

## **The Impact of Using the Information gathering of Competitive Intelligence Cycle on the Organizational DNA**

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### **Abstract**

In the contemporary business landscape, characterized by intense competition and rapid technological advancements, organizations face an ever-increasing need to adapt and evolve to remain competitive. This imperative necessitates a deep understanding of the external environment and the ability to leverage information strategically to inform decision-making. The impact of information gathering of the competitive intelligence (CI) cycle into the organizational DNA is to assess how effectively CI processes and insights enhance the organization's strategic agility, competitive positioning, and overall performance. This study aims to quantify the extent to which the information gathering of the CI cycle contributes to informed decision-making, facilitates proactive adaptation to market dynamics, and fosters a culture of continuous learning and innovation. By analyzing these dimensions, the research seeks to identify tangible benefits such as improved resource allocation, enhanced risk management capabilities, and sustained competitive advantages over time. Ultimately, the goal is to demonstrate how embedding CI cycle practices within the organizational DNA translates into measurable improvements in operational efficiency, market responsiveness, and long-term sustainability. The process of data collection within the competitive intelligence cycle is a crucial step in understanding the competitive landscape and informing strategic decision-making.

This research paper aims to explore the various sources and methods employed in gathering data as part of the competitive intelligence cycle, highlighting the importance of a comprehensive and systematic approach to information gathering. A descriptive-analytical research design was adopted with the use of a questionnaire as a data collection instrument. Based on the research needs and the researcher's perspective deductive research involves starting with existing knowledge about a particular phenomenon and using it to formulate research hypotheses. The analysis commenced with the utilization of partial least squares structural equation modeling (PLS-SEM). The findings of this paper emphasize the critical role of the information gathering of the competitive intelligence cycle in shaping organizational DNA. By embracing the principles of competitive intelligence and utilizing its insights effectively, organizations can foster a dynamic and adaptable culture that drives innovation, responsiveness, and sustained competitive advantage.

### **Keywords:**

Information gathering, competitive intelligence, competitive intelligence cycle, organizational DNA

### **المستخلص**

المشهد التجاري المعاصر الذي يتسم بالضرارة الشديدة والتقدم التكنولوجي السريع، تواجه المؤسسات حاجة متزايدة للتكيف والتطور للحفاظ على قدرتها التنافسية. تقتضي هذه الضرورة الحتمية فهمًا عميقًا للبيئة الخارجية والقدرة على الاستفادة من المعلومات بشكل استراتيجي لإتخاذ القرارات المستنيرة. إن تأثير جمع المعلومات من دورة الاستخبارات التنافسية (CI) على الحمض النووي للمؤسسة هو تقييم مدى فعالية عمليات وخبرات الاستخبارات التنافسية في تعزيز المرونة الاستراتيجية للمؤسسة وموقعها التنافسي وأداءها العام. تهدف هذه الدراسة إلى تحديد مدى مساهمة جمع المعلومات من دورة الاستخبارات التنافسية في إتخاذ القرارات المستنيرة، وتسهيل التكيف

الاستباقي مع ديناميات السوق، وتعزيز ثقافة التعلم والابتكار المستمر. من خلال تحليل هذه الأبعاد، يسعى البحث إلى تحديد مزايا ملموسة مثل تحسين تخصيص الموارد، وتعزيز قدرات إدارة المخاطر، والمزايا التنافسية المستدامة بمرور الوقت. في نهاية المطاف، يهدف البحث إلى إظهار كيف أن دمج ممارسات دورة الاستخبارات التنافسية في الحمض النووي للمؤسسة يترجم إلى تحسينات قابلة للقياس في الكفاءة التشغيلية واستجابة السوق والاستدامة على المدى الطويل.

