



THE PRACTICE OF ENTREPRENEURIAL AGILITY AND SMALL BUSINESS COMPETITIVENESS: LESSON FROM LAGOS STATE, NIGERIA

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ABSTRACT

One of the challenges of small businesses in developing economy like Nigeria is the ability to compete with medium and large businesses especially the multinational firms in the market. This demands that it is important for small businesses to be agile in their approaches to compete. Thus, the study examined the practice of entrepreneurial agility and its influence on the competitiveness of small businesses operating in commercial hub of Nigeria which is Lagos. The study adopted descriptive research design as well as simple random sampling. Data were collected from the primary source. The data collected from the respondents were to subjected diagnostic test and regression analysis was employed for the analysis of data. Findings indicated that continuous innovation has a significant effect on small businesses competitiveness in Lagos metropolis. Opportunity identification has a significant effect on small business competitiveness in Lagos metropolis. The study therefore concluded that entrepreneurial agility is a significant determinant for small businesses competitiveness in Lagos State. It was recommended that small businesses in Lagos State should continue to be innovative and improve on the existing innovation in line with market demands. Also, small businesses should continue to seek and pursue business and economic opportunities that occur in the environmental changes for competitive purpose(s). The study added to the body of knowledge on entrepreneurship literature by introducing the concept of entrepreneurial agility and as it is being practised by the small businesses in a developing economy like Nigeria. The introduction of entrepreneurial agility makes the study to be novel. The perspectives (continuous innovation and opportunity identification) of viewing entrepreneurial agility makes the study to be original and adds value to the existing body of knowledge.

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Keywords: *continuous innovation; entrepreneurial agility; opportunity identification; small business competitiveness.*

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1. INTRODUCTION

The changes in the global practices of business organisations across all economic sectors have tensed the level of competitions in the business world. Attainment of competitive and business goals become issues for today's business organisations especially in the developing economy like Nigeria. To stay in the competitive environment requires series of approaches or practices to be adopted. The adoption of different business practices becomes issues for business organisations that have low capacity in terms of asset size and low number of employees. This category of business entities has been grouped to small businesses. Small businesses complement the production and service activities of their counterparts which are majorly medium and large businesses. These businesses have significant contributions to economic goals in terms of employment generation, revenue generated to the government, providing goods and services to the untapped markets among others. Thus, these businesses are needed for continuity (Olalekan, 2020). Chikán, Czakó, Kiss-Dobronyi and Losonci (2022) expressed that competitiveness reflects the effectiveness in the business operations which has its root from the overall capacity of a business organisation. Competitiveness shows the level at which a business continues to be in existence. This makes competitiveness to be seen as multi-tier and multi-facet conception.

Dresch, Colla and Lacerda (2018) noted that appropriate integration of organisational resources and the competencies to produce desirable goods and service enables business competitiveness. As mentioned by Adeoye, Ajemunigbohun and Okunbanjo (2023), today's business organisations could compete in a highly dynamic market through practices that will serve as strategy(ies) to fit in the environmental changes. Proactiveness which is the symbol of agility is needed in such environment and it shows the strength of a business organisation. However, being agile is not enough for small businesses that operates in turbulent environment. Organisation is expected to be entrepreneurial in their agilities. Entrepreneurial agility aids business organisations to cope with environmental uncertainties or changes. The effect of the unpredictability nature of the environment could be mitigated by entrepreneurial agility. According to Monyei, Okeke and Nwosu (2021), entrepreneurial agility adds in building the overall agility of the organisations. It serves as a protection against environment that is turbulent (Karimi & Walter, 2021) which aids the overall performance of a small business (Zulganef, Pratminingsih, & Rianawati, 2022) Ahmed, Bhatti, Golgeci & Arslan, 2022).

