

A study on significance of Competitive intelligence and its importance in Strategic management

Taniya Jain, Kirit P. Mehta School of Law, NMIMS, Mumbai, India.

ABSTRACT

Purpose: The purpose of the paper is to understand the interrelation between competitive intelligence and strategic management, the significance and the role of competitive intelligence and how this attribute helps in the growth of a firm strategically through the application of strategic management.

Research Implication: This paper provides a preliminary understanding of the value of competitive intelligence in achieving holistic development in an organization

Findings: By understanding competitive intelligence we were able to comprehend various positive consequences it had on the productivity of the management, understanding market intelligence, finding the various strategic steps that lead to the actual growth of an enterprise.

Originality/Value: The paper presents significance and role of competitive intelligence in strategic management in an organization by study of different research papers and articles.

Keywords: Competitive intelligence, strategic management, organizations, Holistic development, Growth

I. INTRODUCTION

“HE WHO DOES NOT CONTEMPLATE THE FUTURE IS DESTINED TO BE OVERWHELMED BY IT.”

The world we live in today, in 2020, competition is no longer a mere attribute that we need to take care of during our planning process. It's now the most of which we need to take care of. Every other day people come up with 100s of business ideas that challenge the existing competitors and force them towards bettering themselves. It is critical to have a complete understanding of the competitive realities of your competitors and their behaviour as well as your own such that your product creation, pricing, brand identity, and image are formed in a way that you always stay ahead of time and never get fooled by your rival's strategy. Thus, it becomes imperative to formulate every step with due thought required.

The only way to develop a winning plan is to recognise problems, seize opportunities, and exploit gaps in competition. You cannot be differentiated from rivals building a strategy without maps is like taking a ride without a road sign. You could get there finally, but it would be a long way off.

Competitive intelligence (CI) is a critical component of any good market plan. It's important for a business to know where it is in its competition so that it can make data-driven decisions. CI opposes working in a bubble, choosing to make choices that put it away from and ahead of the market. CI occurs at two stages of today's industrial enterprise:

organisational and company unit. Corporate strategy discusses two issues: what sectors the organisation can enter and how the corporate office should handle the varied business divisions. And, in any of the markets in which a firm competes based on core competencies, corporate planning is concerned with trying to achieve a strategic edge. Competitive intelligence necessitates a thorough comprehension of not just the broad definitions, but also the complexities and subcategories that come within them.

Strategic strategy necessitates the usage of competitive intelligence. It assists decision-makers in contrasting their results to that of competitors and devising successful potential plans. However, in an era of abundant knowledge, finding the best sources for achieving clear targets and priorities may be challenging. If you're in control of the company's planning, these are some of the strongest external channels of strategic information to keep an eye on.

So, for us to get a better understanding of how competitive intelligence is important in strategic management we will look at a few points that competitive intelligence and strategic management comprises of and how their relationship with each other affect the organization's performance.

1. Academic interpretation of competitive intelligence

Competitive intelligence is characterized as a series of concerted activities involving the State and businesses in the study, collection, distribution, and security of strategic knowledge. The knowledge sought is comprehensive and includes fiscal, competitive, science, technical, legal, diplomatic, and other subjects. Economic and political

factors, Knowledge and warning operations, synthesis and research work, impact and counter-influence are all covered by Strategic Intelligence (ESI). Both private or public actor's profit. It must also strive to safeguard the nation's cultural heritage, especially in the technical field as well as mining sectors¹

In this way, the term "economic and political wisdom" is preferable. Since, it highlights the need for a plan reflected and mediated at the national and foreign levels between the main public and private players These steps are being taken. This definition is differentiated from knowledge by the fact that it is carried out in full conformity with the rules. Competitive Strategy. In a globalized environment, knowledge is therefore an action in the field of information, the common picture, and context. Knowledge born in one location on the planet will have immediate and unexpected consequences for an Actor in another location on the planet the earth.

II. CI'S OPERATIONAL DEFINITION

Competitive intelligence is a mixture of three informational functions: intelligence, facts, and communication. Influence and safety

2.1 INTELLIGENCE FUNCTION OF CI:

This role is used to minimise ambiguity by forecasting risks and opportunities. Knowledge should be practised by an organisation by Information is transformed into knowledge. It will aim to become more knowledgeable about the world as a result of this phase. Competitors, as well as to be mindful of them. The knowledge loop (definition of desires, etc.) is followed by intelligence (collecting, sorting, and disseminating) The knowledge feature is used to correct any information asymmetry that might occur between a company and its competitors in favour of the company that learns more about others and does so better than the others That isn't espionage.

