

Competitive Intelligence Practices and Organizational Performance Linkage: A Review

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ABSTRACT

Scholars have intensely researched Competitive Intelligence or CI for decades. This topic has been under constant investigation and development concerning business strategy in soaring business performance. This paper critically examines and integrates the Competitive Intelligence Practices by different industries and its relationship on organizational performances. The review employed Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) and utilizes three databases (Science Direct, Scopus, and Proquest) from January 2014 to November 2019. This timeframe and databases were preferred because the articles collected have been through a quality control process and comprehensive source for research performance data and analytics. As many as 666 articles were narrowed down to 20 articles to meet the criteria of this study. Conclusively, six main themes were identified, which are Organizational awareness, CI process, Social capital, CI Challenges, Competitive advantages and Sustainability based on the thematic analyses. Furthermore, another five sub-themes emerge from these key themes. A deduction is made concerning a relationship between Competitive Intelligence Practices and Organizational performance. This paper also suggests conducting more studies in service industries, especially the hospitality industry because of its economic impact and the changing landscape in today's consumer.

Keywords: Awareness, Competitive Advantages, Competitive Intelligence, Organisation Performances, Sustainability.

INTRODUCTION

The area of information gathering and the applying techniques has captured the interest of researchers for many decades. Competitive intelligence (CI) is no doubt an age-old concept that was traced back in the 1970s in the United States and has been adopted worldwide. CI has signs of progress in its practices that prompted certain researchers to question its ethical practices. Thus, the Society of Competitive Intelligence Professionals (2004) has responded that CI is 'an organized and proper program which involves the gathering, evaluating, and managing external information encompass the plans, decisions, and operations of the organization'. For one to be able to conduct CI, it has to be virtuous and unbiased.

CI focuses on monitoring a competitor to achieve competitive advantage. It assists the organization in competitive positioning and strategic judgement on factors that could affect the business environment by developing suitable plans immediately (Ghannay & Mamlouk, 2015). Numerous studies agreed that CI is an information gathering from the internal, competitors, customers, suppliers, technologies, environments, and related affairs. The organization's internal environment needs to comprehend CI practices and implement them in their daily operations. Patton and McKenna (2005) observe that for CI practices to be effective it is critical to acknowledge and understand competitive stimuli, their competitors and avoid making a false decision. Subsequently, the authors will discuss further the motivation for CI as the main subject of this study.

CI has many definitions. The term has been used interchangeably between competitive intelligence and business intelligence (BI) and many other screening intelligence tools. The collection of high quantity of raw data is assisted by Business Intelligence (BI) which ranges from productivity to profits and losses which are then articulated into better decision-making process. BI depends primarily on technology because all the gathered data will technologically analysed (Troy Media, 2015). Liebowitz (2006) notes a substantial difference between CI and BI, in which CI is an organized and proper procedure in collecting, assessing, and organizing external data. Furthermore, it also helps to monitor competitive internal and external environment, whereas BI is a process which merges evaluation and data collection, repository, and organization. CI is a subset of BI (Liebowitz, 2006; Negash et al., 2008; Sauter, 2008). An essential characteristic of CI, as stated by Priporas et al., (2005) is that CI is not only a process, but it is also a product. It is also can be explained in separate concepts which are competitive and intelligence. CI users include all levels within the organization ranging from the senior management, and the various value chain departments personnel regardless of position. "Competitive" defined as a process of competition between at least two people, groups, teams, organizations, or businesses while word "Intelligence" denotes to "an organization capability to predict or foresight change and take action immediately" (Breakspear, 2013). Thus, this study will only focus on Competitive Intelligence rather than other terms like Business Intelligence, Marketing Intelligence and Supply Intelligence because the researchers tend to explore external environment towards the organization's performance. However, the definitions of related Intelligence will be explained in the next paragraph in distinguishing its characterizations. Next, the author will discuss marketing intelligence (MI) which is also related to CI.