The small businesses face series of challenges in Nigerian business environment. These challenges include high level of business competition, lack of entrepreneurial spirit, unstable profitability, low level of technology know-how among others (Okunbanjo, 2024; Muo, Oladimeji & Okunbanjo, 2020; Okunbanjo, Adewale & Akinsulire, 2017). These challenges make competitions to be difficult for small businesses unlike the medium and large businesses. The incapacity of small businesses to overcome external business environmental factors has led to high level of mortality rate (Okunbanjo, 2024).

Small businesses do not possess the ability or capacity to continue to be innovative, lack aggressiveness in their competitive approaches and are more reactive than being proactive to the changes brought by the environmental factors (Okunbanjo et al., 2017). In addition, these businesses fail to improve in their innovativeness in way that it will match the demand of the environment and fail to identify economic opportunities that could present itself in the environmental changes (Okunbanjo, 2024). All these affects

small business competitive level and have resulted in stagnancy, retarded growth and eventual collapse especially in their early lives (Muo et al., 2020). These challenges have led to the problem of low competitiveness.

In line with the aforementioned, the study intended to see how competitiveness could be enhanced by entrepreneurial agility of the small businesses in Lagos metropolis being a commercial hub of Nigerian economy capturing continuous innovation and opportunities identification as measures for entrepreneurial agility. Thus, the study intends to find answers to the following research questions: What is the influence of continuous innovation on the competitiveness of small businesses in Lagos metropolis? and What is the effect of opportunity identification on the competitiveness of small businesses in Lagos metropolis?

H₀₁: Continuous innovation does not have significant effect on small businesses competitiveness

H₀₂: Opportunity identification does not have significant effect on small businesses competitiveness

2. LITERATURE REVIEW

2.1 Conceptual clarification

2.1.1 Entrepreneurial agility

Entrepreneurship is the process of engaging in innovative activities and bearing the risk attached to the activities for the purpose of making financial gains. It is a process of turning a creative idea into profit making venture. Due to the turbulent nature of today's external business environment, there is a need for entrepreneurs and business owners to continue to engage in entrepreneurial acts without relenting. Therefore, entrepreneurial agility is the capability of a business entity or entrepreneur to identify and react to the economic opportunities in the external environment (Chen & Siau, 2020). Entrepreneurial agility is the unrelenting efforts of a business to manage the uncertainty through innovation (Ahmed et al., 2022). It is the flexibility of a business and direction of business resources towards value creation in the face of environmental changes (Gerald, Obianuju & Chukwunonso, 2020). Kohtamäki, Heimonen, Sjödin and Heikkilä (2020) positioned that entrepreneurial agility has to do with approach of a business in taking advantage of opportunities. It could be seen as the innovative response to an unpredictable change. Monyei et al. (2021) viewed entrepreneurial agility as the genuine reactions to environment change and uncertainty. The study sees entrepreneurial agility as the continuous efforts of a business to identify innovative business opportunity in the environmental variations.

According to Juneja, Kothari and Rai (2018) entrepreneurial agility helps a business to identify and explore business opportunities in the environment quickly than the competitors. It aids the adaptation ability of a business in a highly competitive environment (Gonçalves, Bergquista, Alänge & Bunk, 2022; Bouguerra, Gölgeci, Gligor & Tatoglu, 2021; Xing, Liu, Boojihawon & Tarba, 2020). Ramli and Ithnin (2022) submitted that entrepreneurial agility enables business in sensing, responding and capturing opportunities. It is about flexibility, intelligence and speed.

Businesses that lack entrepreneurial agility would find it challenges and problematic to face intense environment changes and this could affect their competitiveness and survivability (Zulganef, et al., 2022; Karimi & Walter, 2021; Wairimu, Wairimu, Liao & Zhang, 2021). Such businesses will not just remain static

but backward because it is lacking behind from developing business trends (Hindrawati et al., 2022; Mulyana & Hendar, 2020; Kohtamäki et al., 2020).

