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EFFECT OF COMPETITIVE INTELLIGENCE ON THE DIMENSIONS OF KNOWLEDGE MARKET IN THE DEVELOPMENT OF NEW SERVICES

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ABSTRACT

Leadership of an organization must be adapted and grew in the rapid changing of internal and external developments and environments, which generally require special features and managers, are faced with many problems. One of the main attributes that can help to leaders and managers in response to these changes is competitive intelligence. Aim of This study is to assess the effect and impact of the competitive intelligence on dimensions of market knowledge in the development of new services in the Iranian's insurance company, Ardabil province. The statistical population of the study consists of the managers and employees of Ardabil insurance companies. Statistics provided by company are 157 subjects. Data gathering tool is the Nwokah and *et al.*, (2014) standard questionnaire, it consists of 30 questions to measure variables such as competitive intelligence and market knowledge in the development of new services. That is using Pearson's correlation, and research hypotheses have tested by t-test statistic and the coefficient of determination. Results of research shown there was a significant relationship between competitive intelligence and market knowledge to develop new services. Also findings are shown there is significant relationship between the competitive intelligence and mentality customers, integration focusing on market services, Market Information Services, strategic orientation and effectiveness of company operations.

Keywords: *Competitive Intelligence, Mentality Customers, Integration, Market Information Services, Strategic Orientation*

INTRODUCTION

It could be claimed that the individual career is over based on the advancement of technology and the complex organizational tasks. Today's, management is managing the working groups, not managing people, creating the effective teams and coordinating them effectively. So as to rebuild their organizations so that they can deal more efficiently and with better performance to compete, to have a team working that sense of staffs have used in the best way and boost productivity. The managers found that groups flexibility to towards the traditional structures and to better respond to the changing environment. So that groups can be used as a source of job satisfaction. They are also an effective tool for managers to improve employee engagement; ethics and their diversity labor force expand (Abdari *et al.*, 2011). Therefore, many experts believe an important capability is business intelligence that had been considered in this study. Organizations must be accept that has changed their philosophy of life and being alive don't means to achieve sustained profitability situation and should be followed by competition and its instruments, because it is less a company in its field apply traditional and away from new rules of business, and for the remaining tantamount competitors, must dominate to new rules of the game completely that the day may be considered a new rule (Beagzadeh *et al.*, 2009). So the mastery of the new technologies such as competitive intelligence in business is an inevitable. Competitive intelligence and business intelligence that is in the form of larger, such as commercial or noncommercial, is the wide range of applications and technologies for gathering data and knowledge for the creation of inquiry in order to make the analysis organization for accurate and intelligent business decisions. Competitive intelligence has been established the architecture firm and as an analytical processing, analysis business data and decision making accurate and intelligent. Competitive intelligence, and not as a product and not as a system, but as an architecture and new organizational approach is used which includes a set of analytic applications that rely on

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operational and analytical databases, and getting help decisions for smart business activities (Alan and KSingh, 2011). However, competitive intelligence from the perspective of architecture as a technical framework that increases the efficiency and integration of processes and finally focuses on decision making processes at different levels organizational. Market, competitive intelligence know tool for competitive advantage, monitoring, market and customers. analyzer. In terms of technology, competitive intelligence is an intelligent system with accurate data processing, the hardware and software involved in brain ware.

In simpler words, competitive intelligence process for boost the organization's profitability and performance in a competitive market with intelligent use of data in decision making (Abdari *et al.*, 2011). If the concept of competitive intelligence is not understood correctly, causes up to expectations of managers suddenly increase and not meeting the expectations cases, will stripping the confidence of people, especially managers of the system. Because competitive intelligence only to shorten the path and query the information and independently and without the need for adequate information not to be able to comment or solution.

