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**Opportunity-Sensing Capability and Corporate
Vitality of Domestic Airlines in Nigeria**

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ABSTRACT

Purpose: This study examined the relationship between opportunity-sensing capability and corporate vitality of domestic airlines in Nigeria.

Materials and Methods: The study adopted an explanatory cross sectional survey research design which was carried out at the organizational level of analysis. The population of this study was the nine (9) operational scheduled domestic airline operators in Nigeria. The managers involved were: Station Manager, Cabin Service Manager, Director of Airline Services, Operations Manager and Regional Manager. The study adopted the entire population as a census. The reliability of the instrument was ascertained using the Cronbach alpha reliability instrument with all items scoring above 0.70. The Spearman Rank Order Correlation Coefficient was utilized to establish the level of relationship as hypothesized with the aid of Statistical Package for Social Sciences version 23.0.

Results: Findings from the study revealed a strong positive significant relationship between sensing capability and corporate vitality of domestic airlines in Nigeria. It was concluded that when domestic airlines in Nigeria deploy their opportunity sensing capability it enhances the corporate vitality especially in the dynamic business environment.

Unique contribution to theory, practice and policy: It was recommended, that there is need for domestic airlines to have more business forums in order to understand the changing trends within their business operational environment and detect fundamental shifts in their industry. They should look for opportunities to improve the ways in which new knowledge is acquired, analyzed, interpreted and distributed, as well as utilized in making good corporate decisions.

Keyword: *Opportunity-Sensing Capability, Corporate Vitality, Agility, Learning.*

INTRODUCTION

Global crises, competitive pressure, changing customer demands, or new technological developments frequently shake established markets. Ambiguity, dynamism, complexity, and uncertainty are characteristic features in such situations (Frank, Güttel & Kessler, 2017). The COVID-19 outbreak has disrupted the functioning and even survival of businesses around the world. This outbreak and spread of covid-19 disease led to rapid shutdowns in cities and states across the country, which greatly affect the most industry. Nevertheless, firms strive to survive and over time they gain experience in coping with environmental change, either to enhance efficiency or to increase profitability. The firm's ability to sense opportunities and threats, to make decisions on appropriate responses, and to reconfigure the firm's resource and capability is critical to its survival.

Senge (1990) cited in Bishwas and Sushil (2015) noted in a study that that within the last 15 years nearly one third of the Fortune 500 companies had disappeared. The average lifetime of the largest organization has been defined as less than 40 years. The question that becomes important is to know the reason why some organizations survive and grow for a longer period of time while many fail. What are the causes of these failures and what are those processes or forces that helps which organizations survive for a longer duration? Darwin's (1868) principle says that those who can adapt the changes will survive more. The same is supposed to be true for organizations as living systems. Organizations that change themselves with respect to the environment are expected to survive for a longer period than those that cannot. It is the vitality state of the organization because by which it survives more than others.

Vitality, in general, refers to energy or health; the term corporate vitality in simple terms can be defined as organizational health or energy and can be determined by its financial, intellectual and creative growth (Vicenzi & Adkins, 2000 cited in Gabriel, George & Adim, 2021). Some of the processes that play an important role in survival, growth and organizational performance can be defined as vitalization processes for the organization (Bishwas, 2011). According to Elgamal and Hamdy (2018) growth aspects are the indicator of a vital and thriving organization. Growth, success, and competitiveness are some of the issues which are part of organization vitality. Corporate vitality is the degree to which an organization has continually been successful in meeting performance expectation in the eyes of its customer, employees, stakeholders, and relevant communities, which results in the organization remaining viable and stable overtime (Xenids & Theophanous, 2014).

Nigeria's aviation industry is an integral part of the nation's transport sector. Domestic airlines in the Nigerian aviation industry have been tottering on the edge of extinction (Faajir & Zidan, 2016). In fact, only nine out of the one hundred and fifty airlines that registered with the Nigerian Civil Aviation Authority are in operation (Olukoya, 2017). Generally, domestic airlines seem to have low level of vitality and adaptability since they find it difficult to maintain their functions during and after crises, such as economic recession, crashes and stiff competition. The low level vitality of the sector is evidenced by dwindling profitability, baggage delays, flight delays, cancelations and corporate death (Daramola, 2014).