Kotler et al. (2009) referred marketing intelligence as a sector which aims to establish the component of competitive development in real time by focusing on the 4ps of marketing which encompass place, pricing, product, and promotion to promote an enhanced understanding of the market needs. Knowledge about MI is associated with the company's market, acquired and inspected individually to ensure an appropriate and intelligent decision-making process in the development of strategies to assist in market penetration, market development, and gain market opportunities. Authors choose CI in this context since CI demonstrated better performance in service industries such as banking, telecommunications and retail (He et al., 2015; Magasa et al., 2014; Nenzhelele, 2014; Tahmasebifard, 2018). Although previous studies revealed that CI was not frequently employed by SMEs, Murphy (2006) contradicted this statement by proving that many SMEs have successfully incorporated CI in making business decisions. This is due to technology becoming simpler and affordable. Subsequently, this paper will focus on an integrative review on the relationship between CI practices and the organization's performance.

COMPETITIVE INTELLIGENCE AND ORGANISATION PERFORMANCE SYSTEMATIC REVIEW

A systematic review uses systematic tools to collect secondary data to critically analyse and synthesize the findings based on a clearly articulated question. Despite an abundance of studies on CI practices, there are some scarce efforts to review these studies systematically. Hence, this study aims to bridge the gap in comprehending, determining, and characterizing CI practices that contribute to the organizational performance. Despite the availability literature signifying many studies and reviews that have been undertaken to explore CI practices, this study is significant because there is a scarcity of studies that provide a holistic baseline on CI practices that relates to their performance.

METHODOLOGY

Systematic reviews propose that reviewers apply consistent clearly stated prior inclusion criteria for studies to be reviewed. This study seeks previous literature based on three different databases which include relevant publications about CI practices towards organizational performance. There are four main subsections during the searching strategy process that include Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA). This study also includes exclusion and inclusion criteria in the systematic review. This review also discusses the abstraction and evaluation of data. PRISMA was selected to conduct the systematic literature review because the databases have been through a quality control process, and it is a comprehensive source for research in performance data and analytics. Additionally, it helps to examine general scientific literature within a specific timeframe that allows the author to critically identify the previous literature about Competitive Intelligence Practices towards organizational performance. Consequently, PRISMA also helps to categorize more literature focusing on future strategic management. Three primary databases, which are Scopus, Proquest and Science Direct, were utilized during the review process. When combined, the databases comprise of more than 100,000 fields of studies for each database. The selected databases were from prominent reputable journals and are quality assured. Explicitly, Scopus captured 201 journals about Competitive Intelligence and Performances, while Proquest indexes a total of 233 and Science Direct captured a sum of 288 journals mentioning Competitive Intelligence within the last five years. The researchers began the systematic review process by identifying the articles. During this stage, specific keywords for the present study were used, followed by a search process of those with similar meanings and terminologies. Therefore, the procedure successfully retrieved 666 articles from these three databases with the keywords '*Competitive Intelligence*' and '*Performance*'. The subsequent stage is the screening process and was conducted in accordance with the established exclusion and inclusion criteria. The first stage witnessed the exclusion of 441 article while the second stage excluded 225 articles. The first stage only selected articles that contain empirical findings, hence, excluding book chapters, books, conference proceedings, and review articles. Furthermore, the selected articles were only written in English. Additionally, a 5-year period from 2014 to 2019 was preferred for the timeline and encompassed strategic management, social science, business management, and marketing to improve the prospect of obtaining the relevant articles. The reason why the timeframe is within the last five years is to maintain reliability and the dynamic changes that happened within the time. In total, 441 articles were excluded in accordance with the established criteria. The second stage involves examining the title, abstract, and primary content of 225 articles to assure a lateral agreement of the inclusion criteria. Therefore, another 186 articles were omitted because they did not focus on competitive intelligence practices and organizational performance. The omission left the remaining total number of articles to be analysed to 39. However, due to a duplication and inclusion criteria, a final total of 20 were selected for the final reviews. The search was initiated by merging the article's title, abstract, and keywords whenever required. The three databases enabled the search according to the title, abstract, and keywords.