تعد عملية جمع البيانات ضمن دورة الاستخبارات التنافسية خطوة حاسمة في فهم المنافسة وإتخاذ القرارات الاستراتيجية المستنيرة. تهدف ورقة البحث هذه إلى استكشاف المصادر والأساليب المختلفة المستخدمة في جمع البيانات كجزء من دورة الاستخبارات التنافسية، مع تسليط الضوء على أهمية اتباع منهج شامل ومنهجي لجمع المعلومات. تم اعتماد تصميم بحث تحليلي وصفي باستخدام استبيان كأداة لجمع البيانات. بناءً على احتياجات البحث ومنظور الباحث، ينطوي البحث الاستراتيجي على البدء بالمعرفة الحالية حول ظاهرة معينة واستخدامها لصياغة فرضيات البحث. يبدأ التحليل باستخدام نمذجة معادلات البنية التحتية المربعات الأقل الجزئي (PLS-SEM) تؤكد نتائج هذه الورقة على الدور المحوري لجمع المعلومات من دورة الاستخبارات التنافسية في تشكيل الحمض النووي للمؤسسة. من خلال تبني مبادئ الاستخبارات التنافسية واستخدام رؤيتها بفعالية، يمكن للمؤسسات تعزيز ثقافة ديناميكية وقابلة للتكيف تقود الابتكار والاستجابة والميزة التنافسية المستدامة.

### الكلمات المفتاحية

جمع المعلومات- استخبارات تنافسية - دورة الاستخبارات التنافسية - الحمض النووي للمؤسسة

## Introduction

This imperative necessitates a deep understanding of the external environment and the ability to leverage information strategically to inform decision-making. The competitive intelligence cycle refers to a systematic

process for gathering, analyzing, and disseminating information about competitors, market trends, and industry dynamics. This process provides organizations with the critical insights necessary to anticipate threats, identify opportunities, and make informed strategic decisions. Organizational DNA, on the other hand, encapsulates the core values, beliefs, and underlying principles that define an organization's identity and guide its behavior. It acts as a blueprint, shaping organizational culture, strategies, and overall performance.

This paper delves into the crucial interplay between the competitive intelligence cycle and organizational DNA, exploring how leveraging information gathering from the former can profoundly shape and reinforce the latter, ultimately driving organizational success. This paper argues that by effectively integrating information gathering from the competitive intelligence cycle into its decision-making processes, an organization can strengthen and adapt its organizational DNA, fostering a culture of agility, innovation, and strategic responsiveness. This, in turn, leads to enhanced competitiveness, improved performance, and long-term sustainability.

The following sections will explore the key components of the competitive intelligence cycle and organizational DNA, analyze the impact of using competitive intelligence information gathering on various aspects of organizational DNA, and present a case study illustrating the practical implications of these concepts in the banking industry.

## **Problem statement**

In today's dynamic business environment, the effective utilization of competitive intelligence (CI) has become increasingly crucial for organizations striving to maintain competitive advantage and enhance their organizational DNA. Despite the recognized significance of CI in shaping strategic decisions, there remains a gap in understanding how the systematic information collection process within the competitive intelligence cycle influences the fundamental genetic code of an organization. This study aims to investigate the impact of utilizing the information collection phase of the competitive intelligence cycle on the organizational DNA, exploring its implications for strategic adaptability, innovation capability, and overall organizational resilience. This research seeks to address the following questions:

- How does the sheer amount of data collected influence the way information is used and valued within the organization?
- Does the emphasis on information collection create a culture of over-analysis, potentially hindering agility and decisive action?
- Can the focus on collecting specific data points lead to a neglect of other crucial, but less quantifiable, aspects of the organization, such as employee morale or customer experience?

- In what ways do information collection practices shape employee behavior and decision-making processes, potentially altering the core values and culture of the organization?

