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An overview of articles on Competitive Intelligence in JCIM and CIR

Klaus Solberg Søylen,

Halmstad University,
School of Business and Engineering
SE-301 18 HALMSTAD
Sweden

klasol@hh.se

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ABSTRACT: This paper presents an overview of fifty-one articles from the *Journal of Competitive Intelligence and Management* (JCIM) posted on the Strategic and Competitive Intelligence Professionals' webpage. It also looks at sixty-three randomly selected articles out of about 250 from the *Competitive Intelligence Review* (CIR), published between 1996 and 2001. The first analysis is based on a comparison with eleven different variables that have been picked out from each of the articles. Findings: The most common country where the authors' come from is the United States of America. Sixty-one of the eighty-three authors have a higher degree, first of all MBA and/or Ph.D. North American authors have a higher degree than authors from Europe. Authors from North America have contributed with fifty-seven percent of the proposals for further research of a total of twenty-one proposals. Fourteen articles have a professional author. The rest are academic contributions. The main topic in these articles is how to develop Competitive Intelligence (CI) but also how to define CI. The articles have different methodological approaches, qualitative and quantitative. Seventy tree percent have a qualitative approach and of those there are thirty-seven percent that also have a qualitative approach. For the second analysis dedicated to CIR one clear conclusion points to the large number of articles which resulted from the introduction of the Economic Espionage Act of 1997. Most contributions at CIR come from practitioners.¹

KEYWORDS: Journal of Competitive Intelligence and Management, Competitive Intelligence Review, historical method, review

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1. Introduction

1.1 The aim of this paper

The purpose of this study is to present an overview of scientific articles in the *Journal of Competitive Intelligence and Management* (JCIM) and the *Competitive Intelligence Review* (CIR). The analyses were done to bring clarity on key variables identified for this study. Part 1.2 – 3 are concerned with JCIM. Part 4 is concerned with CIR.

1.2 Focus

The first table (*table 1.*) show empirical findings divided into eleven variables. These variables form the basis of the analysis. These are; geographic, focus, theoretical, empirical, qualitative, quantitative, proposals for further research, the author's background, gender, nationality and education. *Geographic* means where the study takes place and where the research is done, *focus* is the author's main topic in the article, *theoretical/ empirical/ qualitative/ quantitative* these are variables that show how the articles are built-up and which methods have been used. *Proposals for further research* are suggestions for continued research. *Author's background* tells us if the author works at a university or for a company. *Gender* is the sex of the author(s). *Nationality* tells us where the authors are citizens and *Education* is the author's degrees.

1.3 Report structure

The report is structured as follows: Section 2 is Methodology. In Section 3 Empirical findings are

represented. This includes a table of all the scientific articles that have been investigated. Other tables and diagrams can be found here, containing comparisons with selected variables. Conclusions from the empirical findings are placed in this section. Section 4 contains an overview of articles published in CIR. Conclusions which summarize the papers findings are found in section 5, followed by references of all articles checked.

2. Methodology

The *Journal of Competitive Intelligence and Management* was published between 2004 and 2008. Three articles were excluded from this overview as they did not include a sufficient amount of variables.

An empirical analysis was conducted in order to detect similarities and inequalities in the articles. To compare the articles, eleven variables were selected. The selected variables were picked out from reading a few articles at random first. Similar variables were interesting to explore further in other articles. The empirical table is focused on eleven variables. These variables form the basis of the analysis and conclusions.

There are three tables. Table 1 shows Geographical background, focus of research articles and it says whether or not the article is theoretical or empirical. Table 2 continues and says whether articles are qualitative or quantitative and what suggestions they have for future research. Table 3 shows authors professional background, Gender, nationality and education level.

3. Empirical findings

Data is provided for fifty-one articles. Thirty-three percent are about CI as a new study and its

different forms in different countries. This reflects the newness of the topic.

