Paper Summary

Title:

Competitive intelligence embeddedness: Drivers and performance consequences

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Publication Type:

Journal

Discipline/Domain:

Management / Marketing / Information & Knowledge Management

Subdomain/Topic:

Competitive Intelligence (CI), Knowledge Management, Organizational Capabilities

Contextual Background:

The study addresses how competitive intelligence (CI) becomes embedded into organizational processes

Geographic/Institutional Context:

Israeli firms, spanning SMEs and large corporations, across various industries.

Target Users/Stakeholders:

Managers, decision-makers, CI practitioners, competitive strategy teams, knowledge managers.

Primary Methodology:

Quantitative survey of 124 mid- and senior-level managers, analyzed with Structural Equation Modeling (

Primary Contribution Type:

Empirical testing of a conceptual model linking antecedents (information quality, alliances, biased use typ

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General Summary of the Paper

This paper conceptualizes and measures Competitive Intelligence Embeddedness (CIE) as the degree to

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Eligibility

Eligible for inclusion: **Yes**

How Actionability is Understood

Actionability is framed as the transformation of competitive and market data into *actionable strategic kno

> "Competitive intelligence (CI) is a process that produces and disseminates actionable information… in c

> "CI embeddedness… so that strategic and tactical decisions can be made in the knowledge of all releva

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What Makes Something Actionable

- Integration into daily routines and organizational culture.

- Awareness and acceptance of CI by decision-makers and employees.

- Support from senior management (legitimacy, resources, accountability).

- High perceived quality of information sources.

- Timely dissemination to relevant organizational levels.

- Goal alignment with competitive positioning and customer satisfaction.

How Actionability is Achieved / Operationalized

- **Framework/Approach Name(s):** CI Embeddedness (CIE) Capability Model.

- **Methods/Levers:** Use of high-quality web CI sources ("Analyze" and "Formal"), alliances with informa

- **Operational Steps / Workflow:**

  1. Assess and source high-quality competitive intelligence from web-based sources.

  2. Build strategic alliances with reliable information providers.

  3. Embed CI dissemination processes across organizational levels.

  4. Integrate CI into both strategic and tactical decision-making.

- **Data & Measures:** Likert-scale survey assessing web source quality, information use patterns, CIE p

- **Implementation Context:** Multi-industry Israeli firms with active CI functions.

> "CIE… refers to the incorporation of CI awareness and processes in the firm… Various staff levels are a

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Dimensions and Attributes of Actionability (Authors' Perspective)

- **CL (Clarity):** **Yes** — Clear, accessible dissemination to relevant levels.

  > "…distribution of reviews on competitors and managers' awareness of CI's importance" (p. 711).

- **CR (Contextual Relevance):** **Yes** — Tailoring to competitive environment and organizational nee

  > "…so that strategic and tactical decisions can be made in the knowledge of all relevant… information"

- **FE (Feasibility):** **No explicit link** — Feasibility implied via integration into existing processes, but r

- **TI (Timeliness):** **No explicit link** — Speed emphasized in web sourcing but not framed as a neces

- **EX (Explainability):** **Partial** — Actionable knowledge is implied to be understandable and interpre

- **GA (Goal Alignment):** **Yes** — Linked to customer satisfaction and competitive advantage.

- **Other Dimensions Named by Authors:** Alliances, perceived information quality, organizational culture

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Theoretical or Conceptual Foundations

- Resource-Based View (RBV) — CIE as a firm-specific capability.

- Knowledge Management Framework.

- Intelligence Cycle (planning, collection, analysis, communication).

Indicators or Metrics for Actionability

- Degree of CI awareness at various staff levels.

- Distribution frequency and coverage of CI reports.

- Perceived quality scores of information sources.

- Customer satisfaction indices (loyalty, complaint rates).

Barriers and Enablers to Actionability

- **Barriers:** Information overload, political or inaccurate use of information, resistance to information.

- **Enablers:** High-quality CI sources, strong alliances with providers, management support, cultural inte

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Relation to Existing Literature

Builds on Bernhardt (1994) definition of CI as producing actionable knowledge, integrates CI with knowle

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Summary

The paper introduces Competitive Intelligence Embeddedness (CIE) as a capability ensuring actionable

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Scores

- **Overall Relevance Score:** 85 — Strong conceptual and empirical articulation of actionability within C

- **Operationalization Score:** 80 — Clear model, measurement, and implementation steps for embeddir

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Supporting Quotes from the Paper

- "Competitive intelligence… produces and disseminates actionable information… to help managers in de

- "CIE… so that strategic and tactical decisions can be made in the knowledge of all relevant… informatic

- "Perceived quality of Web information sources is positively related to competitive intelligence embeddec

- "Alliances with information providers… positively related to competitive intelligence embeddedness" (p.

- "CIE showed the expected positive influence on customer satisfaction" (p. 712).

Actionability References to Other Papers

- Bernhardt (1994) — Actionable strategic knowledge definition.

- Saayman et al. (2008) — Organizational culture and CI support.

- Ho (2008) — Linking learning, knowledge management, and performance.

- Rouach & Santi (2001) — CI as a capability for competitive advantage.