## Study objective

To investigate how the systematic utilization of competitive intelligence gathering within organizational processes influences the fundamental characteristics and operational framework of an organization, termed here as its 'Organizational DNA.' This study aims to explore the extent to which strategic information acquisition, analysis, and utilization through competitive intelligence cycles contribute to shaping the core identity, strategic direction, and competitive advantage of organizations. This research investigates the impact of data collection practices on an organization's DNA, focusing on four key areas:

1. **Information overload:** This objective explores how the sheer volume of data collected affects how it's used and valued. It asks whether information overload leads to difficulties in prioritizing, trusting the data's accuracy, or extracting meaningful insights.
2. **Analysis paralysis:** This objective examines the potential for a data-driven culture to hinder agility and decision-making. It questions whether the emphasis on information gathering leads to excessive

analysis, delaying action and hindering the organization's responsiveness.

3. **Data myopia:** This objective delves into the possibility of neglecting crucial but intangible aspects due to a focus on specific data points. It asks if collecting quantitative data creates blind spots by overlooking qualitative aspects like employee morale or customer experience.
4. **Cultural shift:** This objective investigates how information collection practices influence employee behavior and decision-making. It seeks to understand how these practices might alter the organization's core values and culture, such as fostering a risk-averse environment or prioritizing data over intuition.

This objective outlines the focus on understanding the transformative impact of competitive intelligence practices on organizational DNA, encompassing both strategic and operational dimensions influenced by the continuous cycle of gathering, analyzing, and leveraging competitive information.

### **Study importance**

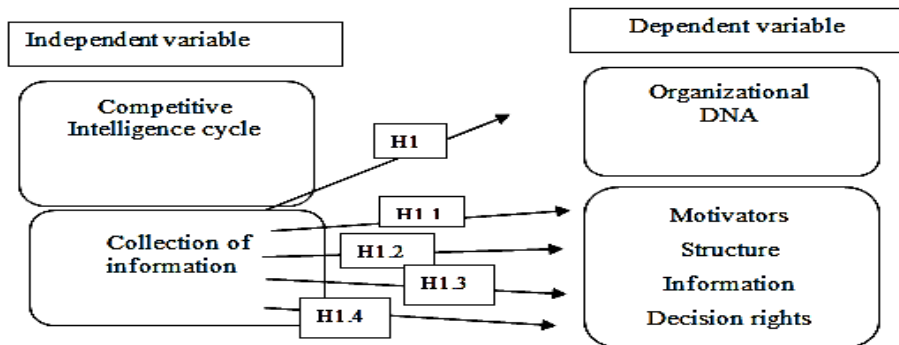
Competitive intelligence provides crucial insights into market trends, competitor strategies, and customer preferences. Understanding how these insights shape organizational decisions helps in making more informed and effective strategic choices. Organizations can gain a competitive edge by leveraging CI effectively. This study can highlight how CI influences the development of unique capabilities, enhances market positioning, and fosters innovation within the organization. The ability to gather, analyse, and act upon

competitive information is essential for organizational adaptation and resilience. Studying this impact can reveal how CI cycles contribute to the agility and responsiveness of the organization in dynamic environments.

Effective CI helps in prioritizing resource allocation by focusing on areas critical to competitive success. Understanding its impact on organizational DNA can optimize resource management and improve overall efficiency. This study can explore how CI impacts cultural aspects such as information sharing, decision-making processes, and overall organizational ethos. By studying the impact of CI cycles on organizational DNA, insights can be gained into how performance metrics are influenced, benchmarks are set against competitors, and continuous improvement initiatives are driven.

### Study model

Through the study model in Figure (1), we note that the research in this study based on the following axes



**Figure (1):** Research Framework Model

**Source:** Designed by the researcher



## Study hypotheses

Based on the above discussion the research hypotheses and sub-hypotheses are as follows:

### **Main hypothesis:**

*H1: There is no impact of using the collection of information of the competitive intelligence cycle on the organizational DNA elements.*

