

Research Paper

Effect of Strategic Leadership and Strategic Thinking on Firms' Competitive Advantage: Evidence from Fast Moving Consumer Goods Sub-Sector

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ABSTRACT

Purpose: This study examines the effect of strategic leadership and strategic thinking on the competitive advantage of fast moving consumer goods (FMCG) in Nigeria. The study employed survey research design, by administering structured questionnaire on members of staff of seven FMCG.

Methodology: The sample size of the study was determined using Raosoft sample size determination method, at 95% confidence level and 4% confidence interval. Three hypotheses were formulated and the ordinary least square was employed in estimating the regression models with the aid of STATA version 14.

Findings: The findings revealed that strategic leadership and strategic thinking both have positive and significant effect on FMCG competitive advantage. The combined effect of strategic leadership and strategic thinking on FMCG competitive advantage equally revealed a positive and significant combined effect. The study further revealed that strategic leadership and strategic thinking have a combined adjusted coefficient of determination (adjusted R²) of 0.479, which suggest that 47.9% variation in FMCG competitive advantage is accounted for by the strategic leadership and strategic thinking. The empirical findings of this study provide evidence that strategic leadership and strategic thinking play important roles in FMCG competitive advantage in Nigeria. This imply that strategic leadership and strategic thinking can both enhance the competitive advantage of FMCG.

Originality/Value: This study is unique as it combines strategic leadership and thinking, which is the only study that examines the performance of FMCGs from the perspective of strategic leadership and thinking in Nigeria.

Keywords: Strategy; Strategic Leadership; Strategic Thinking; Competitive Advantage; Consumer; FMCG.

1. Introduction

Strategy as a broad term has engendered a lot of research interest across the globe. Several scholars and firms have invested a huge quantity of time and economic resources into developing the domain of strategic leadership and thinking. The last three decades have

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seen the development of the field of strategic leadership and strategic thinking applied for several industries. Strategy has been the “holy grail” for the competitiveness of firms.

Strategy aids the understanding, discovery and execution of novel ways of sustaining competitive advantage. Organizations attain competitive advantage through the creation of new products, discovery of new markets, developing innovative manufacturing processes, developing innovative business model (Grant, 2010). These are usually products of strategic leadership and strategic thinking, because the development of innovative products, market, process and business model requires strategic leadership and strategic thinking.

Strategic leadership is known as one of the key research directions in conventional and mainstream strategic management (Alayoubi, Al Shobaki & Abu-Naser, 2020; Ershadi & Dehdazzi, 2019; Mohammed, 2019). In the swiftly changing environment, every association has to take advantage of sustainable competitive advantage. Strategic leadership is more of fostering and promoting the sustainable competitive advantage and inspiring, effecting or metamorphosing a strategy of association into an action (Halberstadt, Niemand, Kraus, Rexhepi, Jones & Kailer, 2020; Rexhepi & Srhoj, 2018; Marriott, Du Plessis, Sukumaran, & Manichith, 2014). Conversely, in the intricate and difficult universal competitive environment, the capabilities of an association or organization to achieve competitive advantage and attain above-average returns is compromised each time strategic leaders unsuccessfully respond to changes.

Despite the explosion in the practice of strategic leadership and strategic thinking, it continues to be debated by researchers. Scholars (Adeyemo, 2020; Alayoubi, Al Shobaki, & Abu-Naser, 2020; Ershadi & Dehdazzi, 2019; Mohammed, 2019; Shao, 2019; Song & Liu, 2019) studied strategic leadership and strategic thinking from various dimensions. However, most of the studies employed only one of the two variables. Without considering the combined effect of strategic leadership and strategic thinking on firms competitiveness. This gap in literature forms the kernel of this study.

The study is significant in three-fold: Firstly, it extends previous studies on strategic leadership and strategic thinking, by examining the combined effect of the two independent variables on the dependent variable (competitive advantage). Secondly, the study opens up new research space in strategic leadership and strategic thinking and finally, the policy implications of this study are relevant to the manufacturing sector in general and fast moving consumer goods (FMCG) sub-sector in particular. Thus, this study evaluates the strategic leadership and strategic thinking of FMCGs in Lagos and Ogun States, Nigeria. The objective of the study is to examine the effect of strategic leadership and strategic thinking on the competitive advantage of FMCG.

