



Market Intelligence Beyond Competitive Edge: A Comprehensive Review of Academic Perspectives

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ABSTRACT

Aim: To identify from the reviews if the market intelligence can be effectively used for market planning

Methods: through thorough a review of 25 research papers the research attempts to trace if the market intelligence can be leveraged for planning marketing comparing them on the data, type of analysis and the reviews carried out by them. This can be applicable for educational market Planning too.

Findings: The studies diverged in elucidating intermediary factors across various product categories and market segments. While the challenges of acquiring confidence and gathering intelligence were evident, the significance of both methodology and model emerged as pivotal, alongside the mediating factors associated with distinct consumer demographics.

Structural Equation Model (SEM) emerged as a prevalent analytical tool of choice amongst the studies, it was primarily directed towards furnishing inputs for strategic planning. The synthesis of literature highlighted key determinants in market intelligence for marketing planning: framework design, modelling methodologies, and effective communication. These elements are deemed critical in ascertaining the success of market intelligence interventions. A minority of studies underscored the cultural aspect, while others advocated for the establishment of expert consortia to diversify and enhance information structures, thereby breaking the monopoly therein.

Keywords: Marketing, Planning, Market Intelligence, Framework, Review

1. INTRODUCTION

The objective of this study is to identify from the reviews if the market intelligence can be effectively used for market planning

In order to achieve this objectives a thorough review of 25 research papers the research attempts to trace if the market intelligence can be leveraged for planning marketing comparing them on the data, type of analysis and the reviews carried out by them.

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Structural Equation Modeling (SEM) emerged as a prevalent analytical tool of choice, primarily directed towards furnishing inputs for strategic planning. The synthesis of literature highlighted key determinants in market intelligence for marketing planning: framework design, modelling methodologies, and effective communication. These elements are deemed critical in ascertaining the success of market intelligence interventions. A minority of studies underscored the cultural aspect, while others advocated for the establishment of expert consortia to diversify and enhance information structures, thereby breaking the monopoly therein.

2. REVIEW OF LITERATURE

In their seminal research paper, Arslan Ayub and colleagues (2013) conducted a comprehensive examination of 30 scholarly studies employing the SWOT analysis framework to investigate the efficacy of pre-job

evaluations as a value-enhancing and utilitarian endeavor. Their discerning analysis yields a noteworthy conclusion: pre-job evaluations manifest themselves as a value-added and highly advantageous undertaking in the assessment of SWOT analyses and the broader spectrum of marketing intelligence processes. This discernment ultimately culminates in a tangible influence on the formulation of strategic marketing plans, as elegantly depicted in Figure 1.

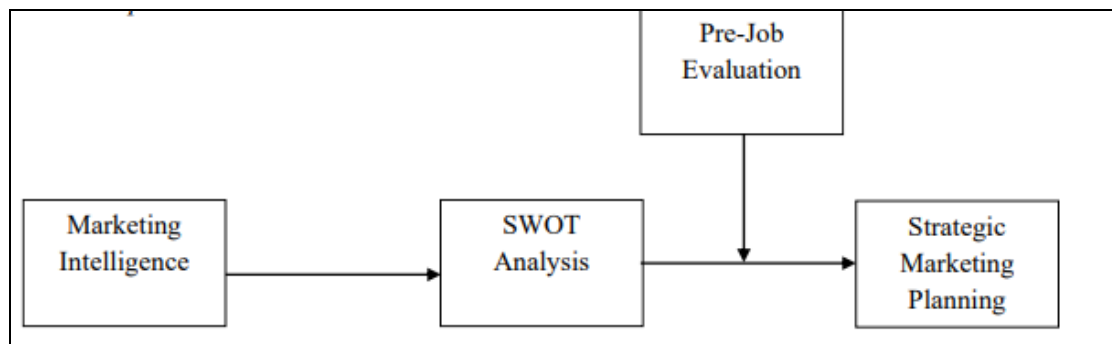


Figure 1 Arslan Ayub Conceptual Model

In his seminal work, Malcolm McDonald (1991) conducts a comprehensive examination of the tools at the disposal of marketing planners. He astutely observes that as an organization initiates its journey along the marketing planning trajectory, it inevitably encounters a myriad of intricate challenges encompassing organizational dynamics, attitudinal complexities, procedural intricacies, and cognitive obstacles. These formidable hurdles have the potential to impede progress significantly.

Nonetheless, McDonald contends that the key to successful marketing planning lies in pre-emptively acknowledging and understanding these formidable impediments. Armed with this foresight, organizations can embark on a path to craft meticulous marketing plans that offer manifold advantages, ultimately yielding a substantial impact on the bottom line. The creation of a sustainable competitive advantage emerges as a coveted outcome, reinforcing the profound importance of navigating these challenges adeptly.

In their scholarly contribution, De Pelsmacker, Patrick, and Kühn (2005) undertake a comparative analysis of competitive intelligence (CI) practices among exporting enterprises in two distinct geographical contexts, South Africa and Belgium. The research methodology employed in this endeavor comprises an extensive survey, utilizing both electronic mail (e-mail) and postal channels. This survey was meticulously administered to a representative sample consisting of 292 Belgian exporting companies and 309 South African counterparts. Within the survey framework, the authors systematically scrutinize and quantify CI practices, concurrently assessing the prevailing opinions and attitudes toward the discipline of CI within these diverse business environments.