The insurance industry as a service sector in the economy of any country is supportive compensators. The success of the industry, stimulus to other industries and increase efficiency of firma. In fact, it claimed that due to competition and intense changes in the field of economy, effective supportive of industries are the most important competitive advantages of countries. The main problem to be successful in this way, to keep up with the rapid development of "technology" which is seeking to establish appropriate management The most important tool for success in the current situation, the use of effective leadership. In the meantime, one of the most important components of personality that can help leaders and managers in carrying out their responsibilities is competitive intelligence. So the integration of management of knowledge and management of organizational capabilities, can propel the organization towards achieving competitiveness is useful.

So review this valuable concept is in organizations especially in the Iran insurance company of Ardabil province due to the limitations of the business, maintaining competitive advantage, non-deposit investments in new services and increase the number of competitor insurance companies, such investigation justifies strongly (Hampel *et al.*, 2011).

T. Matsuda, one of the Japanese authors theory of organizational intelligence knows, organizational intelligence as a combination of two factors: human intelligence and machine intelligence. The model of organizational intelligence that Matsuda introduces: the integration of processing human knowledge and knowledge-based machine is capable of solving. Unlike many Matsuda emphasizes, machine intelligence is an integrated part of an organizational intelligence. He believes that organizational activities are actually a team work and cooperative despite solving as well as the human problem and solving machine problem. He believes that organizational intelligence generally set of mental abilities of an organization. It has two components organizational intelligence as a process and as a product. Organizational intelligence as a process provides theoretical analysis for organization with a set of sub-processes and organizational intelligence as a product, combination policy and design guidelines for designing an information system for organization. In the act of the two components are not separated and as dependent factor is on each other both. The final definition of intelligence that is considered in this paper is capable of thinking, planning, creation, implementation, problem solving, response, decision-making, and learning.

Social intelligence has coordinating role in data analysis and problem solving (Sarsazizdy, 2011). There is a certain kind of understanding that team work makes people different and creative. This synergy, dynamic at team work and to build knowledge- based societies, seems ideal and explicit knowledge and implicit knowledge can be transmitted through it. Successful team members and team leaders have some specific characteristics, and of these, interpersonal intelligence, which has generally been considered as social intelligence, Business intelligence, interpersonal and intrapersonal intelligence, is placed in a special place. This refers to a kind of ability that everyone will oversee the communications and others, they are distinguished and information using to guide thinking and practice (Nwokah, 2014).

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MATERIALS AND METHODS

The research method used in this research is descriptive – survey. The statistical population of the study consisted of the all managers and employees of insurance companies are Ardabil. According to the statistics provided by the Bureau of Statistics of company are 157. The data were collected by questionnaire and by visiting the library resources including books, journal, research centers and research publications (publisher of business administration, management, etc.), organizations and educational institutions, thesis and searching electronic databases of information such as Internet and etc. To collect data from library research, use Nwokah *et al.*, (2014) standard questionnaire that has been set in three sections based on (five-point) Likert scale to measure the parameters of competitive intelligence. Variables in this research include competitive intelligence and market knowledge in the development of new services and conceptual model is shown below, which shows the theoretical relationship between competitive intelligence and market knowledge in the development of new services. So in this research, the components of market knowledge in the development of new services are competitive intelligence and mentality customers, integration focusing on market services, Market Information Services, strategic orientation and effectiveness of company operations.