In line with the research objectives, the following null hypotheses were tested:

H₁: Strategic leadership does not significantly affect FMCGs competitive advantage.

H₂: Strategic thinking does not significantly affect FMCGs competitive advantage

H₃: Strategic leadership and strategic thinking do not have significant combined effect on FMCGs' competitive advantage

This paper is segmented into five parts: the introduction, literature review, methodology, the results and the conclusion.

2. Literature review

2.1. Strategic Leadership

Strategic leadership is key to the attainment of organizational goal, Schoemaker, Krupp and Howland (2013) reveal that a strategic leader must have the capacity to envisage, interpret, learn, challenge, decide and align all organizational resources to achieve the organizational goal. These skills when mastered by the leader propel the leader to strategically think and navigate teams, the organization and other stakeholders through the unknown. Adeyemo (2020) opines that strategic leadership is characterized by social architecture, vision, trust, creativity and innovation. David (2014) argues that strategic leaders should be involved in five major activities of setting of direction, strategic capacity development, translating actions from strategy, aligning the organization and the key stakeholders to the strategy, and determining an effective intervention point.

For leaders to improve their capacity to envisage or anticipate, they should talk constantly with stakeholders, use scenario planning, do extensive simulation and market research in order for the leaders to gauge the reaction of the competitors to new initiatives, understand the competitors' perspectives and predict likely disruptive offerings of the competitors. Not all leaders are strategic. It takes strategic thinkers to object to the status quo. Strategic leaders critic others perspectives, question their own ways of doing things and promote divergent opinions before meaningful decisions are taken (Alayoubi, Al Shobaki, & Abu-Naser, 2020; Halberstadt, Niemand, Kraus, Rexhepi, Jones & Kailer, 2020; Rexhepi & Srhoj, 2018; Shao, 2019; Schomaker, et al, 2013).

Strategic leaders are not content with the present, but they relentlessly seek ways to better things. Senge (2011) is of the opinion that leaders with such dissatisfaction challenge assumptions, processes and ideas and this makes them achieve purpose in the shortest period of time because the organization becomes better, and the process more refined. Although David (2014) argues that such relentlessness hinders strategic leaders from being reflective and this makes networking a pivotal element in every strategic leader. Schoemaker et al (2013) assert that strategic leaders prioritize strategic learning and thinking. This creates an opportunity for them to create mental models which enhances the way they carryout activities and help them develop on a continuous basis.

2.2. Strategic Thinking

Scott (2004) opines from an open system perspective that strategic thinking deals with creativity and intuition, which is hinged on synergies between a firm's strategy and structure. Strategic thinking deals with aligning the structures with the strategies. It is imperative for the organizations and individuals to think strategically. Horwath (2018) posits that the act of generating and applying new business insights consistently and regularly in order to achieve competitiveness is strategic thinking. Strategic thinking and strategic planning differ in the sense that, the latter occurs periodically while the former is constantly needed. Strategic thinking does not involve adding more work like strategy, but it involves viewing business from a new lens. It deals with enhancing and improving one's capacity to perform better at all times (Halberstadt, Niemand, Kraus, Rexhepi, Jones & Kailer, 2020; Rexhepi & Srhoj, 2018; Ershadi & Dehdazzi, 2019; Mohammed, 2019; Song & Liu, 2019). Garratt (2003) gives a very germane meaning of strategic thinking as a process in which the executives of an organization meet the daily challenges encountered in the process of managing, and provide new alternatives that are pivotal to the dynamic business environment thereby making the management very effective. These perspectives are both historical and future oriented. Strategic thinking should have the capacity to look in retrospect and futuristically while considering the organization

holistically, so that calculated risks can be taken in order to achieve the organization's goals.