Art	Geographic	Focus	Theo	Emp
1	Italy	Customer satisfaction	X	X
2	Finland	Business information	X	
3	Canada	Technology		X
4	Brasilia	Relation: BI and business success	X	X
5	New Zealand	Development of CI	X	X
6	Lithuania	Development of CI	X	X
7	Japan	Current status of CI in Japanese business		X
8	Germany	CI in Germany	X	
9	UK	Software	X	
10	Canada, US, UK, Japan, China	CI status on the web		X
11	US	Competitive advantage	X	
12	US	Marketing		X

13	US	BI	X	
14	US	Knowledge management/ Value chain	X	
15	US	CI field study	X	
16	Greece	Corporate Intelligence	X	
17	Australia, US	Managing and compering in competitive Intelligence in Australia versus USA	X	
18	Korea	How CI developed in Korea, focus on environment	X	
19	Russia	How CI developed in Russia	X	X
20	Spain	How CI developed in Spain, barriers.	X	X
21	Sweden	How CI developed in Sweden	X	
22	Canada	How CI developed in Canada, problems with pessimism, unawareness	X	
23	Finland	How CI developed in Finland	X	X
24	Israel	How CI developed in Israel, preparing for threats	X	X
25	South Africa	How CI developed in South Africa	X	X
26	UK	How CI developed in UK, notoriety.	X	X
27	Canada	How should you act In terror crises in BI	X	
28	US	Understand the rolls in Informal Networks	X	X
29	Spain	How to get CI in ethical ways	X	
30	US	How to divide in virtual team	X	
31	US	How to collect and convert knowledge into an advantage	X	
32	France	Find creative ways to gather intelligence in org. Environment	X	
33	Israel	How different concept taken from the field of topics can tribute to BI	X	
34	US	Defining CI	X	
35	US	Accounting as CI	X	X
36	Finland	Implications that CI operations have on Co-evolution	X	
37	France	The emergence and uniqueness of CI in France	X	
38	US and Canada	Critical factors to assess CI performance	X	X
39	UK	Increasing global demand for BI	X	
40	US	Examination of the classic CI model	X	
41	US	Process oriented view of CI and it's impact on organizational performance	X	X
42	UK, Canada, US	Bibliography and Assessment of Key Competitive Intelligence Scholarship	X	
43	US	Existence and Usage of CI in Professional Sports	X	X
44	US	Using CI processes to create value in the healthcare industry	X	X
45	Finland	Analysis of the intelligence activities of Finnish companies	X	X
46	Canada	Reporting on the State of the Art (Scip06 academic program)	X	
47	2 UK 1 Lebanon	The Contribution of CI to the Strategic Decision Making Process		X
48	US and Canada	Improve awareness of environmental scanning practices		X
49	UK, Rome, Mongolia, Japan, China, Middle	Tracing the Origins of Competitive Intelligence	X	

	east, US		
50	Canada	To provides a practical teaching tool for business educators	X
51	US	Info-Terrorism in the Age of the Internet	X

Table 1: Country of origin, topics and method

Art	Qualitative	Quantitative	Proposals for further research (when applic.)
1	X		
2	X		Test the cube
3	X		Value of technology
4	X	X	
5	X		Courses in CI
6		X	
7		X	
8	X		
9	X		Field study of software to identify CI-technics
10		X	The value of webometrics
11	X		CI's effect on businesses
12	X		Memetics and psychological factors
13	X		
14	X		
15	X		Field study of CI
16	X		
17	X	X	Australia should take lessons from the U.S.
18	X	X	Check the cultural background to get the foundation of the theory
19	X	X	
20	X	X	
21	X		Research to be the leader of the CI in the EU
22	X		Raise awareness of CI in Canada
23	X		
24	X		
25		X	
26		X	
27		X	
28	X		Study informal roles highlighted in the literature, affect IM
29		X	
30		X	
31		X	
32	X		
33	X		
34	X		Continued research about defining CI
35	X	X	Include members from SCIP outside the US. and Canada. The use of CI may be tied to another management innovation.
36	X		Empirical study about the effects of adopting CI solutions and processes
37	X		