2.1.2 Dimensions of entrepreneurial agility

Due to the conceptual issues in entrepreneurial agility, the dimensions or components have been viewed differently. Entrepreneurial flexibility, fluidity, responsive capability, speed, sensing, entrepreneurial intelligence, alertness and seizing are among the measurements of entrepreneurial agility adopted by previous studies (Zulganef et al., 2022, Lawrence-Chuku & Onuoha, 2022; Goncalves et al., 2022; Ahmed et al., 2022; Monyei et al., 2021; Karimi & Walter, 2021; Chen & Siau, 2020; Juneja et al., 2018). The study however, adopted continuous innovation and opportunity identification as indicators for entrepreneurial agility. These variables are adopted as results of how the study viewed entrepreneurial agility. Entrepreneurial agility is seen in this study as the continuous efforts of a business to respond and identify innovative business opportunity in the environmental variations.

2.1.3 Continuous innovation

Continuous innovation is the ongoing process of operating and improving existing products of a business. It could also be seen as the approach of developing and putting into use new configurations of products, market approaches, processes, technologies, competencies and organisation systems (Boer & Gertsen, 2003). In other words, continuous innovation is the ongoing interaction between operations, incremental improvement, learning and radical innovation for effective business operations. It is the persistent change in innovation (Lianto, Dachyar & Soemardi, 2018). Continuous innovation implies the non-stop process of innovation towards competing in the market.

According to Rothaermel and Hess (2010), continuous innovation is a primary objective of today's organisation because of high degree of environmental dynamism. It has helped several organisations such as Apple, General Electric, Google, Whatsapp, Microsoft to develop in the business world and attain competitive advantage. Continuous innovation serves as the efforts that is channelled on building and sustainable innovation for organisations to be relevant in the market or industry. (Lianto et al., 2018). Thus, it is a continuous improvement on innovation.

2.1.4 Opportunity identification

Opportunity identification is the first process of entrepreneurship process. Opportunity identification is seen as the all-inclusive appraisal of environmental demands. Opportunity identification is the searching of holes that could be favourable for an organisation for economic purpose(s). It is the process that involves scanning of the environment for business or entrepreneurial spaces for economic gains. Opportunity identification as the detection of marketable value(s) in the business environment that requires integration of resources with the identified value(s). Opportunity identification is the sought-after value(s) from the angles of existing and prospective customers of a business.

Opportunity identification aids in the creation of value for customers and it helps to add value for the production. Identification of opportunity(ies) determines exploration of the opportunity for economic purposes. It also helps investors to determine what to do next. Opportunity could be identified by objective perception

index and/or subjective perception index. The objectivity requires absence of sentiment of any kind and it is mostly done via quantitative methods. The subjectivity involves consideration of certain factors that will serve as sentiment.

2.1.5 Small business competitiveness

According to Tiran (2022), competitiveness is the ability of an organisation to build, maintain, use, and create competitive advantages to outsmart the rivals. Competitiveness serves as the rate at which a business organisation aggressively strives or drives for the attainment of its objectives, and goals from time to time (Adeoye et al., 2023). It is the superiority of a business organisation over its competitors in terms of productivity, sustainable high market share and quality. Organisational competitiveness is the capacity of an organisation to produce and market products and services that are unique and superior to the offerings of the competitors. Competitiveness is about taking into consideration price and non-price factors to produce goods that have more values which are lacking in most competitors to meet the demand of the market. (Olalekan, 2020; Maune, 2014). Akingbade (2014) believed that competitiveness is said to be the approach of a business in designing, producing and marketing superior valuable goods to the market.

According to Dresch, Collatto and Lacerda (2018), an organisation that wants to compete in the market must offer goods and services that are different from the competitor goods in terms of quality, uses and value. The success of competing is reflected in the high generation of profit and attaining large market share. Chikán et al. (2022) pointed that meeting the customer demands could help businesses to generate more profit which will make the businesses to be relevant in their industries. This shows an element of ability to compete towards achieving business objectives. Adeoye et al. (2023) pointed that competitiveness shows the strength of a business to continue to achieve the purpose of its existence. It has been seen from the perspectives of cost, quality, market share technology application among others.