Horwath (2018) asserts that in order for organizations to maximize their resources and grow profitably on a constant basis, three major components of strategic thinking must be developed for businesses to be consistently grounded in solid strategy. These components are acumen, allocation and action. Acumen deals with creating pivotal business insights. Allocation involves resources trade-offs while action means implementing the strategy to achieve organizational goals. Drucker (2001) on the other hand, asserts that strategic thinking deals with three components, which include:

- i. Where we are now;
- ii. Where we want to be and
- iii. How we will get there.

Sanaghan (2009) postulates six components of strategic thinking, which are: strategic purpose, tools for analysis, vision, key goals, values and action planning.

Strategic purpose: According to Campbell and Liteman (2003), strategic purpose is the foundation of the organization's future blue prints. It is a clear understanding of why the firm exists and why it is important they exist. A study at the University of Florida (UF, 2018) established that work in the organization is guided by purpose when everyone is on the same page in the organization and this makes even complex work achievable.

Tools for analysis: Sanaghan (2009) was of the view that analysis in strategic conversation is key to strategic thinking and that the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is important in strategic thinking. It enhances the beginning and continuation of the conversation on where the organization is, where it is going to and how it will achieve purpose.

Vision: As a component, vision recognizes the direction of the organization and answers the question of what and where the organization is. The vision of the organization creates a moving scenario of what the organization looks like and creates a compelling story of what has to be done to get to the intended goals. The vision is effective in motivating, inspiring and challenging the organization to where they are headed.

Values: Drucker (2001) posits that the organization's value is a reflection of the culture in place in the organization. More imperative is the fact that the clearer the organizational values, the more the organization tap into its values which enhances the culture that fosters strategic thinking and vision. Clarified values foster strategic thinking and this is used as a basis to strengthen employees' interactions and organizational culture.

Sanaghan (2009) points out a key framework that is helpful to action planning. Strategy on its own cannot guarantee organizational success but the effective execution of the strategy does. Planning process and strategic thinking fail because there is lack of strategic leaders who should have the insight to identify key persons to execute the strategy, at what time and what is specifically required. Action planning explains the direction of works. These actions include a statement of goals, a detailed picture of what attaining those goals looks like, key steps to take towards execution of the strategy, the resources required, key personnel, likely hurdles and challenges and potential champions in the cause of implementation.

Strategic thinking is a must for leaders. This implies that strategic thinking can only take place where there are strategic leaders. A proper understanding of the components of strategic thinking would increase the capacity of the leader in creating the ideas, perspectives and communication centered on pivotal issues thereby promoting a shared understanding of what, where, how and who.

2.3. Competitive Advantage

Competitive advantage is attained when a company gains a set of qualities that give it an edge over its competitors (Wang, 2014). In other words, competitive advantage is also revealed, when organizational activities yield more profitable than those of its marketplace competitors or when it accomplishes more than other significantly in terms of market share, product quality and technological advancement (Huff, Floyd, Sherman & Terjesen, 2009). If any organisation desires to survive and have an edge within a given industry such must be able to create a competitive advantage over its competitors (Grant, 2010).

Ibidunni (2009) posits that competitive advantage is the features or qualities showed in product, which enables it to outperform its rivals. With this, at the time two organisations compete; an organisation having a competitive advantage is with the capability to acquire an upper performance above competitors. Coyne (2001) asserts that the basis for competitive advantage is to produce a product or service which give value to consumers and companies. He stated further that achievement be contingent, not solitary upon the choice of product to create, but then again upon decision on the design of such product, the superiority of its resources, scopes, colours, wrapping, and sales determination.

Coyne (2001) believed that international (multinational) firms, has many sections of the marketplace as they have accepted the ideas of marketplace division, aiming goods positioning, association marketing, as well as customer centricity, are well positioned for worthy performance, development in addition to sustainability.