38	X		
39	X		
40	X		
41	X	X	Examine how different types of analysis are related to patterns of dissemination.
42	X		
43		X	Analyze the relationship between the performance of the organization and the use of various CI activities and to seek the link between CI and strategic planning.
44	X		A quantitative study using a survey instrument to explore the relationship between the use of formal HR related CI processes and measures of strategic and HR performance.
45	X		
46	X		
47	X	X	Investigation into the physiology of effective CI managers in a high technology/innovation driven industry.
48	X		
49	X		how some countries have managed to position themselves as economically stronger than their neighbors, and how intelligence has played a part in their growth.
50	X		
51	X		

Table 2: Method and suggestions for future research (when applicable)

Art	The authors' background	Gender	Nationality	Education
1	University	Female	Italian	Ph.D.
2	University	Female, Male	Finland	Dr., MSc.
3	University	Male	US	Ph.D.
4	University	Male	Brasilia	Dr.
5	University	Male	New Zealand	None
6	University	1 Female, 2 Males	Lithuania	MBA & Ph.D., None, None
7	University	Male	Japan	MBA
8	University	Male	Germany	MBA
9	University	Female Male	UK	None, Ph.D. & CISA
10	University	Female, Male	Canada	None, MLIS
11	University	Female	US	BS & MBA & Ph.D.
12	University	Male	US	BD&MBA
13	University	Female	US	Ph.D., MB
14	University	Female, Male	US	Ph.D. & MBA & BA, Ph.D. & MBA & BS
15	University	1 Female, 2 Males	US	Ph.D., Ph.D., Ph.D.
16	Business	Male	Greece	Ph.D.
17	Business, University	Female, Male	Australia	None, BSc.