An illustration of the search strategy for Scopus are as follows:

"COMPETITIVE INTELLIGENCE" AND performance OR performances AND (LIMIT-TO (PUBSTAGE , "final")) AND (LIMIT-TO (ACESSTYPE(OA))) AND (LIMIT-TO (PUBYEAR , 2019) OR LIMIT-TO (PUBYEAR , 2018) OR LIMIT-TO (PUBYEAR , 2017) OR LIMIT-TO (PUBYEAR , 2016) OR LIMIT-TO (PUBYEAR , 2015) OR LIMIT-TO (PUBYEAR , 2014)) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (SUBJAREA , "BUSI") OR LIMIT-TO (SUBJAREA , "SOCI") OR LIMIT-TO (SUBJAREA , "ECON") OR LIMIT-TO (SUBJAREA , "ARTS")) AND (LIMIT-TO (EXACTKEYWORD , "Competitive Intelligence") OR LIMIT-TO (EXACTKEYWORD , "Business Intelligence") OR LIMIT-TO (EXACTKEYWORD , "Decision Making") OR LIMIT-TO (EXACTKEYWORD , "Strategic Planning") OR LIMIT-TO (EXACTKEYWORD , "Knowledge Management")) AND (LIMIT-TO (LANGUAGE , "English")) AND (LIMIT-TO (SRCTYPE , "j"))

Data abstraction and evaluation is the final stage where themes and sub-themes are developed from the selected articles. During the theme development process, 20 selected articles were thoroughly examined to elicit statements and create meaningful coding themes to the nature of data. The review process is summarized in Figure 1 listed below.

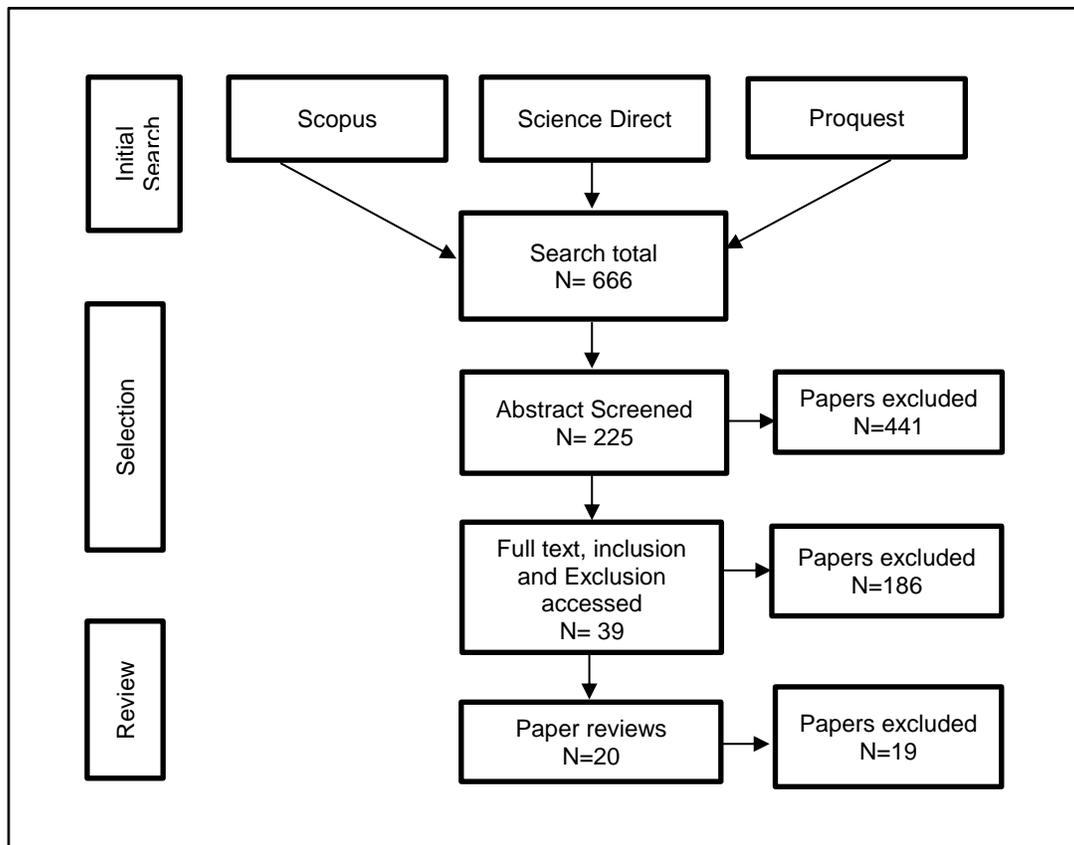


Figure 1: PRISMA Flow diagram of the systematic review process

FINDINGS

This study unfolded SIX main themes and FIVE sub-themes derived from selected articles after the review process. The findings summarized in the Table below:

Table 1: The Findings

	Title	Main Themes						Sub Themes				
		OA	CP	SC	T	CA	P	CC	S	HC	DM	COA
1	(Nenzhelele, 2014)	✓			✓	✓		✓				
2	(Magasa & Mphahlele, 2014)		✓		✓	✓	✓					
3	(du Toit & Sewdass, 2014)		✓						✓			
4	(He et al., 2015)		✓	✓		✓	✓	✓				
5	(Rapp, Agnihotri, Baker, & Andzulis, 2015)	✓	✓	✓	✓		✓			✓		✓
6	(Sewdass & Dutoit, 2015)	✓	✓		✓	✓	✓	✓	✓			✓
7	(Stefanikova, Rypakova, & Moravcikova, 2015)					✓	✓	✓				
8	(Kim, Dwivedi, Zhang, & Jeong, 2016)			✓			✓					
9	(Garcia-Alsina, Cobarsí-Morales, & Ortoll, 2016)		✓	✓			✓	✓				✓
10	(Larivet, Smith, Wright, 2016)		✓		✓		✓			✓		
11	(Boikanyo, Lotriet, & Buys, 2016)			✓			✓		✓			
12	(Du Plessis & Gulwa, 2016)	✓	✓		✓	✓	✓				✓	
13	(Nenzhelele, 2016)	✓	✓			✓	✓					
14	(De La Robertie, 2016)			✓		✓			✓			
15	(Chinyamurindi, 2016)	✓	✓	✓		✓	✓					
16	(Calof, 2017)		✓			✓		✓				
18	(Seyyed Amiri, Shirkavand, Chalak, & Rezaeei, 2017)	✓	✓		✓	✓			✓	✓		
19	(Tahmasebifard, 2018)		✓	✓		✓	✓					
20	(Yin, 2018)		✓			✓	✓					
21	(Salguero et al., 2019)		✓			✓	✓		✓			

Organizational awareness: **OA** Competitive advantages: **CA** Sustainability: **S** Human Capital: **HC** Decision Making: **DM** CI process: **CP** Social capital: **SC** Training: **T** Performance: **P** CI Challenges: **CC** CI Organizational Culture: **COA**

Organizational Awareness

This is an essential factor for every personnel in the company to be informed of CI. Most of the articles postulated that organizational awareness toward CI would enhance the firm's performance in terms of financial and non-financial variables. CI application was analysed in the American and Brazilian hospitality industry, and the outcome proposed that CI awareness among hotel managers is still low, suggesting that more investigations are required for better implementation of CI on this sector (Köseoglu et al., 2018). Concurring to another study on an Iranian insurance organisation, contextual factors such as awareness, culture, structure, and process can influence in developing a competitive advantage, while awareness and culture factors displayed the most significant effect (Seyyed Amiri et al., 2017). The awareness from training and education can boost the obligation of CI achievements since it uplifts the harmony between strategic management and CI (Du Plessis & Gulwa, 2016). Therefore, creating awareness in the early stage of CI implementation is crucial before embarking on the CI process.