Figure 2 The CI Process (As inferred from the paper)

The findings of this comparative analysis reveal noteworthy distinctions between the two regions. Notably, the responsibility for overseeing CI is predominantly situated at the upper echelons of management in Flanders, Belgium, as opposed to South Africa, where the purview of CI is distributed more broadly within organizations. Intriguingly, South African enterprises exhibit a longer-standing tradition of structured CI practices, accompanied by a more substantial presence of both full-time and part-time personnel dedicated to CI activities.

These disparities can be attributed to the unique economic dynamics prevailing in each region. In the case of South Africa, which is characterized as an emerging export nation, the impetus for robust CI practices is evidently pronounced when compared to the more established and mature export landscape of Belgium.

Sheela Wright and her co-authors (2002) conducted a comprehensive study involving the distribution of 218 CI questionnaires. Their research findings shed light on the distinction between CI practices in Flanders and South Africa. Specifically, the study reveals that, while CI responsibility primarily rests with top management in Flanders, South African enterprises boast a more enduring tradition of structured CI activities. Moreover, South African companies exhibit a higher degree of engagement in CI, with a notable presence of both full-time and part-time staff dedicated to CI-related endeavours.

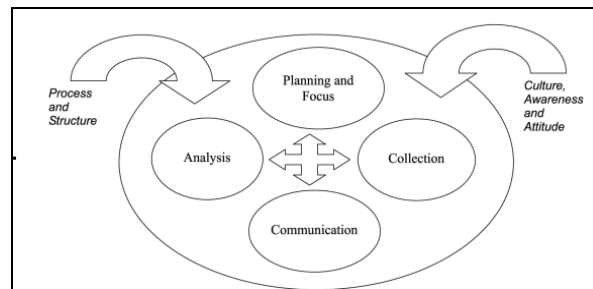


Figure 3 Critical elements for an effective intelligence operation

These observed disparities can be contextualized within the broader economic framework. As previously noted, South Africa's status as an emerging export nation presents a distinct backdrop for the pronounced emphasis on CI practices within its business landscape. This divergence from the Belgian context, characterized by a more mature and established export milieu, underscores the dynamic nature of CI implementation in response to the unique demands and opportunities presented by emerging export markets.

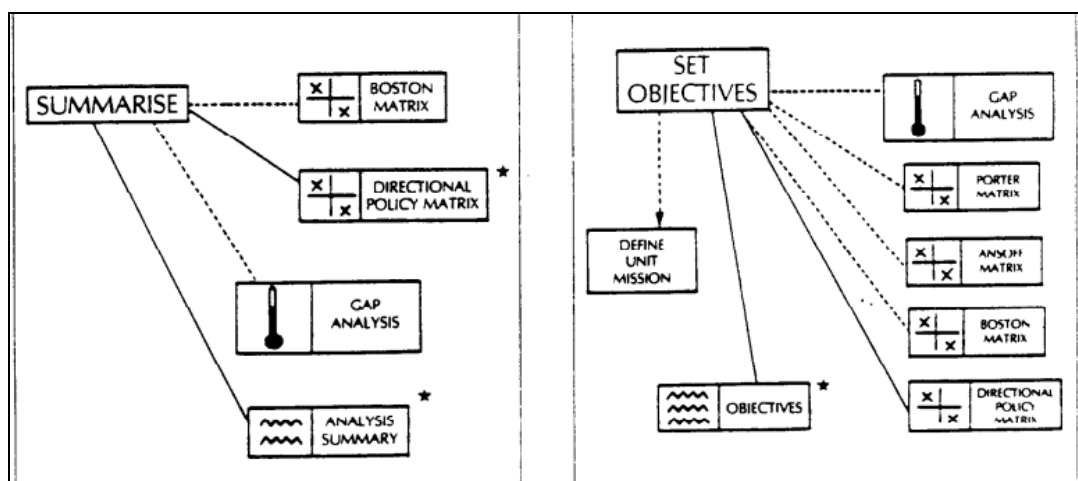


Figure 4 Summarized Process Vs Set Objectives

Building upon the prior discussion, Matti Haverila and Nick Ashill (2002) contribute to the body of knowledge in the field by conducting a meticulous analysis encompassing 359 UK articles and 702 non-UK articles. Their research endeavors culminated in the development of a comprehensive questionnaire, comprising 11 statements inspired by the work of Cooper (1779).

This divergence underscores a crucial revelation: organizations have the potential to transition swiftly from a nascent stage to an optimal state, bypassing intermediary stages. This finding resonates with the notion that organizations, even in the face of unsuccessful NPD endeavors, can extract valuable learning experiences. Intriguingly, their study delved into the intriguing interplay between Technical Product Information and Market Information within the context of unsuccessful New Product Development (NPD) projects. Employing a sophisticated analytical approach, specifically the Rotated Factor Pattern analysis, they observed a noteworthy distinction. In failed NPD projects, the eigenvalues associated with Technical Product Information were significantly higher than those associated with Market Information.