### **Sub- Hypotheses:**

*H 1.1: There is no impact of collection information on motivators*

*H 1.2: There is no impact of collection information on structure*

*H 1.3: There is no impact of collection information on information*

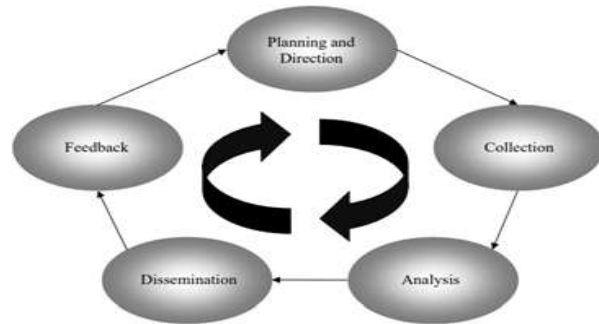
*H1.4: There is no impact of collection information on decision rights*

## **The theoretical framework of the study**

### **Competitive intelligence cycle**

Competitive intelligence (CI) is a critical process for organizations seeking to gain insights into their competitive environment. The competitive intelligence cycle, often depicted as a continuous process, involves several key stages: planning and direction setting, information collection, analysis, dissemination, and utilization. According to Fuld and Tellis (2008), the competitive intelligence cycle begins with strategic planning, where organizations define their objectives and identify the types of intelligence needed. This stage sets the foundation for subsequent activities by aligning intelligence efforts with organizational goals. The next stage involves

information collection, where data is gathered from various internal and external sources. This phase emphasizes the importance of gathering accurate and relevant information to ensure the insights generated are reliable. Once data is collected, it undergoes analysis to extract meaningful insights. Analysis techniques vary widely and may include statistical methods, SWOT analysis, or scenario planning, as discussed by Prescott and Gibbons (2019). Effective analysis transforms raw data into actionable intelligence that informs decision-making processes. Dissemination is another crucial stage in the CI cycle, where intelligence is communicated to relevant stakeholders within the organization. Effective communication ensures that decision-makers have access to timely and relevant information, enhancing their ability to respond to competitive threats and opportunities. Finally, utilization involves integrating intelligence into organizational strategies and operations. This stage ensures that CI contributes to competitive advantage by guiding strategic initiatives, resource allocation, and market positioning. Overall, the competitive intelligence cycle represents a systematic approach to gathering, analyzing, and utilizing information to enhance organizational competitiveness and strategic decision-making.



**Figure (2):** The Competitive Intelligence Cycle

**Source:** Miller, S.H. (2001), Competitive Intelligence – An Overview, Society of Competitive Intelligence (SCIP)

The competitive intelligence cycle involves a systematic process of collecting data from various sources. The first step is to define the information needs by identifying specific data required to support strategic decisions and gain a competitive advantage. This includes understanding key business objectives and areas where intelligence can offer valuable insights. Next, the process involves source identification to determine both internal and external sources of data relevant to the identified information needs. Internal sources may include sales reports, financial data, customer feedback, and product information, while external sources encompass competitor websites, industry reports, market research publications, news articles, and social media platforms.

Following this, data collection planning is essential to develop a plan outlining how data will be collected, ensuring that methods align with the

type and availability of information sources. This includes deciding between primary methods (such as surveys, interviews, and focus groups) and secondary methods (such as online research, database searches, and media monitoring). Subsequently, data collection execution involves implementing the data collection plan by systematically gathering information from identified sources. This may include accessing databases, extracting data from CRM systems, conducting internal surveys or interviews, monitoring competitor websites and social media platforms, subscribing to industry newsletters and reports, and accessing public databases and online repositories.

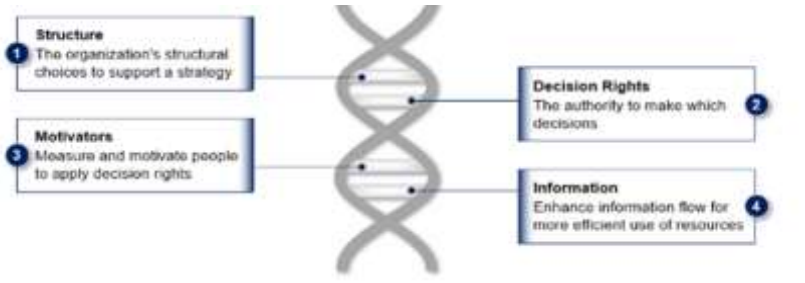
Moreover, data validation and verification are crucial to ensure that collected data is accurate, reliable, and up-to-date. This involves validation processes such as cross-referencing information from multiple sources, verifying data integrity, and assessing the credibility of sources. Lastly, organized collected data in a structured manner is essential for analysis and retrieval. This can be achieved by using databases, spreadsheets, or specialized software for efficient data organization and storage.