CI Process

Nasri (2011) state that CI process is an “intelligence cycle” which encompasses four phases, namely, (1) planning, (2) collection, (3) analysis, and (4) intelligence communication. During this initial stage, intelligence identifies the decision-makers’ needs. It is essential to access reliable information in defining the necessary resources (Saayman et al., 2008). Subsequently, there are various collection methods of competitive information. Rouach and Santi (2001) noted that legal CI information is categorised into two groups which are private and public information. Private information is attained from professional publications and exhibitions while public information is obtained from the Internet, newspapers, and databases. During the third phase, the stage involves the analysis of the data. It employs analytical instruments to convert the raw data to actionable intelligence. Lastly, CI communication needs to be disseminated to policymakers with the use of reports, presentations, or other methods (Nasri, 2011; Saayman et al., 2008). The CI implementation is implemented according to the type of business and its nature. Therefore, every organization that applies CI in its strategic planning must carefully examine which are the best CI practices that could contribute to the organization performance. According to Calof (2017), there are large organisations that possess their own centralized CI units with specific CI personnel. The implication of having its own CI unit is favourable in reference to CI formality and procedures.

Social Capital

De La Robertie (2016) believes that the advancement of CI practices which aim to control the environment is directly influenced by the senior managers’ social capital in SMEs. The study illustrates that the social capital of top managers influences the plans and approaches of SMEs. Social capital is the networks of relationships among people who work in a particular society and carry the same purpose where social capital was identified by Adler and Kwon (2002) as a function of individuals' location within the hierarchical, social relations, and market framework. Therefore, the involvement of CI personnel such as staff and supervisors is vital in identifying the competitiveness of an organization by using instruments such as trends analysis and competitor analysis (Opait et al. 2016) because success criteria’s including skills, experience, management level, and organizational elements that wield important influence on organizational performance.

Training

Training is another crucial element when high self-level awareness has been created in the organization. Seyyed Amiri et al. (2017) study has proven that managers are aware of CI dimensions such as; employees' training, employees' communicative skills and loyalty to the company, among others. He also suggested that the CI culture should be developed by organizations by increasing the level of awareness among the staff and offer CI training sessions for new staff. The evidence collected from South African firms, as espoused by Du Toit and Sewdass (2014), illustrated that CI could boost up competitiveness of organisations worldwide. Hence, this acknowledged that more businesses will become globally competitive in their strategic planning. Thus, training is essential for every employee in the organization in order to achieve their objectives.

Competitive Advantages

The reason why CI must be implemented in an organization is to gain competitive advantage. An organization gains competitive advantage over their competitors when its revenue exceeds the industry profit average. Previous research by Nenzhelele, (2016) indicated that CI is employed by many estate agencies to attain competitive advantage. Seyyed Amiri et al. (2017) also supported by affirming that CI can serve as an instrument of attaining competitive advantage in the financial industry. In line with that, organization practices CI to attain competitive advantage and to bolster their organization on the market.

Performance

CI derives sustainable competitive advantage that protects shareholders' value in the long term by empowering the management to develop, implement and monitor strategies (Protiviti, 2011). Undoubtedly, CI practices significantly influence on organizations' long-term performance and on-going exercises (Waithaka, 2016). The author also added that CI practices empower the organization to manage evolving opportunities and risks through actionable insights to obtain competitive advantage and improve organizational performance. Additionally, the implementation of CI activities enables the employees to produce reliable strategic decisions in improving organizational performance and competitiveness (Ferrier, 2001).

Sub-themes

This section has been included for several reasons as sub-themes emerged from the systematic reviews of selected articles. Despite the main themes discussed in the previous paragraph, the following sub-themes appear to support and become the supporting ideas in CI practices related to organization performance. It is vital to discover the sub-themes because it is also key to successful CI practices. It is also related to the organization to enhance its performance. The sub-themes are as follows:

CI Challenges

Successful organizations require sustainable growth in global business that brings value, precise, and prompt intelligence, focusing on risk and opportunities in the global business setting (Boikanyo et al., 2016). Thus, it is indispensable to scan the possible challenges that could be the barriers to implementing CI. Muller (2007) identified distinct CI challenges which are active environment and employee awareness,

financial constraint, information availability, management participation and visibility because without the existence of CI personnel, the process could not be successful.

Sustainability

Every organization has a plan for environmental sustainability. In order to sustain in the environment, they need to forecast long term effects. Long-term perception is a characteristic of this sustainable growth, and any decision must be considered for long term effects. The most critical factors are clarified strategy and the organisation's ability to respond adaptably to different market situations. Therefore, Stefanikova et al., (2015) state that competitiveness and sustainability are mutually interrelated. In relation, every organisation must concentrates on designing a business setting that enhances CI implementation in ensuring long-term sustainability.