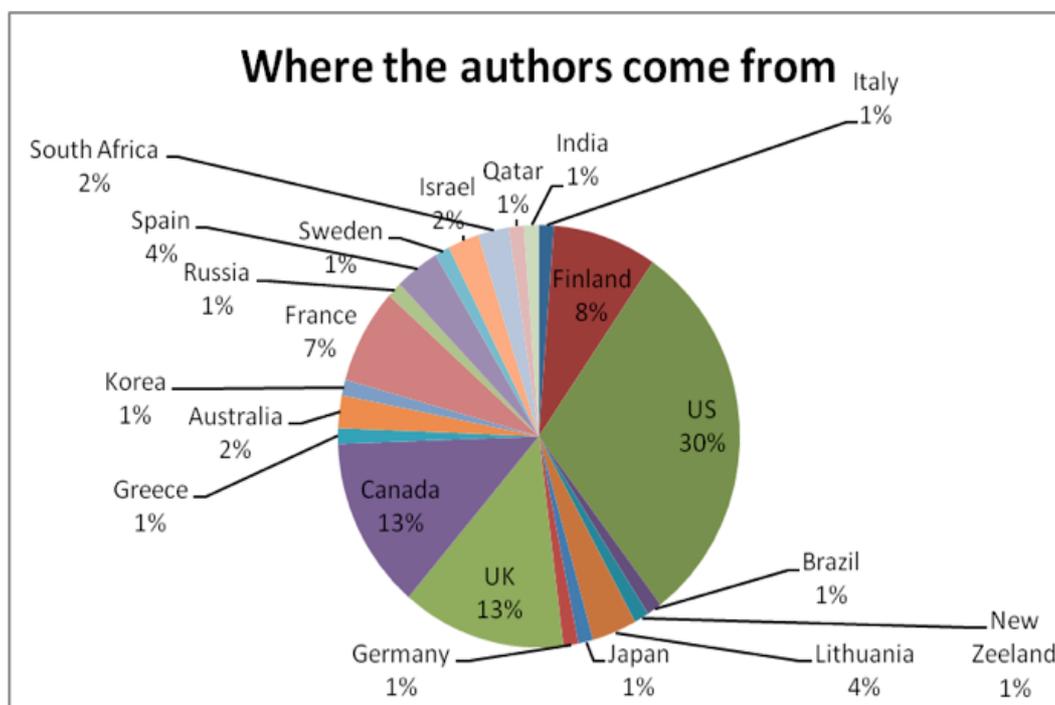
18	University	2 Males	Korea, France	Ph.D., None
19	Business	Male	Russia	None
20	University	2 Males	Spain	Ph.D. & Ph.D. & MBA, BSc. & MBA
21	Business	Male	Sweden	None
22	University	2 Males	Canada	None, none
23	Business	Female	Finland	None, none
24	Business	Male	Israel	None
25	University, Business	Female	South Africa	Ph.D. & BEd, None
26	University	1 Female, 3 Males	UK	MBA, BSc, & MSc. & Dr., None, None
27	University	Male	Canada	None
28	Business & University	Female	US	MBA&MA
29	University & Business	Male	Spain	BSc. & MBA
30	Business, Business & University	Female, Male	Qatar, US	BD&MBA
31	Business & University	Female	US	Ph.D & MA & MBA
32	University	2 Females, 1 Male	France	Ph.D., None, Ph.D.
33	University & Business	Male	Israel	MBA & MSc. & B.Sc.
34	University	Female	US	Ph.D.
35	University	Male	US	MBA & Ph.D
36	University	2 Females	Finland	M.Sc., M.Sc.
37	University	Male, Female	France	MBA, Ph.D.
38	University	2 Males	Canada	None, BSBA & MBA & Ph.D.
39	University	Male	UK	Ph.D.
40	Business	Male	US	B.A&J.D&LL.M& M.A
41	University	2 Males	US	B.Com & MSc. & Ph.D., Ph.D., Ph.D.
42	University	2 Males 1 Female	2 Canada 1 UK	BSBA & Ph.D., MBA, B.Com
43	University	Female, Male	US	BS & MBA & Ph.D., Ph.D.
44	University	2 Females 1 Male	US	Ph.D., Ph.D., M.D.
45	University	Female	Finland	MSc.
46	University	Male	Canada	None
47	University	2 Females 1 Male	UK	M.B, MBA
48	University	Male	Canada	DBA
49	University	2 Males	UK	BSc. & MSc. & Ph.D., Ph.D.
50	Business	Male	Canada	MBA
51	University	Female	India	Ph.D. & MA & MBA

Table 3: Background, Gender, Nationality and Degrees

The chart over the fifty-one articles shows that there are a total of eighty-three authors. That

gives 1.63 writers per article.

Figure 1: JCIM Authors by country



The chart shows that the authors comes from twenty-one different countries, and the country most authors come from is the U.S with 30% of the writers. The countries that follow are Canada and the United Kingdom, both with 13% of the writers. The countries that are the least represented in the *Journal of Competitive Intelligence and Management* of the ones published is Brazil, Germany, Greece, India, Italy, Korea, Lithuania, New Zealand, Russia,

Sweden and Qatar; all with 1% of the authors.

The authors' backgrounds show that 60% are males and 40% females. (Both editors were females.) Totally there were fifty men and thirty-three women represented as authors.

The table shows that sixty-one of these eighty-three authors have a higher academic degree, first of all MBA, Ph.D. and Dr.

Continent	Ph.D.	Dr.	MBA	Other	None	=
Europe	11	2	6	6	11	36
N. America	19		5	5	6	35
S. America		1				1
Oceania				1	2	3
Asia	2		2	1	1	6
Africa	1				1	2
Tot.	33	3	13	13	21	83

Table 4: A summarized table of education and geographical location of authors

Europe is represented with a total of thirty-six authors. Eleven of these have a PhDs degree, two have a Dr. degree (often equivalent to a PhD, for example can be that the dissertation was completed in a German speaking country), six have an MBA degree, six have other sorts of higher degrees and eleven authors have no higher degree stated. North America is represented with nineteen PhDs degrees, no Dr., five MBAs, five other sorts of higher degree, six of no higher degree from a total of thirty-five authors in North America. South America has one Dr. degree represented. Oceania has one other sort of higher degree and two with no other higher degree. The continent of Asia has two PhDs, two MBAs, one other higher degree and one no higher degree. This makes a total of six authors from Asia. Africa got one PhD and one other no higher degree presented.