2.2 Theoretical background

2.2.1 Dynamic capability theory

Dynamic capability came into limelight through Teece, Pisano and Shuen in 1997. Dynamic capability is an extension of resource based view. Dynamic capability theory holds the assumptions that attainment of competitive advantage is a function of the firms' ability to build, construct, assimilate, reconfigure, readjust its competences in respond to the environmental changes of the market or industry (Okunbanjo, 2024). According to Teece, Pisano and Shuen (1997), an organisation must have the capacity to react swiftly to the dynamism of the external business environment by adjusting the internal environmental factors to suit the external environmental changes. Teece (2007) posited that the firm-specific factors of a business should not just be reorganised but in line with how the external environmental factors demands for it.

The nature of the theory makes it to be relevant to the objective of the study. For a business competency to be reorganised, it requires that the business must have identified business or economic opportunities in the environmental changes. The identification of opportunities will determine how the internal competencies will be adjusted to. The same could also be said about continuous innovation. Environmental factors determine what should be innovated and how the innovation should be upgraded or updated.

2.2.2 Contingency theory of entrepreneurship

Contingency theory emphasizes on the situational approach on identifying entrepreneurial opportunities. Contingency theory has two assumptions which are: No best way to organise and approaches adopted by an organisation cannot guarantee effectiveness. The theory believed that there must be alignment of a business internal resources, structure and competencies to external environmental demands. The demands of the external environment could be observed via entrepreneurial agility that represents the desire of the business to strive in the market or industry.

Contingency theory believes that there is no best approach of opportunity identification and innovation rather the environmental nature determines what to identify and what to develop in a unique way to meet the demand of the market. To this theory, the best way to organise depends on the environmental occurrence that business or economic opportunity could be exploited and innovation could be upgraded.

2.3 Empirical review

Usman and Yusuf (2023) studied organisational agility and SMEs performance in Nigeria. The study adopted simple random and collected data from business owners in Bauchi State. The inferential statistics showed that organisational agility has a positive and significant effect on the performance SMEs. Olalekan (2020) investigated how firm competitiveness is influenced by business innovation of SMEs in Nigeria and found that innovation had a significant influence on competitiveness of the businesses using cross-sectional and regression analysis. Lianto, Dachyar and Soemardi (2018) used a qualitative approach to examine the continuous innovation and reported that technology, knowledge, collaboration and strategies adopted by 21st century firms could enhance their continuous innovation capability.

Zulganef, Pratminingsih, and Rianawati (2022) studied the functional relationship between strategic intuition, entrepreneurial agility, business performance. The study used structural equation model to analyse the data collected from the actors of SMEs in Indonesia. The study found that strategic intuition has positive effect on entrepreneurial agility and entrepreneurial agility has a positive effect on the business performance. Similarly, entrepreneurial agility has a functional association with performance measures of corporate organisations (Goncalves et al., 2022; Bongso & Hartoyo, 2022; Wageeh, 2016; Alhadid, 2016). Khristianto, Suharyono, Pangestuti and Mawardi (2022) conducted a study among SMEs that are into technological operations in Indonesia on agility capability and competitive advantage. It was reported that there is a positive effect of entrepreneurial orientation on agility capability but information technology operations do not moderate the effect of entrepreneurial orientation on agility capability.

Ali, Munir and Azam (2021) employed cross-sectional research design and primary data through questionnaire to solve the problem of organisational agility using entrepreneurial competence as an independent variable. The regression results showed that business competence had a significant and direct influence on organisational agility. Also, adoption information technology had significant contribution to organisational agility of Pakistani firms. Lawrence-Chuku and Onuoha (2022) investigated entrepreneurial competence and organizational agility using cross sectional research design, simple random technique as well as structural equation model. It was found that entrepreneurial competence dimensions had a

positive and significant effect on organisational agility (alertness and responsive capability).