Human Capital

Several researchers have complemented the essential function of human capital in an organisation in the collection, management, and utilization of information (Xu et al. 2011). A significant emerging theme is that middle-level managers are an essential channel in the decision-making process as it assists in the subsidiary performance and the competitiveness of the subsidiary within the Multi-National Companies or MNC (Chinyamurindi, 2016). Therefore, the existence of human capital is fundamental in CI practices because it is a valuable resource creation in the mobility of knowledge and skills (Boon et al., 2018).

Decision Making

Gabriel and Adiele (2012) reported that CI is derived from several viewpoints which encompass military theory, information theory, problem-solving in organizational theory, decision-making, and experiential approach. According to He et al., (2015), business executives inquire for insights or knowledge, based on customers review on social media so it could enhance the decision-making process and different components of organizational performance. CI was regularly labelled as an external source for information in the decision-making process (Ross et al., 2012). Intelligence activities are critical for firms as they are dependent on organizational culture, reporting structuring of CI, attitudes of top decision-makers, and contestability of the markets (McGonagle & Vella, 2002). Thus, decision making has become a crucial part of CI practices.

CI Organizational Culture

A sound organizational culture is vital in encouraging tacit knowledge sharing within and among organizational members (Selamat & Choudrie, 2004) as specific cultures are more accepting of knowledge sharing (Hofstede & Hofstede, 2005). Hamilton (2011) demonstrated that organizational culture must be in accordance with the organizational values and faith. Previous research by Pham et al., (2016) suggests that elements such as culture is an important factor to ensure success in Business Intelligence (BI) System where CI is also a subset of BI. Therefore, the findings of CI organizational culture in this systematic reviews could be one of the practices in improving organization performance. Table 2 below illustrates CI Practices in different industries obtained from the systematic review analysis process. Majority of the organization that utilized CI are in the service industry.

Table 2: CI Practices in Different Industries

Country/ Author	Title	Size of the company in developing countries (MNCs Vs SMEs)	
Morocco (du Toit & Sewdass, 2014)	Competitive intelligence (CI) in Morocco.	SME	✓
		Total employees	29% more than 500 employees
		Developed	✓
		Years of experience	top management or senior/middle level
		Major industry	Construction business
		Industry: Agriculture, hunting, forestry and fishing, Mining and quarrying, Manufacturing industry, Electricity, gas and water supply industry, Construction, Wholesale and retail trade, Tourism 8. Transport, storage and communication, Financial, insurance, real estate and business services, Community, social and personal services, Oil and gas	
South Africa (Nenzhelele, 2014)	Competitive Intelligence Location in Small and Medium-Sized Enterprises	SME	✓
		Total employees	Majority 6-10 employees
		Developed	✓
		Years of experience	Majority more than 6 years
		Major industry	Retail, motor trade and repair services
		Industry: Finance and business services (8%); Catering, accommodation and other trade (19%); Retail and motor trade and repair services (23%); Electricity, gas and water (2%); Community, social and personal services (18%); Wholesale trade, commercial agents and allied services (5%); Construction (8%); and Manufacturing (12%). Additional: cleaning industry (1%) and media and marketing (1%).	
South Africa (Magasa & Mphahlele, 2014)		SME	✓
		Total employees	null
		Developed	✓
		Years of experience	lower, middle and top management levels
		Major industry	Telecommunications
		Industry: Telecommunications Industry in South Africa	
Slovak Republic (Stefanikova et al., 2015)	The impact of competitive intelligence on sustainable growth of the enterprises	SME	✓
		Total employees	Null
		Developed	✓
		Years of experience	null
		Major industry	Slovak enterprises
		Industry: Slovak enterprises	
Brazil and South Africa (Sewdass & Dutoit, 2015)	Competitive intelligence in emerging economies: A comparative study between Brazil and South Africa	SME	✓
		Total employees	More than 500 employees
		Developed	✓
		Years of experience	more than 5 years
		Major industry	manufacturing
		Industry: • Agriculture, hunting, forestry and fishing industry • Mining and quarrying industry • Manufacturing industry • Electricity, gas and water supply industry • Construction industry • Wholesale and retail trade industry • Tourism industry • Transport, storage and communication industry • Financial, insurance, real estate and business services • Community, social and personal services • Oil and gas industry	
USA (He et al., 2015)	Gaining competitive intelligence from social media data Evidence from the	MNC	✓
		Total employees	1000 above
		Developed	✓