There are sixty-two authors who has got some form of degree, 47% of these are from North America. Europe comes next with 37% and the other four continents constitute under 10%. On the PhD level North America is represented with the most, with 58% and Europe comes second with 33%. The table demonstrates that the continent of North America is represented with higher degrees and more degrees then the continent of Europe despite that Europe got one more author represented than North America.

Table 1 shows that almost 40% of the articles suggest further research within the subject of Competitive Intelligence or Business Intelligence. There is a need identified to explore the areas deeper.

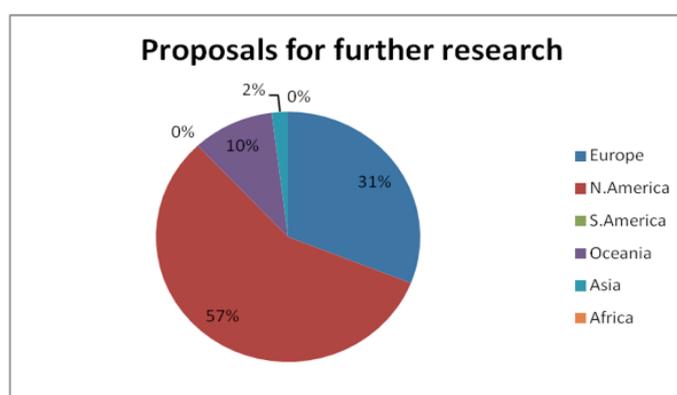


Figure 2: Articles with suggestions of future research

The chart above shows that the continent of North America gives 57% of all the proposals or suggestions for further research of a total of twenty-one proposals. Next come Europe with 31%. Oceania has 10% of the proposals and Asia 2%. South America and Africa are not represented with further proposals for future research.

Another variable that can have an impact on the articles is the author's backgrounds. Some authors are professionals, from the business community, but most come from universities and have an academic background. Out of fifty-one articles only fourteen have authors with a business community attachment. That is 27% of all articles published in JCIM.

A conclusion from the variable *focus* is that they can be divided in to different groups. The main topic is how to develop Competitive Intelligence but also how to define CI. The articles about developing CI have also different subjects. Some are about development in general (universal)

others about development in different countries (cultural). The second largest group is on defining CI and about the growth of CI throughout history. The third largest focus is on Business Intelligence (BI) and how to use it in the best way.

Of all the articles about the use and development of CI, 90,9% have chosen a qualitative approach and of those there are 30% that have both approaches. 9,10% of all articles have chosen a quantitative approach. 100% of the articles with the topic defining CI are qualitative.

100% of the articles on the topic of BI are qualitative, out of those 17 % are both qualitative and quantitative. Out of those articles which explore CI in different industries 66,67% are qualitative, and 50% of those have both a qualitative and a quantitative approach. There are 33,33% which only use the quantitative approach. The articles that use only a qualitative approach typically have proposals for further research where they suggest a quantitative method.

In total, of all articles regardless topic, there are 92,16% with a qualitative approach and of those

there are 17,02% with both approaches. Only 7,84% has solely a quantitative approach.

4. Overview of CIR

When gathering information for the data set, we used a stratified random sample approach. The methodology gives the possibility to collect a number of articles from each year. From approximately 250 articles published between 1996 and 2001, we picked every fourth article to summarize in the data set. In the data set, we present the variables we found interesting for the

summary. We used four levels of Competitive Intelligence as sub-categories. These were categories that were most popular as subjects: article about companies, products, about marketing and partnership and cooperation (organization). The sub-categories give the opportunity to analyze differences between articles on the four levels.

4.1 Company level.

The first category is the company level. These accounted for forty-seven articles.