In tandem with this discourse, Sheila Wright and Jonathan L. Calof (2006) contribute to the ongoing exploration of this subject by undertaking a comprehensive research endeavor. They meticulously compare a multitude of studies within the framework they have meticulously developed. This framework encompasses four pivotal elements and is influenced by two key drivers, thus enhancing our understanding of the intricate dynamics at play within this domain.

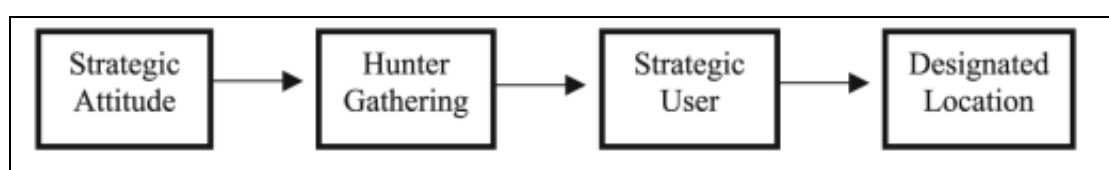


Figure 5 CI Practice

In a seamless extension of this evolving landscape within the realm of Competitive Intelligence (CI), Trainor, Kevin, Krush, Michael, and Agnihotri, Raj (2013) contribute substantially to the discourse. Their meticulous examination of a firm's behavioral propensities and existing business resources offers a profound perspective on the formation of New Product Development (NPD) capability, aligning with the progressive trajectory of CI research.

Their compelling findings challenge conventional assumptions, shedding light on the dynamic interplay of a firm's history and behavioral proclivities in NPD endeavors. In contrast to prior research, their results suggest that these factors need not be viewed as unilaterally negative influences on NPD; instead, they unveil a nuanced perspective that heralds a more optimistic outlook.

This transformative insight resonates with the broader paradigm shift currently underway in the field of CI. Forward-thinking CI scholars have already embarked on innovative projects, enthusiastically embraced by industry practitioners as a "refreshing and useful" approach. These initiatives hold the promise of propelling knowledge acquisition within the CI discipline to unprecedented heights. In light of these developments, the authors of this article ardently advocate for a paradigmatic shift in the CI research agenda, one that invigorates the field and fosters a heightened responsiveness to the multifaceted challenges and opportunities inherent to Competitive Intelligence.

Their research findings resonate with the broader discourse, as they offer empirical validation for a profound proposition: the performance metrics and demand indicators associated with sponsored properties are robust predictors of the financial commitments required for sponsoring these entities. This revelation seamlessly aligns with the evolving dynamics of sponsorship relationships and significantly augments our understanding of the intricate workings of the athletic apparel industry.

Building upon the momentum of pioneering research, Joe B. Cobbs and Brian A. Turner (2015) delve into an extensive analysis encompassing 65 distinct sponsorship agreements forged between renowned brands and the U.S.-based university athletic programs. Their investigation meticulously dissects the intricate terrain of sponsorship costs within the dynamic and fiercely competitive landscape of the \$135 billion athletic apparel industry. This industry is characterized by the presence of global titans such as the U.S.-based Nike, the emerging force of Under Armour, and the well-established Germany-based Adidas (Hitt, Ireland, & Hoskisson, 2012; Team, 2013). Collectively, these three industry leaders generate an annual revenue approaching \$50 billion, with Nike and Adidas achieving revenues exceeding \$25 billion and nearly \$20 billion, respectively, while Under Armour records revenues exceeding \$2 billion (Kish, 2013).

Their research findings furnish empirical evidence to support a compelling proposition: the performance of sponsored properties and the corresponding demand for such affiliations serve as predictive indicators of the costs associated with sponsoring these entities. This profound insight aligns seamlessly with the evolving landscape of sponsorship dynamics and adds a valuable dimension to our understanding of the intricate relationships within the athletic apparel industry.

In a seamless continuation of this pioneering research narrative, Joe B. Cobbs and Brian A. Turner (2015) embark on an extensive exploration within the realm of sponsorship dynamics. Their exhaustive analysis spans 65 distinct sponsorship agreements forged between eminent brands and U.S.-based university athletic programs. This inquiry meticulously dissects the intricate terrain of sponsorship costs within the fiercely competitive \$135 billion athletic apparel industry. In this highly competitive landscape featuring global giants such as U.S.-based Nike, emerging star Under Armour, and Germany-based Adidas (Hitt, Ireland, & Hoskisson, 2012; Team, 2013), with combined annual revenues nearing \$50 billion, the insights provided by Cobbs and Turner are particularly illuminating.