The need for achieving this sustainable vitality in such a volatile and turbulent environment necessitates the need for organizations to possess dynamic capabilities one of which is sensing capability which have been viewed as a viable means for managing organizational resources in turbulent environments (Sawy, 2011). Dynamic capabilities include the ability to identify the need for change, to formulate a response, and to implement appropriate measures (Ince &

Hahn, 2020; Helfat & Raubitschek, 2018). They involve sensing the need for change, learning about how to respond to opportunities and threats, and accomplishing reconfiguration (Barney, 2017). Sensing may capture the first facet. Sensing capability comprises a firm’s ability to recognise shifts in the environment that could impact the firm’s business based on the current capability position (Ince & Hahn, 2020; Helfat, & Raubitschek, 2018).

Thus, sensing relates to the recognition of opportunities and threats and the monitoring of the current capability endowment (Hernández-Linares, Kellermanns & López-Fernández, 2018). Sensing refers to the management of different sources of information and knowledge that need to be translated into leading problems and unmet service needs before a more focused conceptualisation of new service solutions follows in the seizing phase (Song & Jing, 2017; Primc & Čater, 2016).

The purpose of this paper therefore was to examine the relationship between sensing capability and corporate vitality of domestic airlines in Nigeria.

Also, this study was guided by the following research question:

- i. What is the relationship between opportunity-sensing capability and agility of domestic airlines in Nigeria?
- ii. What is the relationship between opportunity-sensing capability and learning of domestic airlines in Nigeria?



Figure 1: Conceptual model for the relationship between opportunity-sensing capability and corporate vitality

Source: Desk Research (2021)

LITERATURE REVIEW

Opportunity-Sensing Capability

Sensing capability is a firm’s ability to recognize shifts in the environment that could impact the firm’s business (Teece, 2007). It is achieved by establishing processes through which to regularly scan the local and distant business environment (Teece, 2007), to interpret gathered information and to filter relevant aspects of the information (Teece, 2007). It involves recognition and monitoring of opportunities and threats from both the external and internal environment. For its measures, this study adopted those that have been used in previous studies (Jansen, George, Van den Bosch & Volberda, 2005). Cao (2011) used a similar dimension, sensing (shaping) opportunities and threats to refer to the firm’s scanning, filtering, monitoring, assessing, creating, learning, interpreting, figuring out and calibrating business opportunities

and threats. This involves a deliberate investment in continuous search for internal and external information about customer needs, technological shifts and opportunities, supplier and competitor responses and structural evolution in the market.

“Sensing (and shaping) new opportunities” is the first recognized fundamental class and involves scanning, creating, learning, and interpreting activities. Teece (2007: 1322) states that “when opportunities are first glimpsed, entrepreneurs and managers must figure out how to interpret new events and development, which technologies to pursue, and which market segments to target”. Enterprises that realize the opportunity are frequently able to transform the customer need into new products (Teece, 2007: 1324). To make it work out, organizational processes must make sure that information is filtered and flows to the people able of making sense of it. If enterprises fail to engage in these activities they will not be able to assess market and technological developments or get sight on the new opportunities. As a consequence, the companies will miss opportunities observable to other firms (Teece, 2007: 1323). Teece (2007: 1319) states that “enterprises with strong dynamic capabilities are intensively entrepreneurial. They do not only adapt to the business ecosystems, but also shape them through innovations and through collaborating with other enterprises, entities and institutions”. The search activities relevant to “sensing” comprise information about what is going on in the business ecosystem. The search must include potential customers, suppliers and rivals that are active in innovative

Sensing refers to the search and exploration for opportunities (Wilden & Gudergan, 2015). This search encompasses the exploration of technological opportunities, opportunities across different markets and the learning about customer needs (Teece, 2007). Strong customer relationships, collaboration with suppliers and universities as well as benchmarking and collaboration in clusters and professional associations can foster sensing capabilities (Wilden & Gudergan, 2015). As many companies have a narrow search horizon, one main challenge is to sense options that are beyond the usual business of the firm (Teece, 2007).

Sensing capabilities allow firms to spot opportunities and threats in the market. Organisations must extend the sensing activity ‘to the periphery of their business ecosystem’ and embrace a range of ‘potential collaborators – customers, suppliers, complementors’ (Teece, 2007). This according to a great deal of strategic sensitivity which is pivotal to an organization’s success in exploiting this capability. Adim and Maclayton (2021) posit that strategic sensitivity is the ability of organisations to actively seek out and gather useable data, assimilate this into information (by filtering it for relevancy, timeliness, accuracy and content), interpret and analyze the urgency, causes and impact of the derived information and as such, anticipate or detect opportunities and threats in the business environment. Strategic sensitivity relies on foresight, exploration, gaining perspective and generality. It thus requires the ability to stay apart and detached from daily operations, which means having free time for sensing.