Juneja, Kothari and Rai (2018) conducted a systematic review on business agility. The paper explored the business agility among today's business organisations using a design oriented research synthesis. The study concluded that business agility is a business action oriented that embodies pursuance of opportunities and meeting of obligations. Verma (2013) investigated business agility and competitiveness. The study adopted qualitative research approach. Exploratory research design was used with content analysis. It was revealed that business agility enhanced the revenue capacity of organisations and drives attainment of competitive goals. Teece, Peteraf and Leih (2016) investigated organisational agility and dynamic capability. The study adopted qualitative research approach and the findings showed that strong organisational agility is a determinant for combating and overcoming environment uncertainty.

Based on the different perspectives in terms of findings on the functional relationship between entrepreneurial agility and competitiveness of small businesses, the study therefore hypothesizes that continuous innovation does not have significant effect on the small business competitiveness of small businesses in Lagos State. Also, it is further hypothesized that opportunity identification does not have significant effect on the small business competitiveness in Lagos State. The hypotheses are further presented in a conceptual framework to show the functional relationship between the two variables in Figure 1 below.

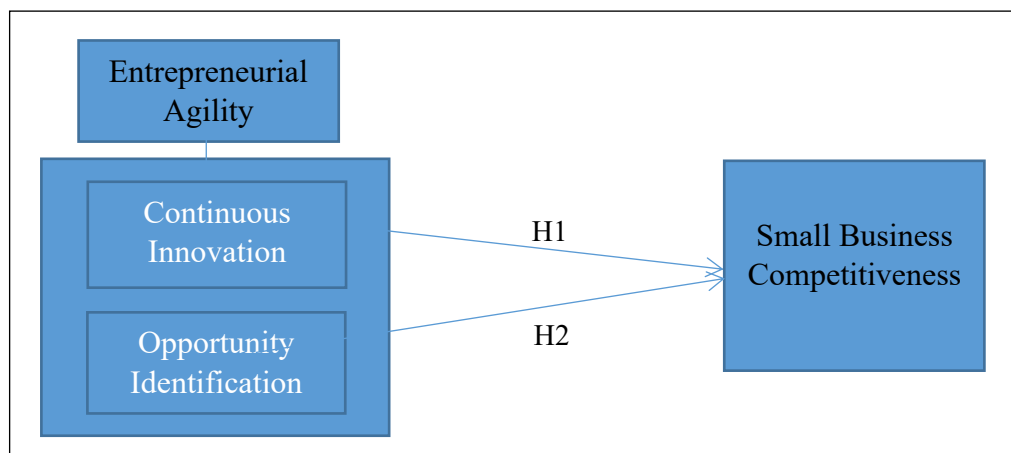


Figure 1: Conceptual framework

3. METHODOLOGY

The study adopted descriptive research design due to the nature of the variables employed in the study in order to give a description to the objective of the study. The population of the study is the total number of small businesses that registered with the Small and Medium Enterprises Development Agency (SMEDAN) and according to SMEDAN report in 2020, 42,135 small businesses operate in Lagos State. The Raosoft table showed that 379 is the sample size for the study from the population figure.

The study utilised simple random sampling in order to give the small business owners/managers equal chance to be participants of the study. Primary data was used to collect data from the participants of the study and questionnaire was used to achieve

this. The items for the measurement of the variables for the study were adapted from the past studies on the related the subject matter of the study. The items in the questionnaire were ranked on 4-point scale from strongly agree, agree, disagree to strongly disagree.

The independent variables are continuous innovation and opportunity identification. The variables serve as the measures or indicators for entrepreneurial agility. The items adopted to measure continuous innovation were adapted from the studies of Lianto et al. (2018) and Kessio (2017) and five items were adapted. The measurements for opportunities identification were adapted from the studies of Bongso and Hartoyo (2022) and Gaglio (1997). Five items were also adapted. The items for the measurement of small business competitiveness were adapted from the study of Adeoye, Ajemunigbohun and Okunbanjo (2023). The items cover how small businesses are able to fight for a reasonable place in the market.