Origin	Quantity	Percentage
USA	31	65,96%
Australia	4	8,51%
Canada	2	4,26%
Switzerland	1	2,13%
Italy	1	2,13%
Croatia	2	4,26%
Sweden	2	4,26%
Brazil	2	4,26%
Cuba	1	2,13%
Singapore	1	2,13%
	47	100,00%
Sex	Quantity	Percentage
Male Male	40	85,11%
Female	7	14,89%
	47	100,00%
Based on	Quantity	Percentage
Own experiences	29	61,70%
Case study	11	23,40%
Survey	7	14,89%
	47	100,00%
Authors background	Quantity	Percentage
Industry	28	59,57%
Academic	19	40,43%
	47	100,00%
Method or Purpose	Quantity	Percentage
Quantitative	6	12,77%
Qualitative	2	4,26%
Informative	18	38,30%
Guide-to	21	44,68%
	47	100,00%

Table 5: Articles categorized by Company level

4.2 Product level

is used to support product development.

The table below gives a summary of the

The second category is articles about products, where CI findings:

Origin	Quantity	Percentage
USA	4	80,00%
France	1	20,00%
	5	100,00%
Sex	Quantity	Percentage
Male	4	80,00%
Female	1	20,00%
	5	100,00%
Based on	Quantity	Percentage
Own experiences	4	80,00%
Case study	1	20,00%
Survey	0	0,00%
	5	100,00%
Authors background	Quantity	Percentage
Industrial	4	80,00%
Academic	1	20,00%
	5	100,00%
Method or Purpose	Quantity	Percentage
Quantitative	0	0,00%
Qualitative	0	0,00%
Informative	3	60,00%
Guide-to	2	40,00%
	5	100,00%

Table 6: Articles categorized by the Product level

4.3 Marketing level

category. It contains all data from the articles that treats marketing as a function in connection with CI.

Articles about Marketing is the third

Origin	Quantity	Percentage
USA	5	83,33%
Great Britain	1	16,67%
	6	100,00%
Sex	Quantity	Percentage
Male	4	66,67%
Female	2	33,33%
	6	100,00%
Based on	Quantity	Percentage
Own experiences	6	100,00%
Case study	0	0,00%
Survey	0	0,00%
	6	100,00%
Authors background	Quantity	Percentage
Industrial	4	66,67%

Academic	2	33,33%
	6	100,00%
Method or Purpose	Quantity	Percentage
Quantitative	0	0,00%
Qualitative	0	0,00%
Inform	4	66,67%
Guide	2	33,33%
	6	100,00%

Table 7: Articles categorized by the Marketing level

4.4 Partnership level

The last category is called partnership level. We placed here all data from articles

that are about the cooperation between different companies and different departments within a company as relates to CI.

Origin	Quantity	Percentage
USA	1	25,00%
Great Britain	1	25,00%
Canada	1	25,00%
Hungary	1	25,00%
	4	100,00%
Sex	Quantity	Percentage
Male	1	25,00%
Female	3	75,00%
	4	100,00%
Based on	Quantity	Percentage
Own experiences	1	25,00%
Case study	2	50,00%
Survey	1	25,00%
	4	100,00%
Authors background	Quantity	Percentage
Industrial	3	75,00%
Academic	1	25,00%
	4	100,00%
Method or Purpose	Quantity	Percentage
Quantitative	0	0,00%
Qualitative	1	25,00%
Inform	3	75,00%
Guide	0	0,00%
	4	100,00%

Table 8: Articles categorized by the Partnership level

5. Conclusion

In conclusion CIR was a popular magazine primarily for the American market. This is reflected in the high number of American authors (67%) writing about their experience with CI in different companies. 85% of contributions were made by men and 60% by practitioners in the first group. The trend is even stronger in the second group, with articles about

products. It is about the same in the group on marketing too, but here female participants are more numerous. In the last group females are in the majority (75%). There is also a much more even distribution between countries of origin. Very few articles have a clear quantitative or qualitative approach, but are most informative and explorative in nature.

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