Competitive intelligence exercised by an organisation, therefore, is "legitimate." Foresight is the name given to this capacity.

2.2 INFLUENCE FUNCTION OF CI:

Its aim is to use knowledge pressures to modify the climate. Lobbying is a time-honoured method of business sway. Others, on the other side, may be split into two groups: coordination and discouragement. Companies give out coordination messages. If they wish to prevent a frontal collision with a competitor (avoidance) or a partner company (partnership), they send signals (agreement). 'The' The aim of discouraging rival companies is to confuse, deceive, or paralyse their intelligence systems. These activities are, without a doubt, unethical. Thanks to their discreteness, they are very challenging to research. However, the deception activities aren't always noteworthy: updates, for example-positions of leaders on an unknown business perimeter, of redemptions that do not take effect. These processes, on the other hand, are companies are highly secretive about this topic, making research challenging.

2. 3 PROTECTION FUNCTION OF CI:

This role is used to secure the information kept or issued by the organisation, as specified by information risk management. Its appropriation by rivals, in particular. As a result, the knowledge risk management mechanism maintains the asymmetry in information details for the good of the organisation in charge of risk control Its aim is to ensure the company's protection and information security. Patent control is an essential aspect of a company's protective policy for safeguarding scientific information. Clauses in confidentiality,

Competitive intelligence, by its various elements, is a method of controlling the exchange of knowledge between an organisation and its customers the climate as a consequence, it may be called **a strategic tool in knowledge processing**. Its aim is to increase the asymmetry of knowledge for It is to the good of the company who practises it, giving it a strategic edge. Intelligence, security, and clout. 2.4 Competitive Intelligence is a significant problem for businesses.

Strategic intelligence is also commonly accepted as a vital competitive advantage for firms working in a highly competitive setting, as it enables them to establish suitable methods, likely with the help of specialist public or private bodies, to develop strategic information that fits their needs. Given the massive amount of data generated, identifying and acquiring high-value-added knowledge is difficult; this necessitates the introduction of a strategic information culture, as well as technological resources and processes. These strategic intelligence approaches and tools first appeared in the United States in the 1980s under this label, and are now commonly utilised in large corporations, especially if their area of operation is foreign. While attempts to raise visibility, Algerian businesses are already behind their counterparts in developing countries and also our neighbours. Indeed, analysts often point to Japan, Germany, the United States, the United Kingdom, and Scandinavian countries as examples of competitive intelligence practises; global background and cultural considerations are crucial in explaining economic actors' capacity to combine and handle information and expertise as a true intangible asset of the business.

III. STRATEGIC MANAGEMENT AND STRATEGY

In order to grasp how a company's competitive side impacts it. To begin, it is important to connect and dissect all of the historical and cultural data.

This aspect can be represented in a variety of ways that are functional.

3.1 DEFINITION:

It was originally a military concept. It is the practise of taking a battle to a good end and guiding the means of victory. It's just a matter of perception sabotaging the opponent's attempts to explicitly challenge him: flatter him, separate

him, avoid him when he is solid, surprise him Encourage him of his vanity. The basic concept is to conduct battle with the bare minimum of resources. The most appealing tactic is to win without using any force battling So it seems that it is a matter of picking the opponent or his supporters, as well as the position and timing of the fight. The essence of the conflict, as well as the significance of the tools used. For the business, planning is still an art of architecture and arrangement of capital aimed at achieving targets relation to a supposedly well-known developmental and competitive environment But, it's a matter of picking the right one fundamental alternatives for the organization's optimum incorporation into its context, these options ensuring the organization's success. The approach entails determining an organization's long-term goals and eventually deciding on the best course of action.

Strategic Management, on the other hand, is a comparatively recent discipline that originated in the mid-1960s in reaction to the momentum of the Vietnam War. The Harvard Corporate School's business policy experts. For them, the strategic decision is about the areas of endeavour they would pursue as well as the scope and extent of their engagement.