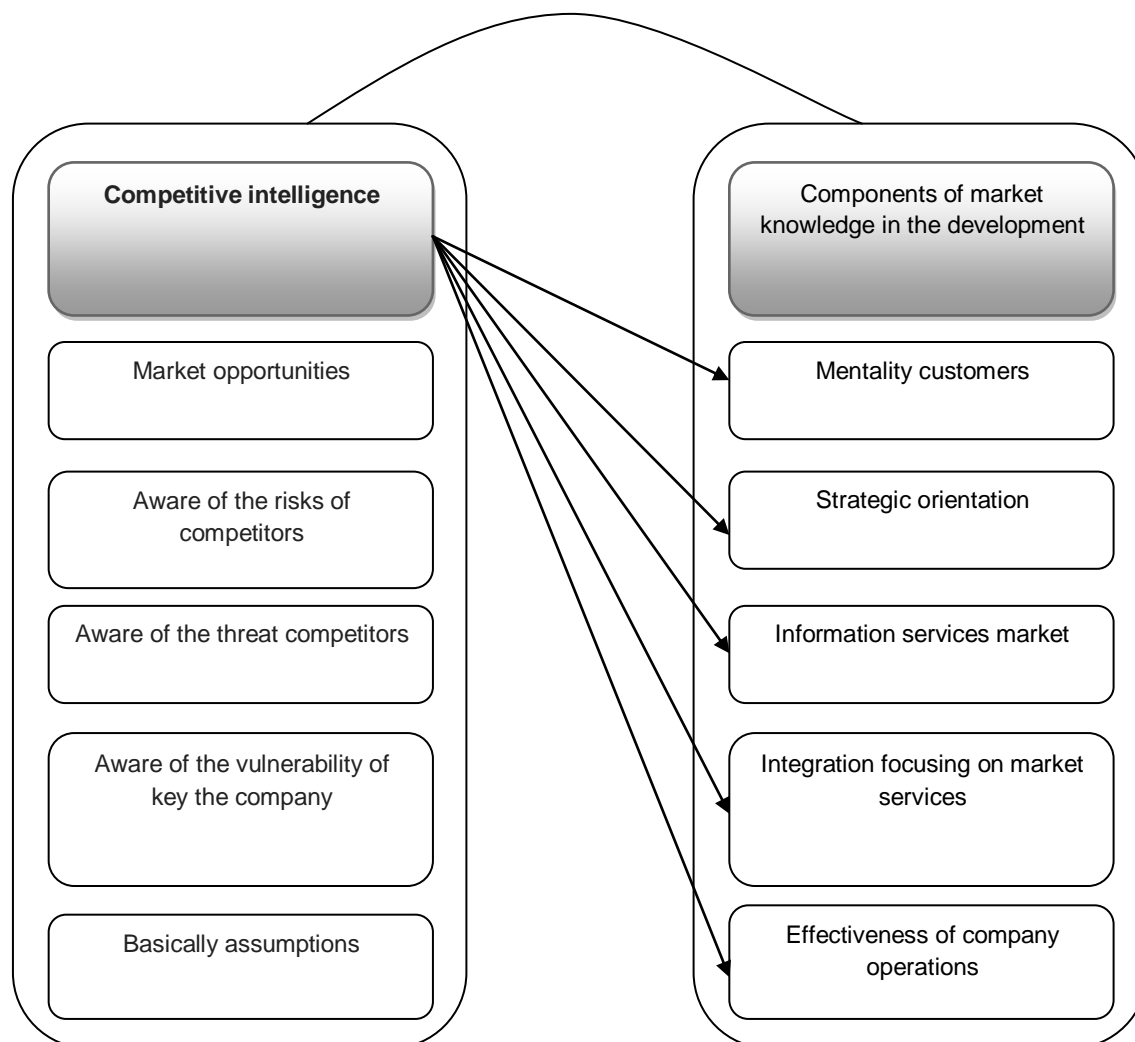


Figure 1: Conceptual model

In this study has applied the Cronbach alpha for reliability and validity of questionnaires. Based on value of Cronbach's alpha for some variables has been Table 1.

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Table 1: The reliability of variables

Variables	Cronbach's alpha
competitive intelligence	0.814
mentality customers	0.809
strategic orientation	0.799
Market Information Services	0.808
Integration focusing on market services	0.801
effectiveness of company operations	0.786

RESULTS AND DISCUSSION

To test the research hypotheses use the Pearson correlation coefficient and multiple regression coefficient. Significant test of the correlation coefficient has used t test, to examine to what extent the independent variables (competitive intelligence) on every dependent variables has used R². For analysis of data using by SPSS.