Corporate Vitality

Wyner, Donohoe and Matthews (2009), defined corporate vitality in relation with the ability to galvanize organizations energy across all roles and aspects that sustains its ability to attain goals. This simply means that vitality elucidates the efficient and dexterous running of the firm in its everyday undertakings and its eventual progression into inventive market oriented and goal driven entity. Therefore, corporate vitality is the corporate energy reflected in its resource, competencies and capabilities to enable it compete favourably, survive and gain competitive advantage (Akpotu & Konyefa, 2018). Afema (2014) posits that corporate vitality is the aggregated momentum relating to firm capabilities, competencies and systems that guarantee

strategic actions targeted at gaining competitive advantage. Vitality in firms' typifies the healthiness and overall wellbeing that reinforces the multiple efforts at corporate survival. Essentially, the build-up of vitality in firms is necessarily activated and sustained by definite strategic attempts at having a firm with capacity to compete. It is associated with market responsiveness capacity and strengthened ability for resource deployment.

Organizations are like human beings, as human beings required a proper diet, life style, mental and physical exercises to remain healthy, in the similar way, organizations also require some kinds of life ingredients to become and remain a vitalized organization. Organization vitality has been classified into four types: i) operational; ii) intellectual; iii) emotional; and iv) spiritual (Sushil, 2005). A continuous vitalization process is required to remain a healthy organization for a longer period of time. The operational and intellectual vitality explains the smooth and agile functioning of the organization in its routine activities and its evolution into innovative and challenging areas with minimum time and efforts.

Organization vitality helps organization to know when there is requirement of a change for successful running of the organization, and provides strength to deal with the changing environment. Vitality word, in general, refers to health or growth and defines the healthy existence of an organization (Bishwas, 2015). Kark and Carmeli (2009), posit that the involvement in creative working helps in achieving high vital state. Organization vitality is enhanced by the number of new possibilities within the uncertain environment and helps in organizational survival (Loverde, 2005). Therefore, corporate vitality is the corporate energy reflected in its resource, competencies and capabilities to enable it compete favourably, survive and gain competitive advantage (Akpotu & Konyefa, 2018).

Palmer (2011) has viewed corporate vitality as the totality of the functional operational capacity of the firms that is sustained for long-term survival. Fundamentally, organizations are focused at crafting strategic alternatives that position them in their environment with a view to reaching desired goals and objectives. Corporate vitality provides the reiterating capacity and competences that channels actions at goals. Mavis (2011) discussed vitality of firms in relation with firm's ability to acquire resources that are needed for competitiveness. The author had characterized vitality of firms as been resourceful to the extent that it barely lacks the fundamental operational and administrative capabilities that promotes attainment of corporate goals.

Agility

A standard definition of agility is that it is "... the ability to create and respond to change. It is a way of dealing with, and ultimately succeeding in, an uncertain and turbulent environment" (Agile Alliance, 2020). Gren and Lenberg (2019) have proposed a shorter and more straightforward definition of agility as "responsiveness to change". From these definitions, it becomes clear that the concept of agility is mostly concerned with organizational responsiveness and adaptability in what many commentators describe as increasingly turbulent and dynamic competitive environments (Millar, Groth & Mahon, 2018). Strategic agility has to do with the capacity to respond swiftly to changing situations as demonstrated by business organisations. The ability of an organisation to have the foresight to see the trend and forecast the future in order to respond appropriately defines the strategic agility of such an organisation.

Strategic Agility (SA) is the ability of a firm to respond swiftly to changing environmental conditions. The flexibility in the operational responses of firms to discontinuities and volatility in the business environment defines the SA of a firm. Firms that are embedded with SA

capability can successfully predict and adapt to new opportunities and threats. In line with this, Mavengere (2013) posits that SA has to do with an organisation's sensitivity to or being armed with the foresight* to understand and predict novel happenings in the environment where the organisation operates. It is the capability of a firm to identify and react to environmental opportunities and threats with affluence, speed, and nimbleness (Tallon & Pinsonneault, 2011).

Strategic agility has to do with the capacity to respond swiftly to changing situations as demonstrated by business organisations. The ability of an organisation to have the foresight to see the trend and forecast the future in order to respond appropriately defines the SA of such an organisation. The business environment has become more competitive and dynamic than ever before and companies are continuously forced to adapt to environmental changes. The ability of a company to rapidly identify major changes in the competitive landscape, reallocate resources to new courses of action and reconfigure existing organizational routines that support these actions, do ultimately determine whether a company can faster create competitive advantage than its rivals (Adim, Mezeh & Unaam, 2021).