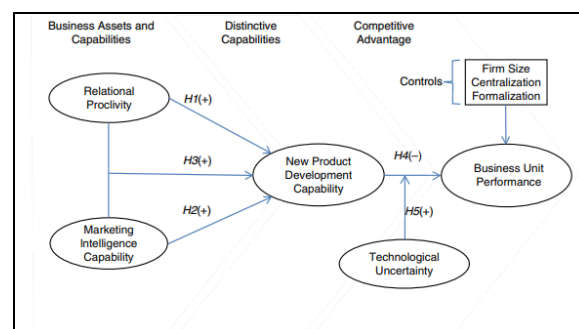


Figure 6 Trainor et.al (2013) Hypothesized Model

Expanding upon this trajectory of insightful research, Trainor, Kevin, Krush, Michael, and Agnihotri, Raj (2013) put their hypothesized model to the test through a comprehensive survey involving a sizable sample of 2,100 respondents, from which 158 responded. Their empirical investigation yields compelling results, indicating that specific behavioral tendencies within firms can serve as gateways to accessing vital external resources—an observation that underscores the paramount significance of incorporating these firm proclivities into future capabilities-based research endeavors. This valuable contribution reinforces the evolving narrative surrounding firm dynamics and resource allocation strategies.

In continuation of this research discourse, Christina Donnelly, Geoff Simmons, and Gillian Armstrong (2008) embark on a pioneering exploration into loyalty data within small businesses. Their study marks a significant milestone as it represents the first instance where the potential linkage between retailer loyalty card marketing intelligence and the market orientation of small businesses is considered. Employing a conceptual methodology, their paper furnishes a robust foundation for comprehending the uncharted territory of the relationship between retailer loyalty card marketing intelligence and the strategic facets of small business marketing planning. This innovative perspective aligns seamlessly with the broader narrative concerning the evolving dynamics of marketing intelligence and its implications for small businesses' strategic endeavors.

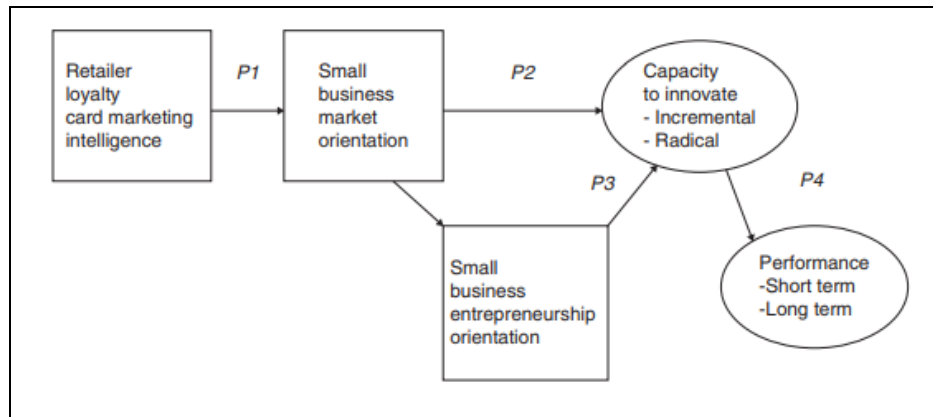


Figure 7 Christina Donnelly et.al (2008) Conceptual Model

They find that Small business owner-managers could benefit from such formalized marketing intelligence while requiring the experiential knowledge and capabilities needed to leverage it in their marketing planning approaches.

In a complementary vein, Craig S. Fleisher (2007) expounds on the promising trajectory of Open Source Intelligence (OSINT) within the realm of organizational intelligence. He asserts that while the future of OSINT shines with considerable promise, not every organization will fully harness its capabilities to reach its zenith. Consequently, this creates fertile ground for the emergence of intelligence-driven advantages that can be leveraged effectively in both the present and future business landscapes. This perspective seamlessly aligns with the overarching theme of intelligence utilization in organizational strategies, highlighting the dynamic potential that OSINT holds in shaping competitive advantages.

	Internal (channels and sources)	External (channels and sources)
Human sources providing data that can be archived in various public media	Boundary spanners (public affairs, public relations) Customers Customer service data Employees Managers Marketing researchers Networks (professional, social) Sales associates	Academics Competitors Consultants/experts Customers Government officials Interest groups Media members Policy developers Suppliers
Documents and captured media	Building diagrams Business plans CRM databases/reports Databases Information resource library Intranet (text, A&V) Photographs Policies Product catalogs Reports/statistics (market share, sales, trends)	Advertisements Blogs/wikis Broadcasts (TV, radio) Company home pages Government publications Images/maps (e.g. satellite) Marketing communications Patents/legal filings Product brochures/catalogs Reports Statistics (e.g. demographics)
Mixed channels providing data that can be archived in various public media	Observations Meetings Site visits	Seminars Site visits Trade events

Figure 8 *Craig S. Fleisher (2007) Open Source Target Information Grid*

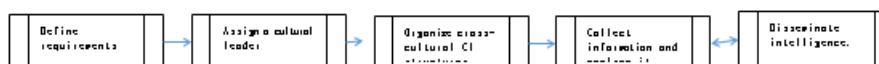
During the empirical validation of his hypothesis, he discerns that open sources wield considerable utility in the realm of marketing analyses. This utility arises from their inherent qualities of being readily accessible, cost-effective, swiftly obtainable, and abundant in volume. Nonetheless, it is imperative to acknowledge that the utilization of open sources in marketing analysis presents both conceptual and practical challenges that analysts must grapple with in their endeavors.

In his paper, Mosad Zineldin (2004) astutely notes that competitive psychology manifests itself in the perception of superiority over others and emphasizes the attainment of additional resources at their cost.