The internal consistency of the respondents’ responses was checked to ascertain if the respondents understand the items in the research instrument and another State-Ogin State was chosen for this purpose. The study target 10% of the calculated sample size. Also, to ascertain if the items in research instrument really measured what it intends to measure. The results of reliability and validity using Cronbach Alpha and Kaiser Meyer Olkin sampling adequacy (KMO) is presented in the table below:

Table 1: Reliability and validity results

S/N	Variables	Reliability (Cronbach Alpha)	Validity (KMO)	No of Items
1	Continuous Innovation	0.884	0.670	5
2	Opportunity Identification	0.830	0.767	5
3	Small Business Competitiveness	0.892	0.689	5

The table showed all the results of the reliability test for the variables employed in the study. It is shown that continuous innovation has reliability and validity values of 0.884 and 0.670 respectively. Opportunity identification has reliability and validity values of 0.830 and 0.767 respectively. Competitiveness has reliability and validity values of 0.892 and 0.689 respectively. The results showed that all the variables have reliability values that are greater than 0.70. Thus, the responses are suitable to conduct further study. Also, the results on the validity showed that all the variables have KMO values that are greater than 0.60 threshold. Thus, the items in the research instrument measures what they intend to measures.

4. FINDINGS

The data collected from the respondents were subjected to diagnostic tests. Diagnostic test is ensured that the assumptions of regression analysis are not being violated. The study therefore ensures that normality test, linearity and multicollinearity which covers the pre-estimation of the collected data. Skewness and Kurtosis were used for the normality tests. Pearson correlation was used for the linearity test and variance Inflation factor (VIF) was used for the multicollinearity. The study used regression analysis as the statistical method for analysis and simple regression was adopted due to the objectives to be achieved.

The study used 333 copies of questionnaire from the small business owners in Lagos metropolis because they were found to be fully filled and usable to achieve the objectives of the study.

Table 2: Pre-estimation results of the data

Variables	Skewness	Kurtosis	VIF	Competitiveness	Continuous Innovation	Opportunity Identification
Competitiveness	0.483	0.236	2.839	1		
Continuous Innovation	0.302	0.419	1.829	0.572(0.000)	1	
Opportunity Identification	0.130	0.165	1.062	0.499(0.000)	0.374(0.000)	1

Note:() = p-value

Table 2 showed the pre-estimation results for the study in order to be in line with the assumptions of regression analysis. The table showed the normality results, correlation results and multicollinearity results. It was indicated that the variables had skewness and Kurtosis values that falls within -1 to +1 which implies that the data are normal. Also, the VIF which is used for multicollinearity showed that the values for the variables are less than 10. The correlation results showed that continuous innovation and opportunity identification had positive and significant relationship with competitiveness. Thus, the assumptions of regression analysis were not violated. The hypotheses for the study are tested using single regression analysis. H₀₁ posited that continuous innovation does not have significant effect on the small business competitiveness of small businesses in Lagos State. Similarly, H₀₂ showed that opportunity identification does not have significant effect on the small business competitiveness of small businesses in Lagos State.

Table 3: Entrepreneurial agility and small businesses competitiveness

Hypotheses	Variables	β	t-value	p-value	R ²	f-value
1	Continuous Innovation	6.729	4.927	0.000	0.452	24.275
2	Opportunity Identification	7.010	5.820	0.001	0.398	33.872

Table 3 showed the result on the effect of entrepreneurial agility on small business competitiveness. It was revealed that continuous innovation had a positive and significant effect on small businesses competitiveness ($\beta=6.729$; p value=.000; f-value=24.275). Opportunity identification had a positive and significant effect on small businesses competitiveness ($\beta=7.010$; p value=.001; f=33.872). Thus, the hypothesis that continuous innovation had no significant effect on small businesses competitiveness is rejected.

The table displayed that 45.2% (0.452) of the changes that occurs in small businesses competitiveness is caused by continuous innovation while the remaining percentage is caused factors not considered in the hypothesis. It is also displayed that opportunity identification explains the 39.8% of the variations that occurred in small business competitiveness while remaining the percentage is caused by factors not captured in the study. Thus, the hypothesis that opportunity identification had no significant effect on small businesses competitiveness is rejected.