Learning

Senge (2006) describes organizational learning as 'the changing of organizational behavior' which occurs through a collective learning process. Organizational learning is a unique resource that is critical in today's dynamic and discontinuous environment of change and a crucial determinant of competitive advantage (Garvin, Edmondson & Gino, 2008). Organizational learning emphasizes the development and application of new knowledge that has the potential to change employees' behaviour which is ultimately tipped to strengthen the organization's competitive position. A learning organization uses management philosophy based on knowledge and understanding, as opposed to fear, for the complexity of the real world. Therefore, organizational learning has the potential to promote a sense of empowerment in the workforce that motivates them for continuous learning (Bryson, Pajo, Ward & Mallon, 2006).

Organizational learning is a prerequisite for organization well-being and survival. Failure to learn is the prime reason behind the failure of organizations and raises the survival issue (Senge, 1990 cited in Bishwas & Sushil, 2015). The learning should not be limited within the organizational boundary but it should focus on the learning also from the external environment. Learning from environment helps organizations to know about the external changes and also to know about itself (its capability to deal with the changes) in a much better way. This kind of learning is not a one-time process; it's a continuous process (Epstein, 2003).

A learning organization has been described as one that learns continuously and transforms itself. (Watkins & Marsick 2013). Senge (1990:1) defined a learning organization as "a place where people continually expand their capacity of creating results, where patterns of thinking are broadened and nurtured, where collective aspiration is free and where people are continually learning to learn". A learning organization has a readiness to unlearn and relearn; open communication; willingness to identify, accept and learn from errors; concern for all stakeholders; learning encouraging culture; flexible structure; and facilitative leadership (Davis & Daley, 2008). The term learning organization was coined nearly three decades ago and since then it has received considerable attention from the scholarly community and practitioners across various disciplines (Song *et al.*, 2013).

Opportunity-Sensing Capability and Corporate Vitality

Quite recently, Akpan, Eluka and Waribugo (2021) examined the relationship between dynamic capabilities and organizational resilience of manufacturing firms in Nigeria. The dynamic capability was decomposed into sensing capability and reconfiguration capability, while organizational resilience had adaptability and agility as it measures. A cross-sectional survey research design was followed, while primary data was collected via the administration of a structured questionnaire. Copies of the questionnaire were randomly handed over to 86 respondents, comprising foremen, supervisors and managers in 11 manufacturing firms that are clustered around Trans Amadi Industrial Area, Port Harcourt. Descriptive statistics were analysed with the aid of the Statistical Package for Social Sciences version 25.0, while the Partial Least Squares Structural Equation Modeling (PLS-SEM) was deployed to test the hypothesized relationships via SmartPLS 3.2.7. The results of the analyses affirmed the alternate hypotheses, which stated that dynamic capabilities are positively correlated with the measures of organizational resilience. This shows that dynamic capabilities through sensing capability and reconfiguration capability amplify the manufacturing firms' resilience. It was recommended that managers of the firms should encourage quick response to environmental changes, by enhancing their employees' capability to detect, monitor and respond to environmental volatilities.

Bossaghzadeh, Moradi and Tamimi (2020) examined the effect of dynamic capabilities on competitive advantage through organizational ambidexterity mediation in Iranian companies. In this research, a questionnaire was developed to collect data and the sample size was suitable for 78 subjects using G*Power software. Research data collected from Iranian export companies. Partial Least Squares Structural Equation Modelling (PLS-SEM) was used to measure the effects of variables. The study found that dimensions of dynamic capabilities including sensing, seizing, and reconfiguring have a positive significant effect on competitive advantage, both directly and through organizational ambidexterity. Based on the results, all research hypotheses were accepted at a minimum level of 95% confidence.

Akbarzadeh, Pilevari and Soleymani (2019) examined the impact of market sensing, supply chain agility and adaptive capability on supply chain Ambidexterity of Automotive Industry of Iran (Case Study: Iran Khodro Industrial Group). The research method adopted was the descriptive-survey nature. The statistical population of this research is directors and experts of Iran Khodro Company. The size of the statistical society was 150 people. The method of sampling was the random sampling with a sample size of 123. A standard questionnaire of 18 items was used for collecting data. Prior to distributing this questionnaire, the researcher's reliability and reliability were assured. Smart PLS software was used to analyze the data. The results indicated that market sensing capability has an impact on supply chain agility and adaptive. The supply chain agility and adaptive capability has an effected on supply chain ambidexterity. Also, the role of supply chain agility mediator in adaptive capability on supply chain ambidexterity has been confirmed.