- (1) two or more individuals, groups or organisations are willing to be engaged in an interactive exchange relationship;
- (2) each party possesses something of value that the other party wants;
- (3) each party is willing to give up its "something of value" to receive in return the "something of value" belonging to the other party – in other words, the relationship is perceived to be mutually rewarding;
- (4) each party is free to accept or reject terms and conditions of exchange that will leave them better off (or at least not worse off) than before the exchange;
- (5) the parties are able to communicate and interact with each other;
- (6) the parties recognise that ethical values and norms, interdependence, commitment, and adaptation are crucial for the creation, development and enhancement of a positive, sustainable long-term relationship; and
- (7) the parties can strike a positive balance between the pros and cons of the relationship.

Figure 9 *Mosad Zineldin (2004) Criteria for Co-operative Relationships*

The antithesis is active cooperation, wherein one embraces competitors in partnership for the benefit of all. He presents literature to substantiate the theoretical framework Adidam, Phani & Gajre, Sampada & Kejriwal, Shubhra. (2009) in their work study analyses CI practices in the developed markets of Europe and Japan, as well as the emerging markets of China, Russia, South Africa, Latin America, and the Middle East by using extant literature, primary as well as secondary sources,

Figure 10 *Five-step process to conducting cross cultural CI*

They conclude that if a firm wishes to conduct CI in various countries, it would behoove them to incorporate this five-step process as a critical element into their expansion strategies: Define requirements, Assign a cultural leader, Organize cross-cultural CI structures, Collect information and analyze it and Disseminate intelligence (Fig 10) Peter R.J. Trim (2009) in his builds a conceptual model, known as the strategic corporate intelligence and transformational marketing (SATELLITE) model is outlined, and can be used by corporate intelligence staff to provide better marketing intelligence.

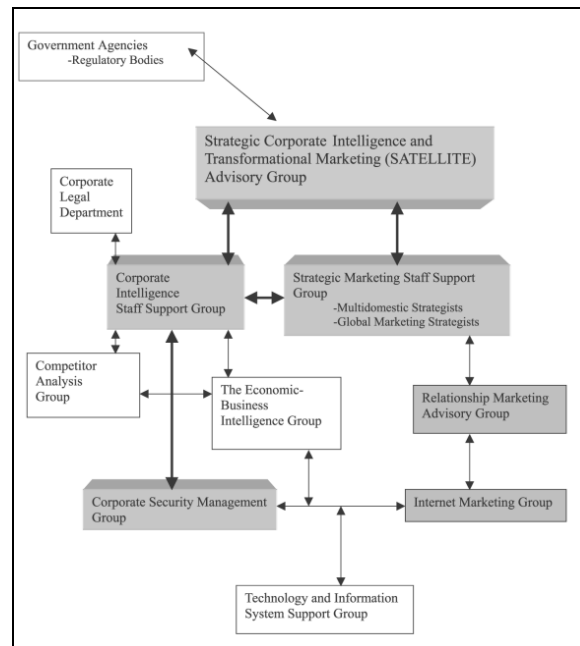


Figure 11 Peter R.J. Trim (2009) SATELLITE Model

He claims that the SATELLITE model provides a framework within which strategic marketing staff and corporate intelligence staff can develop intelligence and security-related strategies that can counter the moves of competitors and unwelcome protagonists. The model can also be used to identify areas of organizational weakness and can assist senior managers in identifying future areas of market opportunity.

Mohammed Al-Hawari and Tony Ward (2006) in their research study the mediating role of customer satisfaction review a very large literature and numerous previous empirical investigations of service quality. Defines automated service quality. Proposes a mediated model linking service quality to banks' financial performance through customer satisfaction in the context of automated retail banking, and tests it by structural equation modelling (Amos 5).

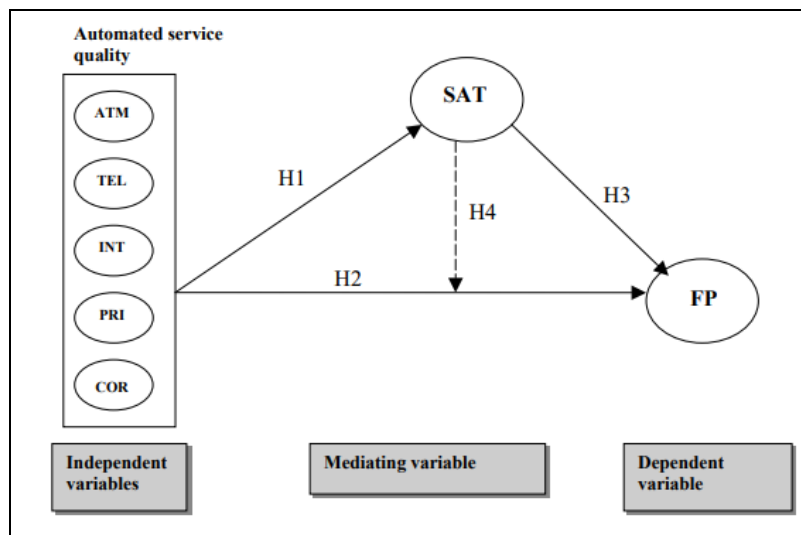


Figure 12 The theoretical framework linking automated service quality factors, satisfaction, and financial performance

The findings of this research show that customer satisfaction mediates the effects of automated bank service quality on financial performance. Customer satisfaction can thus be considered the key construct of bank financial performance. Given this finding, the provision of high standards of automated service quality should be managed to increase customer satisfaction, leading to improved financial performance. Carson, G., O'Connor, C., & Simmons, G. (2020) in their article attempt to develop a conceptual framework and set of research propositions are developed by drawing on the marketing and small business literature.