Table 2: Frequency of sex and education

	Male	female	diploma	Up diploma	Base science	Master science	total
Frequency	122	14	18	23	83	12	136
Percent	89.7	10.3	13.2	16.9	61	8.8	100

Table 3: Statically description of variables

	N	Min	Max	Mean	Standard deviation
competitive intelligence	136	1	5	3.93	0.54
mentality customers	136	1	5	3.28	0.61
strategic orientation	136	1	5	3.30	0.68
Market Information Services	136	1	5	3.37	0.68
Integration focusing on market services	136	1	5	3.13	0.61
effectiveness of company operations	136	1	5	3.23	0.77

Hypothesis's Test:

Main Hypothesis: there was a significant relationship between competitive intelligence and market knowledge in the development of new services.

Hypothesis 1: there was a significant relationship between competitive intelligence and mentality customers.

Hypothesis 2: there was a significant relationship between competitive intelligence and Integration focusing on market services.

Hypothesis 3: there was a significant relationship between competitive intelligence and Market Information Services.

Hypothesis 4: there was a significant relationship between competitive intelligence and strategic orientation.

Hypothesis 5: there was a significant relationship between competitive intelligence and effectiveness of operations.

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Table 4: Summery of hypothesizes

	B	Sig	B	R-Square	Result
Main H	0.620	0.000	0.723	0.384	MH is confirmed
H1	0.125	2.015	0.145	0.016	H1 is confirmed
H2	0.277	4.603	0.325	0.077	H2 is confirmed
H3	0.180	2.916	0.234	0.032	H3 is confirmed
H4	0.154	2.485	0.197	0.024	H4 is confirmed
H5	0.263	4.348	0.387	0.069	H5 is confirmed

Results

According to the information given in Table 4, the results of hypothesizes study showed that:

There was a significant relationship between competitive intelligence and market knowledge in the development of new services.

There was a significant relationship between competitive intelligence and mentality customers.

There was a significant relationship between competitive intelligence and Integration focusing on market services.

There was a significant relationship between competitive intelligence and Market Information Services.

There was a significant relationship between competitive intelligence and strategic orientation.

There was a significant relationship between competitive intelligence and effectiveness of operations.

In addition, a review of research on Literature review of the variables it appears that similar results and in line with the results Nwokah *et al.*, (2014). Positive values estimation and standard estimate described direct positive relationship between variables.

Discussion

Today's organizations are facing with global competitive environment, have always need to change radically and creativity work. Today's the force of global competition, organizations have take the new working methods, so that other organizations do not have the kind of stability and relative stability because the most of these organizations use the management skills and trying to create certain fundamental changes within the organization. Finding of this study showed that there was a significant relationship between competitive intelligence and the dimensions of knowledge market in the development of new services, thus senior managers and planners Ardabil Insurance Company are recommended by holding training courses and workshops in the field of competitive intelligence, The basic capabilities and individual needs of managers provide in the field of competitive intelligence. They can use of competitive intelligence approach in the process, their structure and organizational culture. So there was a significant relationship between competitive intelligence and mentality customers, must planning for create a database and collect customer data and availability of information at all levels to be processed expectations and needs of customers. Because there was a significant relationship between competitive intelligence and integration focusing on market services, suggested to holding in-service training courses for sttaf in the field of integration focusing on market services strategies to managers and employees become more familiar with the concept of competitive skills.

Conclusion

Since in this study there was a significant relationship between competitive intelligence and Market Information Services, In this regard, it is suggested that marketing managers of insurance company of Ardebil expand knowledge of job and market. Since there was a significant relationship between competitive intelligence and strategic orientation,the managers' Ardabil Insurance Company are

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recommended a full understanding of strengths and weaknesses, opportunities and threats to the environment and market their company to be flexible different competitive situations, and on the strategic orientation of the company. Finally there was a significant relationship between competitive intelligence and effectiveness of operations, planners' Ardabil Insurance Company are recommended to creat center in company and provide scientific and practical services improving the effectiveness of operations.

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