Country/ Author	Title	Size of the company in developing countries (MNCs Vs SMEs)	
	two largest retail chains in the world	Years of experience	null
		Major industry	Retail chains
		Industry: Walmart and Costco	
USA (Rapp et al., 2015)	Competitive intelligence collection and use by sales and service representatives: how managers' recognition and autonomy moderate individual performance	MNC	✓
		Total employees	null
		Developed	✓
		Years of experience	null
		Major industry	Hospitality Industry
		Industry: U.S Hospitality Industry.	
Spain (Garcia- Alsina et al., 2016)	Competitive intelligence theoretical framework and practices: The case of Spanish universities	MNC	✓
		Total employees	Select 33 universities
		Developed	✓
		Years of experience	null
		Major industry	University
		Industry: Education sector: Universities academic	
France (Larivet et al., 2016)	Developing a Typology of Competitive Intelligence Proficiency: The Case of French SMEs and Funded Intervention Programs	SMES	✓
		Total employees	10 to 249 full-time equivalent employees
		Developed	✓
		Years of experience	Directors & managers
		Major industry	Telecom and Automobile.
		Industry: French SMEs- SMEs. From 10 to 249 full-time equivalent employees	
USA (Kim et al., 2016)	Competitive intelligence in social media Twitter: iPhone 6 vs. Galaxy S5	MNC	✓
		Total employees	Null (A total of 229,948 tweets about iPhone6 or GalaxyS5)
		Developed	✓
		Years of experience	null
		Major industry	Telecommunications
		Industry: Telecommunications (using twitter platform)	
South Africa (Nenzhelele, 2016)	Competitive intelligence practice challenges in the South African property sector	SME	✓
		Total employees	Majority 1 to 5 employees
		Developed	✓
		Years of experience	More than 6 years
		Major industry	the property /Estate agency
		Industry: the property sector /Estate agency	
West of France (De La Robertie, 2016)	Top Managers Networking Influence on Competitive Intelligence Practices: The Case of Hi-Tech SMBs	SME	✓
		Total employees	757 firms micro, small and mid-sized businesses
		Developed	✓
		Years of experience	null
		Major industry	IT, electronics, telecoms, imagery and multimedia
		Industry: Hi-Tech SMEs	
Ireland (Chinyamurindi, 2016)	Middle manager role and contribution towards the competitive intelligence process:	MNC	✓
		Total employees	15 employees were interviewed from 5 MNC
		Developed	✓
		Years of experience	Middle managers only