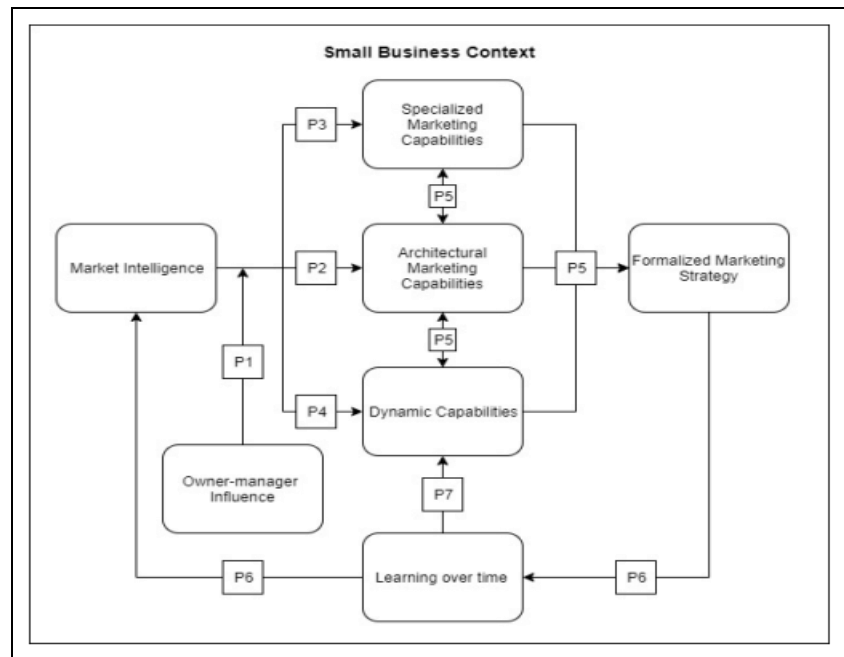


Figure 13 Carson, G., O'Connor, C., & Simmons, G. (2020) Conceptual Model

The framework and propositions interpret complex interactions in small businesses between MI, specialized marketing capabilities, architectural marketing capabilities and dynamic capabilities they emphasise how MI is leveraged and deployed in small businesses and how marketing capabilities are developed during this process. Mohammad Reza Jalilvand, Neda Samiei (2012) in their article examine the extent to which e-WOM among Consumers can influence brand image and Purchase intention in the automobile industry The research model was tested empirically using a sample of 341 respondents who had experience within online communities of customers and referred to Iran Khodro's agencies during the period of research.

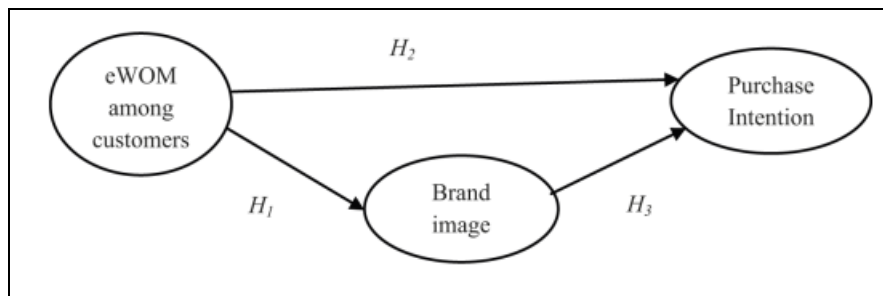
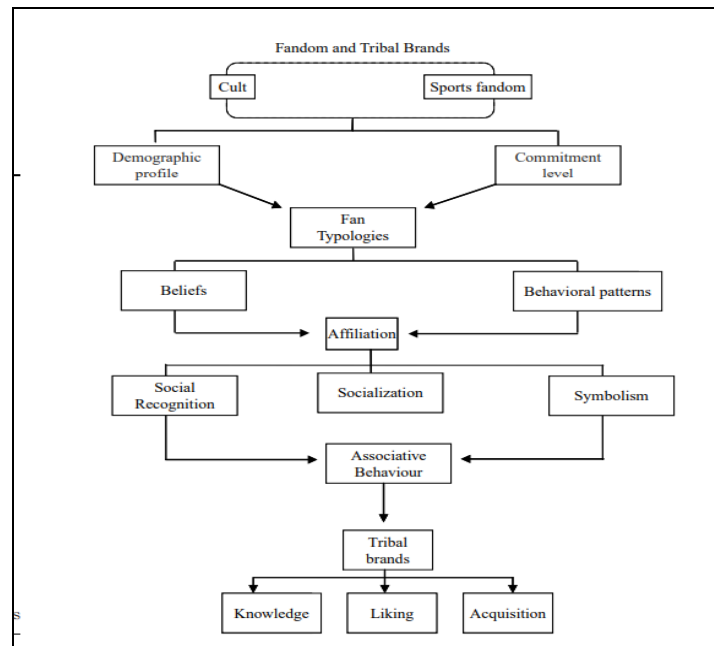