From the foregoing discourse, the study hypothesized thus:

- H₀₁:** There is no significant relationship between opportunity- capability and agility of domestic airlines in Nigeria.
- H₀₂:** There is no significant relationship between opportunity- capability capability and learning of domestic airlines in Nigeria.

METHODOLOGY

The study adopted an explanatory cross sectional survey research design which was carried out at the organizational level of analysis. The population of this study was the nine (9) operational scheduled domestic airline operators in Nigeria. The study adopted the entire population as a census. The reliability of the instrument was ascertained using the Cronbach alpha reliability instrument with all items scoring above 0.70. The Spearman Rank Order Correlation Coefficient was utilized to establish the level of relationship as hypothesized with the aid of Statistical Package for Social Sciences version 23.0.

Table 1: Reliability Cronbach's Alpha (α) test

Construct/dimensions	Pilot Test			Final study		
	Number of scale items	Number of Cases	Cronbach alpha (α)	Number of scale items	Cronbach alpha (α)	Number of Cases
Opportunity Sensing	5	9	0.910	5	0.921	35
Agility	4	9	0.876	4	0.884	35
Learning	4	9	0.856	4	0.904	35

Source: SPSS Output

Table 1 shows the results of the Cronbach alpha reliability test carried out using SPSS version 23.0 to assess the mean of the responses for each item. The results reveal that all the coefficients are higher than 0.70, which is the acceptable value. This indicates that the correlation within the study variables is high, therefore there is a high level of reliability of the research instrument.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

The Correlation Rho values were used to provide answers to the research questions. The interpretation of the correlations rho values were guided by the positions of Cooper and Schindler (2014) on decision scale frame. The interpretation of Cooper and Schindler (2014) correlation decision scale frame as used in this study are presented below:

- i. $\pm 0.00 - 0.19$ = Very Weak Correlation
- ii. $\pm 0.20 - 0.39$ = Weak Correlation
- iii. $\pm 0.40 - 0.59$ = Moderate correlation
- iv. $\pm 0.60 - 0.79$ = Strong Correlation
- v. $\pm 0.80 - 0.99$ = Very Strong Correlation
- vi. ± 1 = Perfect Correlation

With regards to the test of hypotheses, the level of significance 0.05 was adopted as a criterion for the probability of accepting the null hypothesis in ($p > 0.05$) or rejecting the null hypothesis in ($p < 0.05$).

Opportunity-Sensing Capability and Corporate Vitality

Table 2 shows the result of correlation matrix obtained for opportunity-sensing capability and the measures of corporate vitality. Also displayed in the table is the rho-value which was used to answer the research question while the statistical test of significance (p - value) was used to accept or reject the hypotheses and generalize our findings to the study population.

Table 2: Correlation results for Opportunity-Sensing and Corporate Vitality Measures

			Opportunity Sensing	Agility	Learning
Spearman's rho	Opportunity Sensing	Correlation Coefficient	1.000	.660**	.743**
		Sig. (2-tailed)	.000	.000	.000
		N	39	39	39
	Agility	Correlation Coefficient	.660**	1.000	.743**
		Sig. (2-tailed)	.000	.	.000
		N	39	39	39
	Learning	Correlation Coefficient	.743**	.743**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	39	39	39
		Sig. (2-tailed)	.000	.000	.000
		N	39	39	39
		Sig. (2-tailed)	.009	.000	.000
N	39	39	39		

Source: SPSS Output

Opportunity-Sensing Capability and Agility

What is the relationship between opportunity-sensing capability and agility of domestic airlines in Nigeria?

The correlation coefficient (rho) for opportunity-sensing capability and agility indicate that there is a strong positive correlation between sensing capability and agility. The direction and strength of this relationship is depicted by the rho-value of 0.660. Implying that an increase in agility was as a result of the adoption of opportunity-sensing capability in the studied domestic airlines in Nigeria. Therefore, there is a positively strong correlation between opportunity-sensing capability and agility of domestic airlines in Nigeria.