Country/ Author	Title	Size of the company in developing countries (MNCs Vs SMEs)	
	A case of Irish subsidiaries	Major industry	Irish subsidiaries (MNC).
		Industry: Irish subsidiaries (MNC).	
South Africa, Africa (Boikanyo et al., 2016)	Investigating the use of business, competitive and marketing intelligence as management tools in the mining industry	MNC	✓
		Total employees	more than 1000 employees
		Developed	✓
		Years of experience	more than 20 years in operation
		Major industry	mines producing precious metals
		Industry: Mining Industry	
South Africa (Du Plessis & Gulwa, 2016)	Developing a competitive intelligence strategy framework supporting the competitive intelligence needs of a financial institution's decision-makers	MNC	✓
		Total employees	null
		Developed	✓
		Years of experience	Managers and exec
		Major industry	Financial Industry
		Industry: Financial Industry	
Tehran, Iran (Seyyed Amiri et al., 2017)	Competitive Intelligence and Developing Sustainable Competitive Advantage	SME	✓
		Total employees	Total 180 given questionnaires
		Developed	✓
		Years of experience	11-40 years
		Major industry	Life Insurance Company
		Industry: Life Insurance Company	
Canada (Calof, 2017)	Canadian competitive intelligence practices – a study of practising strategic and competitive intelligence professionals' Canadian members	MNC	✓
		Total employees	Over 1000 employees
		Developed	✓
		Years of experience	7.1 years
		Major industry	Software
		Industry: SCIP members Industries: Software (16 per cent), financial services/insurance (13 per cent), high-technology (11 percent), legal services (11 per cent), and competitive intelligence consultation (11 per cent).	
Iran (Tahmaseb ifard, 2018)	The role of competitive intelligence and its subtypes on achieving market performance	MNC	✓
		Total employees	null
		Developed	✓
		Years of experience	Managers and exec
		Major industry	Financial Industry
		Industry: Insurance Industry	
Taiwan (Yin, 2018)	Measuring organizational impacts by integrating competitive intelligence into an executive information system	MNC	✓
		Total employees	1000 above
		Developed	✓
		Years of experience	Majority between 6-10 years and more than 20 years
		Major industry	Information Technology
		Industry: Multinational and domestic companies 1)Information technology 2) Finance 3) Electrical and electronics 4)Manufacture 5)Trade 6)Others	
Spain (Salguero et al., 2019)	Competitive Intelligence and Sustainable Competitive Advantage in the Hotel Industry	SME	✓
		Total employees	Less than 100 employees
		Developed	✓
		Years of experience	13-24 years
		Major industry	4-star hotels
		Industry: Spanish Hotel Industry	

DISCUSSION

CI may be defined as a procedure that collects, evaluates, and articulates environmental information in the strategic decision-making process (Calof & Dishman, 2008). Moreover, previous authors were frequently concerned about the CI process as the method involved collecting significant quantity of data, analysing the data, and demonstrating reports that were condensed in the form of business actions which assist the management in the business decision-making process (Stackowiak et al., 2007). Based on previous research as summarized in Table 2, it can be concluded that most research was conducted in the service industry, especially in financial and technology industry. Remarkably, many SMEs are also into CI. There were little numbers of CI practices identified in the hospitality industry despite the industry's large economic contributions in developed countries. All of the research identified in this review were from developed countries, and most of them have practised CI for many years, but still, CI methods are not fully implemented. The collected information should be converted into observations that can be utilized to attain competitive advantage by analysing the past performance of their competitors. In order to consider data to be real from external information, it has to be actionable. This is why human capital is significant. Selecting a certified or experience CI personnel could contribute to the successful organization.

CONCLUSION

Global Intelligence Alliance (2005) emphasizes the function of CI in consistent observation of organization, strategic planning and business development, and collecting information about rivals, client, and the sector. Additionally, how CI practices affected the quality of the information received were explained briefly. CI helps for enhanced decision-making process, enriched comprehension of information collection and evaluation. CI has also boost the efficiency and information circulation while detecting potential threats and opportunities for organizations. Based on the importance of CI practices, it has influenced the decision-making process, performance, and competitiveness which encouraged further research related to many factors. Moreover, Bose and Hesford (2008) stated that the ability to forecast decisions derived from CI to the organization. This study suggests future studies to investigate the impact of CI activities after organizations have received information on their competitors. The output of CI information needs to be analysed carefully for long term survival, whereby Zha and Chen (2009) contended that CI ascertained the sustainability of enterprises. On another note, future research should also look into other interesting, but related areas, such as Individual Competitive Intelligence as studied by Rapp et al., (2015). They asserted that Individual Competitive Intelligence or ICI and performance is closely related. ICI is necessary to boost the performance among employees since they possess an improved overview of the level of service they need to provide. They also explained that employees should conform their actions according to customer's feedback during the provision of providing sales or services. Such indicates that adaptive selling should contribute to improved organizational performance (Román & Iacobucci 2010).

Based on the reviews discussed above, little studies are available on CI practices explicitly focusing on the hotel industry. The current study by Salguero et al. (2019) is the only sole study that focused on the hotel industry. Hence, this study recommends future studies to examine CI activities' influence on hotels performance. A further study will be extended to investigate CI activities and the impact on organizational performance in a real situation.

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