Figure 14 Mohammad Reza Jalilvand et.al (2012) WoM as a Source of Market Intelligence

The authors stand to reason to extend the existing body of research in the field of the effects of online WOM communication by introducing the concept of brand image in this context and examining possible effects of e-WOM. Luiz Moutinho, Pedro Dionísio and Carmo Leal (2007) in their paper study the Surfing community behaviour with respect to a sports marketing application investigate "tribal" consumption behaviour and its relationship to branding, in the particular context of the surfing community in Portugal. Two focus group meetings with "surfers" and "fans" respectively, in April 2006, were enriched by computerised projective techniques and program-assisted design (PAD) technology, backed by high-quality video prompts. Qualitative data analysis was enhanced by quantified data collected in the PAD phase.

Figure 15 *Fandom and Tribal Brands*

The design was expressly directed at future quantification and model building. The surfing community seems to offer good market potential for consumer brands, since they are mostly low-involvement products and it is, therefore, easy to promote trial among a young audience. But advertisers who use surfing imagery in an unplanned way, as a general symbol of an appealing lifestyle, may recruit fans but run the risk of alienating surfers. This is a key marketing intelligence message for planners operating in that market sector.

Henley, Nadine & Raffin, Sandrine & Caemmerer, Barbara (2011) in their research on the Application of marketing principles to a social marketing campaign attempt to explain how the principles of marketing can be applied to the planning and implementation of a social marketing campaign.

A wealth of secondary sources are reviewed and discussed, including academic literature, market research and campaign data – They derive four research propositions, from an extensive literature review, which were mostly confirmed: surfing does exhibit characteristics of a cult. There are three distinct types of adherents, their associative behaviour is characterized by affiliation, social recognition, socialization and symbolism. Surfers and fans exhibit strong brand awareness and less strong preferences for surf-linked brands, in different ways.

Byron Sharp (1991) in his article on Competitive Marketing Strategy whether Porter Revisited attempts to reformulate these definitions from a marketing point of view in light of Porter's original assertion that competitive strategy depends on, and affects, market structure. Competitive marketing tactics and strategy now will have to be rethought in the light of the concepts of market nature and proximity, and the evolutionary (sometimes revolutionary) process of change in market nature.

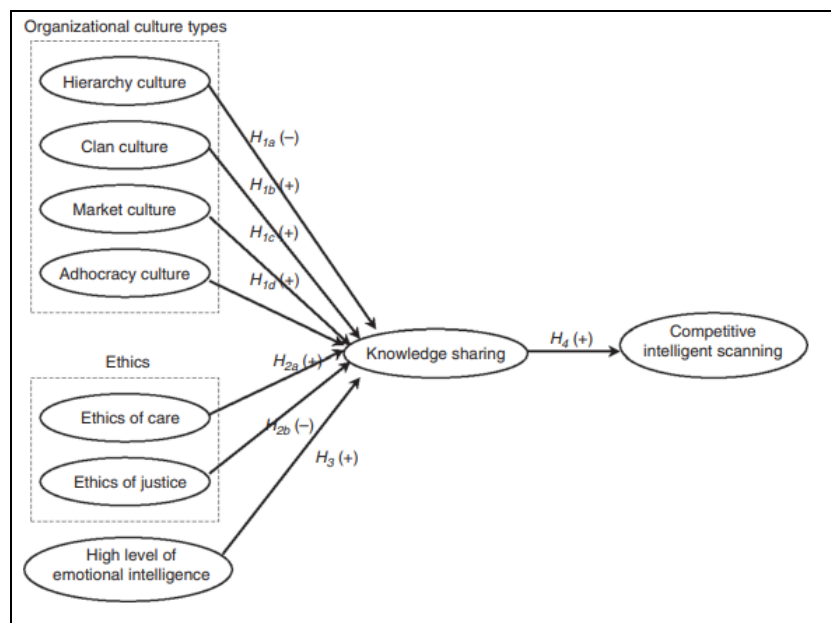
Gary F. Gebhardt, Francis J. Farrelly and Jodie Conduit (2019) in their paper on Market Intelligence Dissemination Practices (MIDP) investigate market intelligence dissemination practices and their resulting managerial responses, use qualitative methods and identify five market intelligence dissemination practices that either update and reinforce organization members' existing schemas (mental models) of the market or create new, shared schemas of the market. Specifically, they find that the creation, existence, or absence of organizationally shared market schemas is crucial in explaining the effectiveness of different market intelligence dissemination practices.