H₀₁: There is no significant relationship between opportunity-sensing capability and agility of domestic airlines in Nigeria

Table 2: shows the result of correlation matrix obtained between opportunity-sensing capability and the measures of corporate vitality. Similarly displayed in the table is the statistical test of significance (p-value), which makes possible the generalization of our findings to the study population. From the result obtained from table 2, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Thus, we reject the null hypothesis and accept the alternate. Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between opportunity-sensing capability and agility of domestic airlines in Nigeria.

Opportunity-Sensing Capability and Learning

What is the relationship between opportunity-sensing capability and learning of domestic airlines in Nigeria?

The correlation coefficient (ρ) for opportunity-sensing capability and learning indicate that there is a strong positive correlation between sensing capability and learning. The direction and strength of this relationship is depicted by the ρ -value of 0.743. Implying that an increase in learning was as a result of the adoption of opportunity-sensing capability in the studied domestic airlines in Nigeria. Therefore, there is a positively strong correlation between opportunity-sensing capability and learning of domestic airlines in Nigeria.

H₀₂: There is no significant relationship between opportunity-sensing capability and learning of domestic airlines in Nigeria

From the result obtained from table 2 above, the sig- calculated is less than significant level ($p=0.000<0.05$). Thus, we reject the null hypothesis and accept the alternate. Consequently, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between opportunity-sensing capability and learning of domestic airlines in Nigeria.

DISCUSSION OF FINDINGS

The study examined the relationship between opportunity-sensing capability and agility of domestic airlines in Nigeria. The finding revealed that there is a strong positive and significant relationship between opportunity-sensing capability and agility of domestic airlines in Nigeria. This finding resonates with the work of Akpan, Eluka and Waribugo (2021) who found that sensing capability amplifies the manufacturing firms' resilience. In this case, higher levels of sensing capability invariable leads to increased capacity for corporate vitality. Also, the study finding corroborates with the earlier empirical findings of Bossaghzadeh, Moradi and Tamimi (2020) who found that sensing, seizing, and reconfiguring have a positive significant effect on competitive advantage, both directly and through organizational ambidexterity. This finding supports the previous finding of Akbarzadeh, Pilevari and Soleymani (2019) who found that market sensing capability has an impact on supply chain agility and adaptive. The supply chain agility and adaptive capability has an effected on supply chain ambidexterity. Also, the role of supply chain agility mediator in adaptive capability on supply chain ambidexterity has been confirmed. This finding supports the earlier finding of Okuwa and Onuoha (2019) who found strong and positive relationship between opportunity-sensing and responsiveness and also found a strong and positive relationship between opportunity-sensing and flexibility. Thus, showing a significant relationship between sensing capability and measures of organizational agility.

Similarly, the study also examined the relationship between opportunity-sensing capability and learning of domestic airlines in Nigeria. The finding revealed that there is a strong positive and significant relationship between sensing capability and learning of domestic airlines in Nigeria. The results show that domestic airlines that possesses good sensing capabilities would be able to create knowledge. This is in agreement with Ardyan (2016) suggestion that when SMEs senses the market, their primary goal is not enterprise profit or growth but to possess the knowledge of what their consumers need and then use the knowledge to offer appropriate product and services based on the customer's need. The findings show that SMEs that possesses good market-sensing capabilities would be more innovative than those that do not. This

outcome is similar to those obtained by previous research (Keskin, 2006), where the results revealed that the higher the ability of an enterprise to sense the market, the better and the more effective it becomes at being innovative. While it has been reported that managers/owners of SMEs do not fully comprehend market sensing's primary ideas (Arдын, 2016), empirical investigations; including this study's findings have shown that SMEs managers/owners are well able to learn about the market. This is probably because SMEs are closer to their consumers, making it easier for the SMEs to understand their consumers' explicit and salient needs; fostering the creation and delivery of services and products that are fit to meet these needs and wants.

CONCLUSION

To compete, survive and grow, firms must be able to anticipate, respond and adapt to the changing business environment, satisfy different stakeholders and explore all possible performance dimensions. This study therefore concludes that opportunity-sensing capability significantly relates with corporate vitality of domestic airlines in Nigeria. This implies that domestic airlines in Nigeria should have the ability to evaluate their ever-changing environment and continuously develop new ideas and, as a consequence, new business opportunities.

RECOMMENDATIONS

This study recommends that there is need for domestic airlines managers to have more business forums in order to understand the changing trends within their business operational environment and detect fundamental shifts in their industry. Organizations should look for opportunities to improve the ways in which new knowledge is acquired, analyzed, interpreted and distributed, as well as utilized in making good corporate decisions.

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