3.2 THE CRITICAL ELEMENTS OF STRATEGIC MANAGEMENT

For a comparatively long period of time, the plan affects the whole organisation, and it leads to decisions on goals and priorities. It incorporates the acts needed to accomplish them as well as the tools to carry them out. These features demonstrate that the the policy is based in a broad path and is fraught with complexity. These options have long-term implications concern the whole company. As a consequence, we come to the conclusion that strategy strategy equals strategic preparation a choice

3.2.1 THE MISSION

The underlying explanation for an enterprise's nature is the reason for its existence. In certain cases, the goal statement is a single line or a paragraph that expresses this explanation as a constant benchmark of (sustained) transition. It's crucial to realise that there are no good or poor mission statements, just statements that empower and encourage people or make people uninterested. A mission can, in general, contain elements that respond to the following fundamentals questions:

- What is the company's purpose
- What is the meaning of it?

3.2.2 THE VISION

A vision is a view of the world that executives intend to build. It's told in the present tense, as though it's occurring right now. and more the company's potential is given form and focus by a concrete vision. In contrast to the project, which reflects the reason for the organization's presence, the vision elaborates on what the corporation stands for. The business aspires to be. It can be formulated in such a way that it presents a threat to stakeholders but still engaging them enthusiasm and curiosity in a nutshell, the vision can address the question:

How do we see our company in five or ten years?
how many years?

3.2.3 THE STRATEGIC DIAGNOSIS

It is the capacity to recognise strengths and limitations, as well as challenges and opportunities, with the goal of improving performance.

- Determine the potential to compete;
- Identify the elements of distinction or added value (products or services) in the supply / production process;
- Assess your abilities.

3.2.4 Analysing the competition:

To evaluate a company's competitive role, you must first consider its strategic position in comparison to its rivals provides an insight as to whether certain firms are naturally more appealing than others, or rather the discovery of competitive opportunities acts that have an effect on the attractiveness of an entire industry as well as the strategic position of individual companies, all of which can affect the attractiveness of an entire industry and the strategic position of individual firms, all of which can affect the attractiveness of an entire industry

Porter's five powers that decide a market's attractiveness can be outlined as follows:

- The client's negotiating power
- Purchasing strength of manufacturers
- The probability of new entrants
- The prospect of similar goods or services
- The level of competition amongst emerging businesses.

3.2.5. Innovation management:

The two significant considerations that decide the laws of competition are innovation and technology. the creation of a new the judgement of the company: what is its approach for designing innovative products is the expression of an innovation strategy in order to procure them in a strategic way

- Can a certain sector be targeted?
- The rivals should be targeted and which should be avoided?
- What are the most important consumer demands that the business should meet?

3.2.6. Marketing strategy:

If marketing is a social mechanism aimed at satisfying the needs and wishes of individuals and organisations through the use of products and services Long- and medium-term strategic aspects of the production and voluntary and competitive trade of products and services creating utilities medium-term expectations, revenue projections, revenues, and short-term action strategies are also forming of medium-term goals. It is made up of the corporation in order to build the bid. According to the market, the company's expertise, and the global game. This strategy is focused on current or

new technology, developed or future customers or market segments, and product life cycles, loop, competition, and unique skillsets

In a nutshell, competitive intelligence (CI) is the systematic and organised tracking of the competitors, wherever and wherever they can be found in a given sector... Your "competitors" are businesses that you deem competitors and for which you fight for market share. CI also involves anticipating what the company adversaries would do before they do so. To obtain competitive insight into your competitor's strategies and to formulate your marketing strategy to combat them. As one would anticipate, certain approaches would be utilised at the operational stage, but it would also necessitate penetration into the current knowledge system, knowledge processing and delivery, and ultimately, the measurement of business judgments centred on the information and analysis and strategic management.

AIM:

- The aim of this paper is to highlight the significance of competitive intelligence in the status co and to understand the various elements of competitive intelligence and establishing its relation with strategic management in order to get a better idea in approaching organizational goals in a more productive manner

RESEARCH OBJECTIVES:

1. To highlight the significance of competitive intelligence and its importance in strategic management
2. To understand the importance of strategic approach in competitive intelligence, seeing the intelligence role as a critical component of strategy management.
3. To analyze how businesses leverage strategic knowledge to gain a competitive edge.

HYPOTHESIS:

- H0- there is no significance of competitive intelligence in strategic management
- H1- there is significance of competitive intelligence in strategic management

RESEARCH PROBLEM:

The author found out that though there were significant studies conducted on the significance of competitive analysis, there were actually a very few emphasizing its importance on the strategic management of a firm. The term strategic knowledge, although, vividly discussed. Therefore, the author in this paper tried establishing the relation that was missing.