MIDP	Metaphors	Role of ID	Role of Intelligence Users	Relationship with OSMS	Examples
Distribution	Distribute intelligence	Distribution manager	Recipients	Required a priori for MIDP to be effective	Reports, presentations, emails, newsletters
Resource centralization	Centralize intelligence resources	Aggregator and expert	Requestors	Required a priori for MIDP to be effective	Centralized intelligence database
Consultative selling	Consultative selling	Salesperson	Clients	Market schemas not organizationally shared; intelligence tailored to audience	Customized reports and presentations for each user group
Empathic learning	Social learning through empathy	Educator	Vicarious, empathic learners	Created through empathic experiences	Ethnographic stories, videos, personas
Experiential learning	Transformational experiential learning	Facilitator	Adult learners as problem solvers	Created, verified and elaborated during field experiences	Consumer immersion; individual market contact

Figure 16 *Summary of MIDP*

Thus, in addition to being experts on market intelligence, intelligence directors must be authorities on organizational learning and ways to create shared meaning structures that enable disseminated intelligence to be understood and used within their organizations. The authors conclude with suggestions for practitioners on how to manage intelligence dissemination across their organizations more effectively and efficiently

Tuan Luu (2013) Knowledge sharing and competitive intelligence using in total, 401 responses returned from self-administered structured questionnaires relayed to 635 middle-level managers were processed through a structural equation modelling approach to test hypotheses.

Figure 17 *Tuan Luu's Organisational Culture types in Market Intelligence*

Tuan Luu finds that the isolation of knowledge within a member or a small group of members may produce an expert or an expert team with expert power that is capable of elevating the external positioning of the organization.

Nicola Greaves & Heather Skinner (2022) in their paper on the importance of destination image analysis to UK rural tourism use a mix of qualitative and quantitative methods were used to gather and analyse responses to an online survey. Respondents offered a range of words and pictures from which they were asked to select those they felt best represented the destination, and also then asked to explain their selection. Quantitative data were also analysed for frequency of occurrence. A content analysis of qualitative data was conducted to generate destination image clusters of the Forest of Dean. The findings show there is a very positive and unique image associated with the Forest of Dean among previous visitors, with many expressing an intention to visiting the area again.

Marcos Fava Neves (2006) in a paper on Strategic Marketing Plans (SMP) and collaborative networks review academic literature on marketing planning, three participant-observation case studies and a focus group, the latter two in Brazil, provided the conceptual input for a very detailed stepwise model for marketing planning in a network environment after the analysis suggests topics for future research are the application of the SMPM plan in practice, refinements to the structure and sequence, deeper analysis of each step, formation and formalization of collaborative actions, and management controls for successful implementation. It would

be also useful to study the creation of partnerships at a more general level, particularly concerning mutual commitment and trust.

Table 1 - Focus of the Authors

Author	Focus
Arslan Ayub et.al (2013)	SWOT
Malcolm McDonald (1991)	Barriers
De Pelsmacker, Patrick & Kühn (2005)	Organized CI-activity
Sheela Wright, et.al (2002)	CI-activity country differences
Matti Haverila and Nick Ashill (2002)	without intermediary stages
Sheila Wrigh & Jonathan L. Calof (2006)	change in CI research agenda
Joe B. Cobbs & Brian A. Turner (2015)	predictive of costs to sponsor
Trainor, Kevin & Krush, Michael & Agnihotri, Raj. (2013)	proclivities
Christina Donnelly, Geoff Simmons and Gillian Armstrong Geoff Simmons and Gillian Armstrong (2008)	retailer loyalty card marketing intelligence
Craig S. Fleisher (2007)	Open sources
Mosad Zineldin (2004)	Co-opetition
Adidam, Phani & Gajre, Sampada & Kejriwal, Shubhra. (2009)	five-step process
Peter R.J. Trim (2009)	SATELLITE model
Mohammed Al-Hawari and Tony Ward (2006)	mediation of customer satisfaction Bank
Carson, G., O'Connor, C., & Simmons, G. (2020)	Dynamic MI
Mohammad Reza Jalilvand, Neda Samiei (2012)	e-WOM
Luiz Moutinho, Pedro Dionísio and Carmo Leal (2007)	customer community involved ad planing
Henley, Nadine & Raffin, Sandrine & Caemmerer, Barbara (2011)	types of associative behaviour
Byron Sharp (1991)	reformulated Porter's assertion
Gary F. Gebhardt, Francis J. Farrelly and Jodie Conduit (2019)	Five market intelligence dissemination practices
Tuan Luu (2013)	isolation expert team positioning
Maclaran, Pauline & Catterall, Miriam (2022)	Destination Images
<u>Marcos Fava Neves</u> (2006)	SMPM

3. Conclusion

The key factors that have emerged in the analysis of the literature on the Market intelligence for planning marketing were the frame work, model and communication. It is apparent that these are the most critical factors in the determination of the success of a market intelligence intervention.

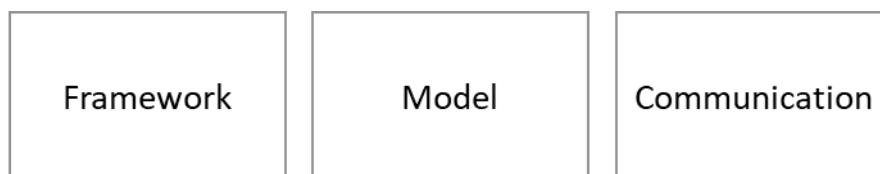


Figure 18 Key factors in Market Intelligence

Few studies have summed it up as culture. Few others have suggested a formation of an expert group to break the monopoly of the information structures.

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