Organizational DNA refers to the unique combination of structures, processes, and cultural elements that define an organization's identity and shape its behavior. Understanding and managing organizational DNA is crucial for maintaining alignment with strategic goals and fostering

sustainable competitive advantage. According to Galunic and Eisenhardt (2001), organizational DNA encompasses both formal and informal aspects such as organizational structure, decision-making processes, norms, values, and leadership styles. These elements collectively influence how an organization operates and responds to external challenges and opportunities. Research by Nadler and Tushman (1990) emphasizes the dynamic nature of organizational DNA, suggesting that successful organizations continually adapt their DNA to align with changing environments. This adaptability is crucial for organizational resilience and long-term viability. Furthermore, Cameron and Quinn (2011) argue that organizational DNA shapes organizational culture, which in turn influences employee behavior, motivation, and performance. A strong organizational DNA that promotes innovation, collaboration, and agility can drive competitive advantage in dynamic markets.

Managing organizational DNA involves strategic interventions such as leadership development, cultural change initiatives, and organizational restructuring to align DNA with strategic objectives (Galunic & Eisenhardt, 2001; Nadler & Tushman, 1990). Therefore, the paper will be subject to the organizational DNA as a set of four blocks which are structure, decision rights, motivators, and information) that represent the organizational identity pillars that distinguish it from others based on “Neilson”. These

characteristics can be identified by examining the stages through which the organization has been established.



**Figure (2):** The organizational DNA

Source: Conducted by Joseph Robinson on June 2020 based on Neilson,G,2033

## Results of Data Analysis and Hypothesis Testing

### - Results of Data Analysis-

**Table 1: MRA for “Collection of Information” of CIC**

		Responses		Percent of Cases
		N	Percent	
<b>How often is the information collected in the bank</b>	<i>Monthly</i>	36	31.9%	46.2%
	<i>Quarterly</i>	45	39.8%	57.7%
	<i>Semiannually</i>	17	15.0%	21.8%
	<i>Annually</i>	15	13.3%	19.2%
Total		113	100.0%	144.9%

**Table 2: MRA for “Collection of Information” of CIC**

		Responses		Percent of Cases
		N	Percent	
<b>The source of information is</b>	<i>Internal</i>	1	1.3%	1.3%
	<i>External</i>	5	6.4%	6.4%
	<i>Both</i>	72	92.3%	92.3%
Total		78	100.0%	100.0%

**Table 3: MRA for “Collection of Information” of CIC**

		Responses		Percent of Cases
		N	Percent	
<b>The primary sources of the informion in the bank are</b>	<i>Suppliers</i>	22	9.4%	28.2%
	<i>Competitors</i>	55	23.6%	70.5%
	<i>Customers</i>	55	23.6%	70.5%
	<i>Employees</i>	38	16.3%	48.7%
	<i>Professional meetings</i>	24	10.3%	30.8%
	<i>Quarterly &amp; annual reports</i>	33	14.2%	42.3%
	<i>Companies specializing in CI</i>	6	2.6%	7.7%
Total		233	100.0 %	298.7%

**Table 4: MRA for “Collection of Information” of CIC**

		Responses		Percent of Cases
		N	Percent	
<b>The secondary sources of information in the bank are</b>	<i>Market researches</i>	48	26.1%	60.0%
	<i>Governmental achieve</i>	45	24.5%	56.3%
	<i>Services periodicals</i>	46	25.0%	57.5%
	<i>Statistical magazines</i>	25	13.6%	31.3%
	<i>Consulting Firms' reports and articles</i>	20	10.9%	25.0%
Total		184	100.0%	230.0%