IV. REVIEW OF LITERATURE

1 Calf, J. L., & Wright, S. (2008)

In this book rasmeey talks it out that Most managers are focused on the tactical work of developing a successful business strategy for their organisation, so they pay no attention to ideas that may help them develop competitive research perspectives. The author seeks to provide managers a better view of market intelligence and how it can be used to construct strategic analyses using industry analysis, company analysis, competitor analysis, business intelligence, and marketing intelligence. This analysis would be valuable, realistic, and worthy of leading the implementation of ideal principles in real-life scenarios. This paper is valuable not just for administrators, but also for business school professors and students, since this book could serve as a complement to the more scholarly papers available.

2 Akram, T., & Waheed, A. (2012)

Competitive intelligence has been used to measure operational effectiveness, decision making, and results in the past. It is important in literature. In the current market conditions, operational productivity is a significant for a company. With the increased rivalry, companies have to spend both time and money looking at opportunities to improve their competitiveness. Therefore, companies must define certain variables which have long-term effect. The study's aim is to explain the correlation between competitive intelligence and success. The self-administered questionnaire uses a five-of-point Likert scale to evaluate an individual's strategic intellect and occupational competence. We Regression and correlation research has shown that the two variables are strongly linked.

3 Gilad., B. (2011, September)

The vast body of literature on change management, which includes subfields including Business Process Reengineering (BPR), Total Quality Management (TQM), and product enhancement, indirectly or specifically proposes that organisation strategic intelligence is a precondition for change, and that efficient information technology (IS) help is a key necessity for change implementation. Although these two theories are particularly significant, there is no empirical evidence to support them in the literature. To empirically evaluate their partnerships, a field test was conducted to see how often small business organisations recognise competitive challenges and prospects, execute business improvements, and utilise information technologies to do so. Despite the limited sample size, the findings show that strategic insight and IT help are critical for successfully driving reform in small businesses. The objects used to assess the key frameworks reveal much on how managers can go about gathering strategic intelligence and handling information technologies to promote market improvement.

4. (2020, March 4). Net scribes.

The aim of this paper is to look at how competitive intelligence (CI) affects how companies formulate their strategies. Due to the novelty of the phenomenon and the

scope of research needed to understand the dynamics and logics of CI, a numerous case study involving four Brazilian businesses that implemented CI activities inside dedicated business units to advise and support strategic decision-making has been conducted. Throughout each stage of the strategy formulation process, the authors offer comprehensive analytical data on the relation and application of CI practises. Furthermore, the research shows that, considering their strategic importance and widespread adoption, CI activities are still widely used for operational purposes. As few studies have done before, this research sheds light on how CI activities should educate, help, and be incorporated into the strategy formulation method.

5. Ezenwa, O., Stella, A., & Agu, A. O. (2018).

The priorities and programmes of each organisation have been defined in recent years as one of the most critical topics of success assessment has been and has become aligned with leading organisations in the promotion of a culture of transparency. Market focus and its effect on corporate results, as well as main and core problems in market and consumer service. Organizations in a business world would benefit regardless of the breadth of their operations and a greater knowledge and appraisal of their activities, which would offer them a competitive edge. To aid in the gathering of strategic data on the rivals' superior organisation and to earn a unique position in the marketplace. The collected data is descriptive research portion and the data form is too limited for this analysis, which is focused on the intent of applied research in terms of the existence and causal research method. Managers, experts, and workers of the insurance supervision and Sanandaj in Kordestan Province made up the sample community, and data was gathered using a questionnaire. Four primary and four secondary hypotheses were introduced in this review, with the three key hypotheses being evaluated utilising structural equation modelling techniques and the other five hypotheses being tested using regression analysis.

6. Qiu, T. (2008).

In the mid-1980s, competitive intelligence (CI) started to make inroads at a few cutting-edge US firms including Motorola and Kellogg. Companies have been spending in personnel, technologies, and the expertise of analysts to routinely track their rivals since then. At one point, the CI department of (old) ATT's business services division employed over 30 employees, and pharmaceutical corporations were not far away. Today, more than 90% of Fortune 500 corporations participate in a form of structured CI. Top executives, on the other hand, are unable to remember a single incident in which CI shaped their approach. They have no idea who their security officer is if you ask them. Why, in an era where "increasing global competitive demand" is on everyone's lips, has CI struggled to have a real impact on C-suites?

The response is deceptively simple: corporations have never invested in true strategic intelligence capability. Instead, they devised elaborate and precise procedures for tracking competitors' every breath.

ANALYTICAL CHAPTERS:

Competitive intellect is at the centre of every good strategically managed plan-

Why do seemingly fantastic companies go out of business, despite having great goods, smart management, and other good assets?