Scholars have shown concerned for studying the sources of competitive advantage as a major research in the strategic management domain (Porter, 2008; Barney, 1998). Broadly speaking, competitive advantage can be defined as the situation in which a firm consistently outperforms competitors through a value creating strategy not simultaneously being implemented by any current or potential competitors (Porter, 2008; Barney, 1998). Competitive advantage is thus used as a means to address heterogeneity within an industry in terms of the distribution of resources and obtained returns (Barney, 1998). Some theoretical developments have been formulated to explain why a firm, at a given moment, is ahead of competitors in relation with performance. They include the presence of superior leadership for a determined organisational structure (Lee & Griffith, 2019); the characteristics of the industry structure and firm's microeconomic environment (Porter, 1985; Lee & Griffith, 2019); and the existence of resources and development of organisational capabilities (Barney, 1998). Under such frameworks, a broad spectrum of internal and external factors as well as conditions has been consequently proposed to shed light on the sources to achieve competitive advantage.

2.4. Competitive Theory

The theory underpinning this study is the competitive theory of strategic management is premised on the assumption that competition is the major driver of an organization's strategy and it is what distinguishes one organization from another. The theory regards competitiveness as the cornerstone for an organization's operation. Therefore, all

activities of the organization are geared towards realizing, developing, establishing and sustaining competitive advantage. Porter (2002) connects this theory to the firm and its environment. The connection is an external approach where the environment drives the business conditions of the organization. Porter’s model is based on the idea that the corporate strategy of the firm should react adequately to the threats and opportunities in the firm’s external environment.

The firm’s strategy should be based on a proper knowledge of the market and industry structure on which the firm exists. The five forces according to Porter are the threat of substitution, threat of rivals, threat of customers, threat of suppliers and threat of new entrants. A proper and robust understanding of these forces will shape the firm’s strategy since the forces determine the intensity of competition and degree of profitability of the firm (Porter, 2008; Barney, 1998; Teece, Pisano & Schuen, 1997). Competitive advantage is achieved by a firm when it implements a value creating strategy that cannot be imitated by competitors. The main source of such firm competitiveness is its resources. Dynamic capabilities are built over time and they may depend on the historical use of a firm’s resources in a dynamic and extremely complex environment. A firm can gain competitive advantage over its rivals through price (Cost leadership), technological advance, innovation and quality of service.

3. Methodology

This section presents the methodology adopted to carry out this study. As such, it focused on the methodology employed to ascertain the effect of strategic leadership and strategic thinking on the competitive advantage of FMCGs. This session starts with the research design, and continues to the population for the study, the sample size, research instrument, tests of validity and reliability of instrument, method of data collection, model specification and the method for data analysis.

This study employed the survey research design. Survey research design aids the understanding of the phenomenon under investigation. Scholars with related objectives equally employed survey research design (Adeyemo, 2020; Alayoubi, Al Shobaki & Abu-Naser, 2020; Ershadi & Dehdazzi, 2019; Mohammed, 2019; Shao, 2019).

The population of this study comprise of 21,490 employees of the seven selected fast moving consumer goods (FMCG) firms, namely: Dangote Sugar Refinery PLC, Honeywell Flour Mill PLC, Cadbury Nigeria PLC, Nestle Nigeria PLC, Flour Mill Nigeria PLC, PZ Cussons Nigeria PLC and Unilever Nigeria PLC. The reason for chosen the seven FMCGs is because they are among the top ten FMCGs quoted on the Nigeria Stock Exchange. The employees of the seven selected firms constituted the element of observation of this study. The number of employees of the firms is stated below:

Table 1 – Number of employees of the firms

S/N	Name of Company	Number of Employees
1	CADBURY NIGERIA PLC	1,797
2	DANGOTE SUGAR REFINERY PLC	2,460
3	FLOUR MILLS NIGERIA PLC	7,420
4	HONEYWELL FLOUR MILLS PLC	785
5	NESTLE NIGERIA PLC	3,300
6	PZ CUSSON NIGERIA PLC	4,476
7	UNILEVER NIGERIA PLC	1,252
	TOTAL	21,490

