

## ***Emerging Topics and Synergy Approaches in Competitive Intelligence***

Competitive intelligence (CI) is increasingly being seen as a multifaceted approach that has transformed traditional strategic planning while providing practical solutions in a dynamic business environment (Boronat-Navarro et al., 2024; Cekuls, 2022, Samat et al., 2024). This review of research explores five recent studies that address the role of CI in strategic initiatives, sustainability, and technology integration to provide a multidimensional perspective on CI development.

The first study proposes an innovative strategic approach using a net assessment methodology used in national security. It aims to increase CI effectiveness by developing interdisciplinary strategies and addressing strategic gaps in CI units in the corporate sector. The most important role of this approach is in the development of proactive paradigms that reduce the likelihood of unforeseen risks and strengthen CI's position in strategic management.

Another study examines the role of CI in sustainable competitive advantage (SCA) in the telecommunications sector, focusing on the importance of information sharing (IS). This study demonstrates that a structured IS function can transform raw data into strategically relevant information, which is fundamental to achieving SCA. Both studies emphasize the need to transform CI from a reactive tool to a proactive strategic resource.

The next study focuses on the role of business intelligence (BI) in the relationship between strategic orientation and sustainable performance in the commercial banks sector. It empirically demonstrates that BI significantly improves the effectiveness of strategic orientation by

helping to align organizational goals with sustainability objectives.

The mediating role of BI in supply chain management (SCM) and customer relationship management (CRM) are widely researched topics today. The study emphasizes that BI is integral in facilitating synergies between SCM and CRM, which streamlines operations and improves decision-making. The studies demonstrate that BI is not just a supporting tool, but a transformative element in CI ecosystems.

More nuanced perspective is offered to analyze psychological and cognitive barriers to CI processes, especially in small and medium-sized enterprises (SMEs). It identifies factors such as perception, trust, and employee engagement as essential in promoting information quality and CI effectiveness. The study highlights that integrating psychological insights into CI design improves user engagement, system effectiveness, and bridges the gap between technical and human-driven approaches.

Sustainability is emphasized as the main lens through which CI is analyzed. The second study confirms the importance of CI in ensuring the balancing of economic, social, and environmental dimensions in the banking sector. The results of the fourth study, in turn, demonstrate that effective information exchange is critical to achieving SCA and promoting sustainable development.

This overview of research offers a broad perspective on the synergistic approaches and innovations of CI. They not only highlight the strategic importance of CI in modern business, but also demonstrate its role in promoting sustainability and psychological insight. By integrating

technology and human factors, CI expands its traditional role, becoming a critical tool in promoting competitiveness and sustainable development.

I would like to express my gratitude to all contributors to this issue.

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On behalf of the Editorial Board,  
Sincerely Yours,



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