Economies of size, which pushed major firms to prominence during the Industrial Revolution, are no longer an asset. Changes in information technologies, the banking sector, just-in-time manufacturing processes, and the rise of businesses providing logistics and service systems that historically could only be afforded by the biggest companies have taken away the benefits of becoming huge. Overhead and inflexibility are becoming highly important diseconomies of size. So, at this point we need to understand

Competitive Intelligence's Significance:

Here are a couple of the concern's companies ask themselves before putting in place a CI programme: How do we describe the company's goal, corporate intentions, priorities, and strategic decisions in the most effective way? What do we need to know in order to build and pick methods that are not just efficient but also long-term? What new products can we grow, and how should we reach new markets? How can we bring our competitive approach into action?

Well, here is the answer to all these questions: No single aspect of corporate strategy is more central to competitive strategy than competitive intelligence, regardless of the strategic structure an organisation uses to conduct its operations. Doing the best thing is more essential to competitive intelligence than doing the right thing.

- A competitor analyses' aim is to build a profile of the kinds of strategy adjustments each competitor might make, as well as each competitor's potential answer to a variety of probable strategic steps undertaken by other companies, and each competitor's likely reaction to market changes and environmental shifts that might occur.
- **Competitive intelligence should have a common goal: to build the strategy and tactics required to profitably and reliably move market share from individual rivals to the business.** An organisation that does not closely track and evaluate key rivals is ill-equipped to establish and execute a successful strategic plan, and this method exposes the business and its markets to attack.
- The cornerstone of CI is managerial judgments regarding a company's positioning in order to optimise the importance of the resources that set it apart from its rivals. Loss to gather, interpret, and function on

competitive knowledge in a systematic manner will result in the firm's failure.

But, what does strategic intelligence entail? What do we mean when we say "it"? What separates it from consumer research? How is it used to improve a company's competitiveness? What is the point of competitive intelligence? What is the protocol for coping with it? What method is used to create it? What is the best way to utilise strategic intelligence? Who is it that is doing this? How much does it cost? What role does competitive intelligence play in a company's strategic management system? What are the quantifiable "bottom line" advantages for management and their companies?

The benefits of correctly forecasting a competitor's potential intentions are obvious, as are the risks of making strategic decisions dependent on inaccurate knowledge.

Competitive intelligence is normally divided into five primary fields of operation and is carried out using one of three frameworks in the CI framework:

- evaluation of methods
- perceptions of rivals
- present processes' productivity
- capabilities of competitors
- business opportunities in the long run

Rival research, or having an awareness of a competitor's potential targets, current policy, expectations regarding itself and the market, and skills — diagnostic elements — are the core concerns of strategic intelligence. Knowledge regarding a company's main clients, vendors, and collaborators (in marketing or R&D alliances) is often of strategic importance.

Strategic management is more operational and based on a limited scale than predictive intelligence. Competitive terms of sale, promotional practises, and strategies to adjust how they distinguish one or more of their goods from yours are also tactical factors. Many of the more frequent consumers of situational intelligence are middle-level marketing and sales administrators. They want to see if they will conquer the day right away.

A strategic intelligence project's study priority would frequently include topics such as the competitor's production capacities, review of partnerships and/or joint projects entered into by rivals, the competitor's potential ambitions and goals for particular regions or product categories, explanations for improvements in the corporate or business unit approach, and so on.

Business secrets are covered by counterintelligence. Any business has rivals that are just as involved in learning about your intentions as you are in learning about theirs, if not more so. This field of study often involves defence and computer management, but some, such as recruiting and firing tactics, are often overlooked in order to limit competitor competition within the firm.

People seldom know that company, like existence, is simply a set of choices. And multinational companies are constantly in search of the data they need to make choices about the behaviour and development of one of their strategic goals, as well as the defence of their enterprises from competitive risks.

V. RESEARCH FINDINGS

1 The use of market intelligence in competitive intelligence- Market intelligence is essential in improving a company's strategic research. Of component of competitive analysis (industry analysis, company analysis, competitor analysis, business intelligence method, and marketing analysis) is thoroughly explained with real-world examples from well-known businesses. Since competitor research contributes to a company's competitive edge and long-term competitive advantage, the theoretical and realistic backgrounds can be combined to maximise growth opportunities. Furthermore, as technology advances, companies face greater risks and threats, necessitating managers to stay current on critical knowledge in order to adapt their businesses to the appropriate competitive climate. The author also focuses on significance and understanding of market intelligence for upper executives, senior management, and business students because they can gain a better view of market intelligence from both analytical and realistic practise, allowing them to see the larger picture and the role of market intelligence in sustaining their business.