Source: Author's compilation from the firms' website

The study employed stratified and simple random sampling technique. The population will be divided into seven strata based on the seven companies and a simple random sampling will be carried out in each stratum. The sample size of the study was determined using Raosoft sample size determination method, at 95% confidence level and 4% confidence interval, which gave a sample size of 584. A non response rate of 30% was assumed, which increased the sample size to 759 (584+175). The sample allocated to each firms is stated below:

Table 2 – Sample allocated to each firms

S/N	Name of Company	Sample
1	CADBURY NIGERIA PLC	108
2	DANGOTE SUGAR REFINERY PLC	108
3	FLOUR MILLS NIGERIA PLC	109
4	HONEYWELL FLOUR MILLS PLC	108
5	NESTLE NIGERIA PLC	109
6	PZ CUSSON NIGERIA PLC	109
7	UNILEVER NIGERIA PLC	108
	TOTAL	759

Source: Author's elaboration

The study employed a structured questionnaire that was designed using the Likert scale, rated as follows: (1) SD: Strongly Disagree, (2) D: Disagree, (3) A: Agree, (4) SA: Strongly Agree. The questionnaire consisted of two sections. Section A- to obtained demographic information, Section B addressed the research objective. Both construct validity and content validity were met by the instrument. For construct validity, the questionnaires was divided into two sections and three sub-sections to ensure that each section assess information for a specific objective, and also ensure that the same was closely tied to the conceptual framework for this study, the components of the two sections has been stated above. The content validity of the instrument was tested using content validity index (CVI), by using four independent evaluators who are academics/researchers. Each of the independent evaluators rated the questionnaire items on two-point rating scale of relevant (R) and not relevant (NR). The content validity index was obtained by employing the CVI formula:

$$CVI = n/N$$

Where;

N= Total number of items in the instrument, while n= numbers of items rated as relevant.

The CVI gave a value of 0.743, which according to Ngoma et al, (2017), indicated that the instrument is highly relevant. Therefore, the instrument is valid.

To test the reliability of the instrument (questionnaire), the test-retest method was employed; the instrument was administered on fourty five employees of Rite Foods (A non-participating FMCG). This was done twice within an interval of two weeks. Thereafter, the outcomes of the first and second pilot study were correlated and a value

of 0.77, 0.71 and 0.80 was obtained for strategic leadership, strategic thinking and competitive advantage respectively.

3.1. Model Specification

Model 1

The model specification for hypothesis one is stated below:

$$CA = f(SL) \text{-----} (i)$$

$$CA = \beta_0 + \beta_1 SL_i + \mu_i \text{-----} (ii)$$

Where:

CA represents Competitive advantage

SL represents Strategic Leadership

β_0 is the constant term

β_1 is the coefficient of the estimator.

$\beta_1 > 0$

μ is the error term

The apriori expectation, it is expected that strategic leadership will impact positively on firms' competitive advantage; hence the parameter of strategic leadership should have a positive sign.

Model 2

$$CA = f(ST) \text{-----} (i)$$

$$CA = \beta_0 + \beta_1 ST_i + \mu_i \text{-----} (ii)$$

Where:

CA represents Competitive advantage

ST represents Strategic Thinking

β_0 is the constant term

β_1 is the coefficient of the estimator.

$\beta_1 > 0$

μ is the error term

The apriori expectation, it is expected that strategic thinking will impact positively on firms' competitive advantage; hence the parameter of strategic thinking should have a positive sign.

Model 3

The model specification for hypothesis three is stated below:

$$CA = f(SL, ST) \text{-----} (i)$$

$$CA = \beta_0 + \beta_1 SL_i + \beta_2 ST_i + \mu_i \text{-----} (ii)$$

Where:

CA represents Competitive advantage

SL represents Strategic Leadership

ST represents Strategic Thinking

β_0 is the constant term

β_1, β_2 , are the coefficient of the estimator.

