

THE ROLE OF MARKETING INTELLIGENCE IN ACHIEVING SUSTAINABLE COMPETITIVE ADVANTAGE

Suzan Mohammed Jawad Al-Khazraji¹, Prof. Dr. Khairi Ali Auso²

¹Near East University, economic department, TRNC, 10 Mersin, TR-99040 Lefkosia, Türkiye

²Near East University, Business administration department, TRNC, 10 Mersin, TR-99040 Lefkosia, Türkiye

¹Email: 20226550@std.neu.edu.tr, ²Email: khairialiausou.ali@neu.edu.tr

ABSTRACT

Accordingly, the study aims to know the relationship between marketing intelligence and competitive advantage in a number of hotels in the city of Dohuk, based on a hypothetical scheme that takes into account the direction of the relationship between the two variables. (80) managers, and some statistical methods were used to analyze the results and test hypotheses. The most important conclusions were the interest of hotels in marketing intelligence and sustainable competitive advantage. on information from the market, as well as responding to customer needs and satisfying them.

Keywords: Marketing intelligence - sustainable competitive advantage - marketing - hotels - Dohuk Governorate.

First: The problem of the study

The concept of sustainable competitive advantage is a modern concept that takes into account the interests of the industrial and commercial sectors of developed countries. However, there are also some studies involving this concept in developing countries. In addition, companies are currently facing evolving problems, as competition between companies in the field of providing goods and services to customers in terms of technology has intensified, as well as the nature of customer needs, desires and tastes is constantly changing, putting the company in an uncertain position now and in the future. The company must therefore implement a strategy of creating value that cannot be imitated and unique in its characteristics by current or potential competitors in the future, and promotes its achievement of common and expected benefits through marketing intelligence, and through the development of technology, products and services to improve the future conditions of allies. Against the background of the study's presentations, it was found that the problem of this study is due to the existence of a clear knowledge and field gap, and focuses mainly on the limited interest in sustainable competitive advantage and the lack of sufficient understanding to deal with it, as well as the presence of a few studies that linked it with marketing intelligence, and the research problem lies through the following main question:

How marketing intelligence can contribute to achieving sustainable competitive advantage The main question starts from a number of sub-questions, including:

1. What is the nature of the correlations between marketing intelligence and sustainable competitive advantage at the macro and dimensional levels?

2. Is there an impact of marketing intelligence in achieving sustainable competitive advantage?

Second: The importance of the study

The importance of research is represented in two basic levels and as follows:

1- Theoretical importance: The study gains its importance by addressing marketing intelligence as an independent variable and sustainable competitive advantage as a dependent variable, who have a prominent role in the success of organizations in general and hotels in particular, in addition to trying to fill the scientific gaps in previous studies, it is also an important strategic and marketing reference for libraries and researchers in this field.

2- Field importance: The study gains its importance by contributing to giving an idea of the role played by marketing intelligence in achieving the process of sustainable competitive advantage, including the conclusions and proposals that the hotels under study can benefit from and work with now or in the future.

Third: Objectives of the study

The study seeks to achieve the following objectives:

- Diagnosis and identification of the dimensions of marketing intelligence and competitive advantage in the hotels of Duhok Governorate.
- Determine the nature of relationships between marketing intelligence and achieving sustainable competitive advantage at the macro level and at the dimensional level of the research sample.
- Identify the impact of marketing intelligence in achieving sustainable competitive advantage.

2. What is marketing intelligence?

The success of marketing in the institution depends on the marketing intelligence system as it is one of those important sources of obtaining marketing information, availability and accuracy, so the researcher seeks in this chapter to introduce the concept of marketing intelligence and then an accurate definition has been developed by providing multiple definitions for researchers, and a statement of the importance, objectives, characteristics, types, components, sources and tasks of marketing intelligence.