2 What Helps a Strategic Management Platform Work?

Specific strategies and mechanisms make up Competitive Intelligence, both of which are aimed toward the same overarching target. The key is to make sure that all difficulty is reduced to plain, visual, and actionable points.

It's for this reason that tools like battlecards and competitive matrices are so critical. Data collection and review are just one aspect of the puzzle; if you can transform the component into a way to assist the staff on a daily basis, you've accomplished a vital landmark for company survival and development.

3 We need to adjust the way we think about companies, management, and strategic intelligence. Companies nowadays need continual reassessment of their businesses, economies, and rivals, rather than meticulous strategies. In other terms, the aim of strategic intelligence is to use market data to produce observations that help ever-changing viewpoints, rather than collecting market data to create plans. These views can ultimately lead to action. Or maybe not. The measure of a skill is management learning, not management behaviour. Avoiding a \$500 million blunder is unquestionably more beneficial than releasing a \$500 million commodity.

4 "Intelligence" in competitive intelligence becomes very important when goals are planned strategically- In a nutshell, competitive intelligence (CI) is the systematic and

organised tracking of the competitors, wherever and however they can be found in a given sector... Your "competitors" are businesses that you deem competitors and for which you fight for market share. CI also entails predicting what the industry competitors would do before they do so. To obtain strategic insight into your competitor's strategies and to formulate your marketing strategy to counteract them. As one would imagine, certain approaches would be used at the operational stage, but it would also necessitate penetration into the current knowledge system, knowledge storage and delivery, and ultimately, the measurement of business judgments based on the information and an (jain) ⁱⁱ lysis. This is where the "INTELLIGENCE" aspect of the equation comes in.

5 (hague,2005)Managers and security professionals have varying information contexts. Management could be forced to engage in an internal political game involving topics that intelligence analysts are unaware of! Furthermore, intuition is an ambiguous term in and of itself: how do management and intelligence collaborate to develop ideas with real strategic implications? Since they often serve in a separate sphere, strategic intelligence leaders of big organisations (as in government) have little idea. The most vexing problem for business leaders tends to be the gap between internal development of (more and faster) knowledge and personal usage of information by corporate decision makers. The answer is unlikely to be easy, but it boils down to four major changes: Talent is managed in a unique way. Executives must consciously recruit and foster ambiguity-tolerant mindsets through which the unknown creates new insights. Utilize strategic information in a special way. Companies should use their intelligence unit for insight management rather than information search and distribution. The most important function of institutional wisdom may be to facilitate a shift in viewpoint. Ideally, it would cultivate a corporate atmosphere that thrives on complexity, outsmarting rivals that want equilibrium.

Examine how you employ your intellect on a personal level. Corporations invest a lot of resources on studies into employee behaviour, interpersonal learning, performance assessments, and reviews. They expend absolutely no time seeking to grasp, map, and conquer internal hurdles to intelligence use. This isn't yet another "HR place." It's the key to preventing half-billion-dollar losses like Nestle's or dreadful disappointments like Novartis'.

VI. CONCLUSION AND SUGGESTIONS

Practical strategic intelligence is not a "process" or a "function" but a perspective. Companies that pride themselves on "acting" and "moving" need to add a bit of "reality-testing" to their thinking. It does not matter who provides intelligence as perspective, as long as it has an honest and incorrigible voice on the executive committee.

The secret to finding potential prospects for market success can be done by being constant, prompt, and setting your mind towards acquiring reliable competitive intelligence.

Competitive intelligence has taken over several government domains. This process, conceived by the Japanese, blends public and private acts and means, and its success has been shown by the United States, the United Kingdom, Germany, and also developed countries such as Brazil. It has preserved its position in the Algerian economy, allowing for the adoption of a variety of major decisions that need to be made public. As a consequence, the discussion of findings usually contributes to the proposal of extensive and detailed data, with the aim of proposing a series of theoretical and operational recommendations. The implementation of these equations in strategic management allowed us to verify the presence of Com (Placeholder4)putative intelligence through its roles and components, namely surveillance, power, and information protection in the field strategy, based on our example in strategic management.

However, turning competitive analysis into actionable perspective necessitates a high level of domain and methodological knowledge which can be achieved if we look at the entire concept strategically.

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