$\beta_1, \beta_2 > 0$

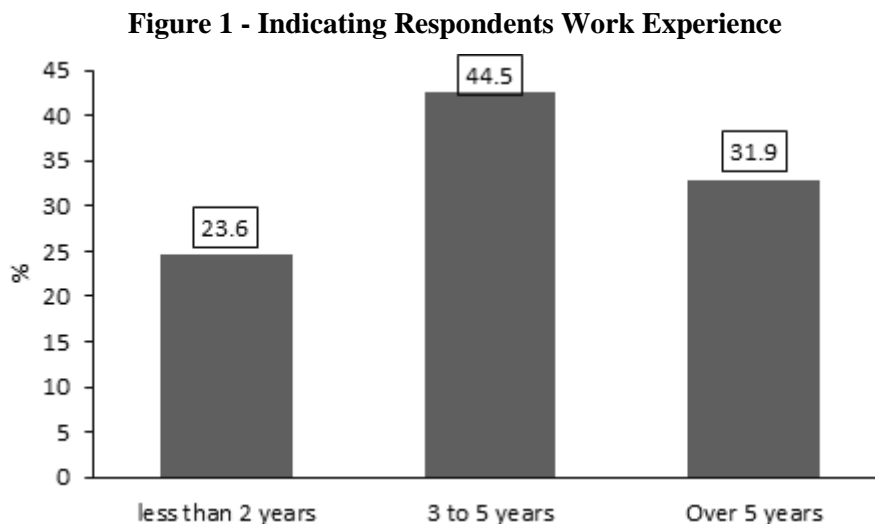
μ is the error term

The apriori expectation, it is expected that strategic leadership and strategic thinking will both impact positively on firms' competitive advantage; hence the parameters of strategic leadership and strategic thinking should both have a positive sign

The Ordinary least square method of regression analysis was employed to estimate the regression models for all the hypotheses. The ordinary least square (OLS) was employed in order to examine if the independent variables (strategic leadership and strategic thinking) affect the dependents variable (competitive advantage) and it has been adjudged the best linear unbiased estimator. The benchmark for this study for accepting or rejecting the null hypothesis was a level of significance of five percent (0.05). STATA version 14 software was used for the analysis.

4. Results and discussion

759 copies of the structured questionnaires were administered on our sample. However, only 599 copies were returned and found useable. Thus, the analysis was based on the returned 599 copies of the instrument.



Source: Survey (2020)

Figure 4.1.1 revealed that most of the respondent have work with their FMCG between 3-5 years (44.5%), while 23.6% have work with their FMCG for less than 2years, and 31.9% have being working with their FMCG for more than 5years. This shows that the respondents are relatively conversant with their FMCG strategic leadership and strategic thinking activities.

4.1. Hypotheses Testing

Hypothesis One (strategic leadership does not significantly affect FMCGs competitive advantage)

Table 3 - Summary of Hypothesis 1 result

Variable(s)	Coefficient	T-statistics	P-Value
C	10.29944	8.31	0.0000
Strategic leadership	0.4899121	8.47	0.0000
F-Statistics 70.05 (0.0000)		R-Square= 0.2916	
Note: Dependent Variable - Competitive Advantage			

Author's computation from STATA 14

Source: Fieldwork (2020)

The result on table 3 above revealed a positive and significant relationship between strategic leadership and competitive advantage (coefficient= 0.4899121, t= 8.47, p-value =0.0000). This indicates that the better the strategic leadership activities of the FMCGs, the higher the level of competitive advantage of the FMCGs. The coefficient of determination (R²) suggested that 29% variation in competitive advantage is explained by strategic leadership, while the F-statistics suggests that the model is reliable for decision and policy making.

Hypothesis Two (strategic thinking does not significantly affect FMCGs competitive advantage)

Table 4 - Summary of Hypothesis 2 result

Variable(s)	Coefficient	T-statistics	P-Value
C	8.009845	6.09	0.0000
Strategic thinking	0.594923	9.44	0.0000
F-Statistics = 89.89 (0.0000)		R-Square =0.3892	
Note: Dependent Variable – Competitive Advantage			

Author's computation from STATA 14

Source: Fieldwork (2020)

It is evident from the result above (Table 4.2.2) that strategic thinking, positively and significantly affect competitive advantage (coefficient= 0.594923, t= 9.44, p-value =0.0000). Therefore, an improvement in the FMCGs' strategic thinking activities will result in enhanced competitive advantage. The coefficient of determination (R²) suggested that 38.9% variation in competitive advantage is accounted for by strategic thinking, while the F-statistics suggests that the model is reliable for decision and policy making.

