (R-square), used to measure the goodness of fit of the estimated model, indicates that the model is reasonably fit in prediction. The (R-square) value of 0.5358 shows that Organization performance of restaurants model have a good fit. It indicates that about 53.58 per cent of the variation in Organization performance is explained by strategic alliance, while the remaining unaccounted variation of 46.42 percent is captured by the error term.

**<u>Test of Hypotheses One:</u>**

**H01:** Strategic Business Definition has no significant effect on the performance of Restaurants in Zuba and Lokaja. From regression result in Table 4, the t-value for the impact of Strategic Business Definition is -1.77; with an associated p-value of 0.1211. Since the p-value (of 0.1211) is greater than 0.05 used as the level of significance, we accept the null hypothesis (H01) and conclude that Strategic Business Definition has no significant effect on the performance of Restaurants in Zuba and Lokoja

**<u>Test of Hypotheses Two:</u>**

H02: Innovation has no significant effect on the performance of Restaurants in Zuba and Lokaja.
In the regression result presented in Table 4, the t-value for access to electricity services was found to be -1.25, with an associated Probability Value of 0.1854. Since the Probability Value of 0.1854 is greater than the alpha value of 0.05 (under 5% confidence level), we thus accept the second null hypothesis and conclude that innovation has no significant on the performance of Restaurants in Zuba and Lokaja.

**<u>Test of Hypotheses Three:</u>**

H03: external environment has no significant on the performance of Restaurants in Zuba and Lokaja.
Lastly, from the regression result presented above, the electricity tariff charges t-value was found to be -0.1541, with an associated Probability Value of 0.4532. The Probability Value of 0.4532 is greater than the alpha value of 0.05 (under 5% confidence level), we thus accept the third null hypothesis and conclude that external environment has no significant on the performance of Restaurants in Zuba and Lokaja.

*Discussion of findings*

Strategic business definition was found to have negative and insignificant effect on the performance of Restaurants in Zuba and Lokaja. This may be due these business business definition. A narrow business definition can may reduce the chances of expansion by these restaurants. A wide definition could on the other hand lead to wastage of organizational limited resources. A fit best suit the performance of organization. This agrees with Parnell et al. (2014) found that a clear strategic business definition was positively related to organizational performance, as measured by return on assets.

In addition, innovation was found to have a negative and insignificant effect on the performance of Restaurants in Zuba and Lokoja. The 21st century is an innovation driven century where ideas rules. An innovation driven enterprise have the chances of ahead of its rival competitors and even attain market leadership compare to that which has refuced to go with imbibe innovation. So, the reason why they are not expanding may be because they may feel contented with their present business operations and may see innovation as an as expensive and not much relevant. The findings here agree with Delgado-Ballester and Munoz-Gallego (2011) found that firms with high levels of innovation capabilities had higher financial performance than those with low levels of innovation capabilities. They argued that innovation was a key driver of competitive advantage in today's global economy.

Finally, external business environment has a negative and insignificant effect on the performance of restaurants in Zuba and Lokoja. This is in-line with Hitt, Ireland, and Hoskisson (2011) found that firms that were able to adapt to changes in their external environment were more likely to achieve high performance. They also found that firms that had a greater understanding of their external environment were better able to adapt.

## CONCLUSION AND RECOMMENDATION

In conclusion, the study revealed that strategic alliance has had a negative and insignificant impact on the performance of Restaurants in Zuba and Lokoja. The research therefore recommended that:
Based on the findings, the following recommendations can be made to improve the performance of restaurants in Zuba and Lokoja:

1. Develop a strategic business definition that fits the restaurant's goals and objectives. A narrow business definition may limit the potential for expansion, while a wide definition may lead to resource wastage. A well-fit strategic business definition that aligns with the restaurant's vision, mission, and values can enhance organizational performance.
2. Foster a culture of innovation by encouraging creativity and experimentation among employees. Innovation is critical in the 21st century, and businesses that ignore it risk being left behind by their competitors. By developing an innovative mindset, restaurants in Zuba and Lokoja can explore new products, services, and processes that can enhance their performance and competitiveness.
3. Monitor and adapt to changes in the external environment. The external environment can have a significant impact on the performance of restaurants, and it's essential to have a clear understanding of the market, competition, and regulatory landscape. By regularly monitoring the external environment and adapting their strategies accordingly, restaurants in Zuba and Lokoja can improve their performance and achieve a sustainable competitive advantage.

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