**Table 5: Descriptive Statistic for the Selected Variables**

Construct	Mean	SD
<i>Collection of Information</i>	4.153	0.900
<i>Decision Rights</i>	3.996	0.862
<i>Motivators</i>	3.847	0.989
<i>Information</i>	3.936	0.857
<i>Structure</i>	3.921	0.837
<b><i>Competitive Intelligence Cycle</i></b>	<b>3.978</b>	<b>0.747</b>
<b><i>Organizational DNA</i></b>	<b>3.925</b>	<b>0.828</b>

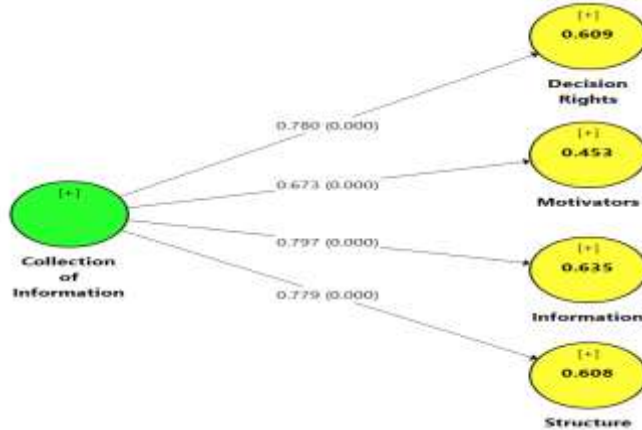
**The results indicated that:**

The descriptive statistics showed that, the independent variable “*Competitive Intelligence Cycle*” ( $M = 3.978, SD = 0.747$ ), has a higher mean and lower SD compared to the dependent variable “*Organizational*



*DNA*” ( $M = 3.925, SD = 0.828$ ). Between the dimensions of the independent variable “*Competitive Intelligence Cycle*”, it was shown that “*Collection of Information*” has the mean ( $M = 4.153$ ).

- **Collection of Information** has a significant positive strong relationship with *Organizational DNA* since the P-value was less than 0.05, as ( $r(82) = .802, P < 0.001$ ).
- **Collection of Information** has a significant positive strong relationship with *Decision Rights* since the P-value was less than 0.05, as ( $r(82) = .766, P < 0.001$ ).
- **Collection of Information** has a significant positive moderate relationship with *Motivators* since the P-value was less than 0.05, as ( $r(82) = .673, P < 0.001$ ).
- **Collection of Information** has a significant positive strong relationship with *Information* since the P-value was less than 0.05, as ( $r(82) = .795, P < 0.001$ ).
- **Collection of Information** has a significant positive strong relationship with *Structure* since the P-value was less than 0.05, as ( $r(82) = .773, P < 0.001$ ).



**Fig. 4: Effect of Collection of Information on Organizational DNA Dimensions Hypothesis Test Result**

To analyze this hypothesis, a multiple linear regression test was used, and its results are shown in Table (6).

**Table 6: Results of Hypothesis testing**

H	Path	B	t-value	P-value	95% Bias-Corrected CI		Remark
					LB	UB	
H1	Competitive Intelligence Cycle -> Information>organizational DNA	0.831	23.058	0	0.749	0.893	Supported
H1.1	Collection of Information -> Decision Rights	0.78	14.135	0	0.646	0.862	Supported
H1.2	Collection of Information -> Information	0.797	17.333	0	0.689	0.871	Supported
H1.3	Collection of Information -> Motivators	0.673	7.061	0	0.455	0.823	Supported
H5b	Collection of Information -> Structure	0.779	14.997	0	0.655	0.86	Supported