Hypothesis Three (Strategic leadership and strategic thinking do not have significant combined effect on FMCGs' competitive advantage)

Table 5 - Summary of Hypothesis 3 result

Variable(s)	Coefficient	T-statistics	P-Value
C	2.095623	1.26	0.166
Strategic leadership	.3094563	4.10	0.000
strategic thinking	.491179	7.18	0.000
F-Statistics = 43.02 (0.0000)		R-Square =0.490, Adj-R-Square= 0.479	

Note: Dependent Variable – Competitive Advantage

Author's computation from STATA 14

Source: Fieldwork (2020)

The result summary on table 4.2.3 above revealed that strategic leadership and strategic thinking have positive and significant combined effect on FMCGs competitive advantage (F-stat= 43.02 *0.000). The adjusted coefficient of determination (adjusted R²) suggested that 47.9% variation in competitive advantage is accounted for by strategic leadership and strategic thinking, while the F-value suggests that all the parameter estimates are significant. The t-value revealed that when the two variables (strategic leadership and strategic thinking) are combined, strategic leadership and strategic thinking both have positive and significant effect on FMCGs competitive advantage.

5. Conclusion and recommendations

The empirical findings of this study provide evidence that strategic leadership and strategic thinking play important roles in FMCGs competitive advantage. Therefore, it can be concluded that strategic leadership and strategic thinking both have individual and combined positive and significant effect on FMCGs competitive advantage.

Recommendations

In line with the findings of this study, the following recommendations are made:

1. Nigerian FMCGs should employ strategic leadership and strategic thinking in enhancing their competitive advantage.
2. The Manufacturer Association of Nigeria (MAN) should encourage the adoption of strategic leadership and strategic thinking towards the enhancement of FMCG competitive advantage.

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Appendix

QUESTIONNAIRE

This questionnaire is meant to gather information regarding the effect of strategic leadership and strategic thinking on FMCGs' competitive advantage in Fast Moving Consumer Goods Sub-Sector in Nigeria.

CONFIDENTIALITY CLAUSE:

The responses you provide will be used for academic purposes and will be strictly confidential.

Section A

GENERAL /DEMOGRAPHIC DATA

1. How long have you been working in your firm?

- a) Less than 3 years
- b) 3 to 5 years
- c) Over 5 years

Section B

Sub-Section1: Strategic leadership

This section aims at finding out the level of strategic leadership in FMCGs' Please indicate your agreement or otherwise with the following statements using the following

No	Statements	Strongly Disagree	Disagree	Agree	Strongly Agree
1	Our firm’s management are not content with the present.				
2	Our firm’s management relentlessly seek ways to better things				
3	Our firm’s management prioritize strategic learning				
4	Our firm is characterized by social architecture, vision, trust, creativity and innovation				

Sub-Section 2: Strategic Thinking

This section aims at finding out the level of strategic thinking in FMCGs’

Please indicate your agreement or otherwise with the following statements

No	Statements	Strongly Disagree	Disagree	Agree	Strongly Agree
1	Our firm is characterized by creativity and intuition				
2	There exist synergies between our firm’s strategy and structure.				
3	Our firm generate and apply new business insights consistently and regularly in order to achieve competitiveness				
4	Have firm have the capacity to look in retrospect and futuristically while considering the organization holistically, so that calculated risks can be taken in order to achieve the organization’s goals				

Sub-Section 3: Competitive Advantage

This section aims at exploring competitive advantage in FMCGs sub-sector.

How will you rate these items in relation to your firm’s competitiveness advantage in the industry?

No	Statements	Very Low	Low	High	Very High
1	Product standardisation				
2	Analysis of competitors' threat				
3	Expansion into new market				
4	Cost leadership				
5	Customers' retention				
6	Product differentiation				