5. DISCUSSION

Competitiveness shows how a business organisation is surviving and striving in a turbulent business environment. Today’s business organisations need to be agile towards attaining their goals and objectives. Organisations cannot only just be agile but employed approaches of entrepreneurial process which opportunity identification is the first which could lead to conversion of ideas to innovation to capture the more

customers. Thus, the act of reinventing, upgrading and updating the innovation come into the field of play.

The findings demonstrated that entrepreneurial agility is an important demonstration for small businesses in Nigerian environment to continue to compete with their counterparts which are the medium and large businesses. The findings enlighten that small businesses in Lagos metropolis attempt to upgrade and update their products and services rendered to the market. It means these businesses do add more value and features to their products and service which is related and/or superior to their major rivals-medium and large businesses. The values added to their products and services do catch the attention of the markets and this makes the market to be shared among these three major business scales in Nigeria. The findings of the hypothesis corroborate with the results and conclusions of past studies that attempted to see how agility could help organisation to achieve their objectives and goals in the market. These studies include Zulganef et al. (2022), Usman and Yusuf (2023), Goncalves et al. (2022), Khristianto et al. (2020), Lianto et al. (2018), Wageeh (2016) and Alhadid (2016).

Similarly, every change in the environmental factors has opportunity(ies) that could be explored and exploited for business or economic reasons. The onus lies on the entrepreneurs to identify the business or economic opportunities in an environmental change. It is reported in the study that opportunity identification is crucial for business in Nigeria especially those that operate in Lagos metropolis. Small businesses in Lagos as indicated in the findings do scan the environment for the purpose of identify economic or business opportunities. The seems to become a routine for small business in Lagos State and it is aiding their abilities to produce quality and valuable products that can stand the test or pressure of the dynamic external environment. It could be said that the opportunities identified by small businesses help to be innovative in the process, techniques and offerings given to the market. This tends to hit up the intensity of business competition in Lagos metropolis. Past studies such as Khristianto et al. (2020), Goncalves et al. (2022), Olalekan (2022), Juneja et al. (2018), Verma (2013), Lianto et al. (2018), Teece et al. (2016) and Bongso and Hartoyo (2022) affirmed that opportunity identification determines the competitive prowess of business organisations in a turbulent environment.

6. IMPLICATIONS & CONTRIBUTIONS

The study added to the body of knowledge on entrepreneurship literature by creating the concept of entrepreneurial agility and it is being practised by the small businesses in developing economy like Nigeria. It is clarified how entrepreneurial agility enhanced the competitiveness of small businesses in commercial center of Nigeria. It will also educate the small business owners on the practice of entrepreneurial agility. The introduction of entrepreneurial agility makes the study to be novel. The perspectives (continuous innovation and opportunity identification) of viewing entrepreneurial agility makes the study to be original and adds value to the body of knowledge.

7. CONCLUSION, LIMITATIONS AND FUTURE RESEARCH

The study established that continuous innovation and opportunity identification as measures for entrepreneurial agility aids attainment of competitive objective for small businesses in Lagos State. Continuous innovation signifies that small business does

not stop being innovative in the products and services offer to the market and this has significantly influenced the competitiveness of the businesses. Also, identification of opportunities for business or economic purposes improves how the small businesses compete in the study area. This implies that small businesses do study the variations in the environment in order to tapping opportunities. Conclusively, entrepreneurial agility has a positive and significant contributions to the competitiveness of small businesses in Lagos State. Thus, it is a significant determinant for small businesses' competitiveness. The study, therefore, suggested that small businesses in Lagos State should continue to be innovative and improve on the existing innovation in line with market demands. Also, small businesses should continue to seek and pursue business and economic opportunities that occur in the environmental changes for competitive purposes.

The study conducted how entrepreneurial agility could influence the competitiveness of small business in Lagos State. Future studies could examine entrepreneurial agility among medium and large businesses. Entrepreneurial agility could be examined in Nigerian textile industry and information technology industry.

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