**CI=Confidence Interval; LB=Lower Bound; UB=Upper Bound.**

1. **Organizational DNA:** The significant positive strong relationship ( $r = 0.802$ ,  $P < 0.001$ ) between the collection of information and organizational DNA indicates that organizations that gather information systematically tend to have a well-defined and coherent organizational structure. This correlation suggests that effective data collection practices contribute to shaping the core elements of the organization, such as strategy, structure, processes, and culture.
2. **Decision Rights:** The significant positive strong relationship ( $r = 0.766$ ,  $P < 0.001$ ) between the collection of information and decision rights suggests that organizations with robust data collection practices are likely to empower decision-makers with timely and relevant information. This correlation indicates that access to comprehensive information supports clearer allocation of decision-making authority within the organizational hierarchy.
3. **Motivators:** The significant positive moderate relationship ( $r = 0.673$ ,  $P < 0.001$ ) between the collection of information and motivators suggests that organizations that gather and utilize information effectively are better equipped to align motivational factors with employee performance and satisfaction. This correlation implies that data-driven insights can inform strategies for employee engagement, recognition, and rewards.
4. **Information:** The significant positive strong relationship ( $r = 0.795$ ,  $P < 0.001$ ) between the collection of information and information

availability highlights that organizations that prioritize data collection also tend to have robust systems for managing and disseminating information internally. This correlation underscores the importance of efficient information flow and accessibility across the organization.

5. **Structure:** The significant positive strong relationship ( $r = 0.773$ ,  $P < 0.001$ ) between the collection of information and organizational structure indicates that organizations with comprehensive data collection practices are likely to have well-defined and adaptable structures. This correlation suggests that data-driven insights influence how organizational roles, responsibilities, and reporting relationships are structured to support strategic objectives.

## Study Recommendations

Competitive intelligence plays a crucial role in the banking sector by enabling banks to identify new growth opportunities, enhance marketing efforts, and improve overall competitiveness. Specifically, marketing intelligence within competitive intelligence helps banks target untapped customer segments and create more effective campaigns. With the banking industry becoming increasingly technology-driven, AI-based competitive intelligence approaches are becoming more popular, allowing banks to simulate various trading strategies and determine the most successful ones.

- 1- Further strengthen organizational DNA, and continue to prioritize comprehensive data collection across all relevant aspects of the organization. Ensure that data insights are integrated into strategic planning processes to align organizational structure and processes with strategic goals effectively.
- 2- Enhance decision-making processes by ensuring that decision-makers have access to real-time data and analytics. Implement clear guidelines for information dissemination and decision authority to optimize decision-making efficiency and effectiveness.
- 3- Leverage data insights to tailor motivational strategies that resonate with employees' preferences and performance drivers. Continuously assess and adjust motivational initiatives based on feedback and performance metrics to foster a positive and productive work environment.
- 4- Strengthen information management systems to ensure that data collected is organized, accessible, and used effectively across departments. Implement technologies and platforms that facilitate easy sharing and retrieval of information to support informed decision-making at all levels.
- 5- Continuously evaluate and refine organizational structure based on data insights to enhance agility, responsiveness, and alignment with strategic goals. Foster a culture that values data-driven decision-making and promotes flexibility in adapting to changing market conditions.

In summary, effective data collection practices are crucial for enhancing various aspects of organizational effectiveness, including structure, decision-making, employee motivation, and overall organizational DNA. By leveraging data-driven insights and integrating them into strategic processes, organizations can optimize their operations, foster innovation, and maintain a competitive edge in dynamic market environments.

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### Websites:

- Society of Competitive Intelligence Professionals (SCIP)  
<https://www.scip.org/> (This professional organization provides resources and information on the CI cycle)

**Books (for further reference):**

- Competitive Intelligence: Competing with Knowledge in the Information Age by Patrick Fleury (Classic text on CI, likely has a section on the cycle)
- The Art of Competitive Intelligence: Playing the Spy Game for Business by Richard T. Lynch (Another well-regarded resource that may discuss the CI cycle)
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