2.1: The concept of marketing intelligence:

The first beginning of the application of the marketing intelligence system was in (1961) as Dr. Wialiam pointed to the importance of this system in monitoring the market and collecting information about it regularly and continuously, with the expansion of global competition, organizations feel that they need to use modern technologies for marketing intelligence systems in their field of work to collect information about competitors and the marketing environment in general to disease their commercial conflict (Taleb et al., 2009: 49).

The traditional concept of marketing research quickly became obsolete, due to its focus on historical data rather than the present and future and its focus on studying small parts of the problem rather than studying the problem as a whole, and despite attempts to add new innovations to marketing research ideas, it was and will continue to be unable to provide the information required by the company (Owusu and Nouri, 2012:5).

These and other reasons were the catalyst for the emergence of the marketing intelligence system, as a system that provides marketing management with information continuously and regularly about all changes in the marketing environment of the company, and helps management exploit the hypothesis before it loses it, so the marketing intelligence system is one of the modern concepts compared to other marketing activities (Owusu and Nouri, 2012: 6).

Business and trade intelligence means a group. Coordinated and systematic of. Integrated and tailored procedures throughout the company aim to generate, interpret and distribute marketing information (Al-Tai and Al-Ajrameh, 2008: 76).

Intelligence is defined as an abstract concept as information regarding current and potential figures, or as classified information collected about foreign countries, especially countries that are considered enemies (Taleb et al., 2009: 55).

Marketing intelligence is defined as a set of methods and mechanisms for the systematic selection, collection and processing of data on the market and its elements with the aim of understanding these long-term trends and achieving short-term value for the customer, which affects the attractiveness of the company's current or future market offer (1996: 20. Gormert et al).

He points out (141: 2001, .Mochtar , et al) pointed out that a marketing intelligence system is a set of sources and procedures used by managers to obtain daily information on relevant day-to-day developments in the marketing environment.

Kotler & Keller (109: 2009) defines it as the process of identifying procedures and sources in order to obtain information about developments in each person's marketing environment.

Given the previous definitions, the researcher believes that the concept of marketing intelligence is surrounded by a system of collecting and analyzing information from competitors, customers, employees and the government that gives the organization information about competitors' business or trade secret supplies, in order to continuously improve the services provided.

2.2: The importance of marketing intelligence:

Reduce the severity of risks that hinder the work of the organization by detecting risks that may invade the organization. Whether it is in the field of estimating the size of the necessary financial investments, or in the type of planning for the new product in the market or in determining the dimensions of available marketing opportunities and potential threats (Abu Ajwa, 2016: 529).

Helping to achieve cumulative knowledge of the organization's employees and improve their information skills, through their awareness and knowledge of the nature of the variables surrounding their work, especially what competitors do at work and tasks in the same specialization, and the system also gives them the opportunity to interact with new technologies and markets, as the work of marketing intelligence depends on interacting with all new and evolving variables in order to keep pace with changes in the organization's environment in general and competitiveness in particular (Ahmed, 2012, p. 156).

The aim of this system is to provide information about the internal and external environments

as follows: Abu Ajwa, 2016: 530).

A- Internal Intelligence:

Marketing managers need information about the internal environment of their organization in order to predict the future of the organization, know the position of the organization, and make smart decisions. Therefore, many organizations within the organization collect data about various activities and their results and evaluate them along with their expected direction, especially in the areas of sales, the organization's market share and competitive position, costs, production and storage, consumer movement, cash flow, profit and loss for each product, region, consumer group, sales results, as well as the costs and profitability of each product.

B- Foreign Intelligence:

What is meant is the way in which the organization is aware of external environmental changes specific to the organization's areas such as consumers, suppliers, intermediaries and competitors, as well as surrounding external environmental variables such as economic, political, legal, technological, social, cultural and demographic conditions.

2.3: Objectives of Marketing Intelligence Objectives:

The goal of the intelligence system is to collect information and data about competitors and everything related to marketing, and to constantly see the competitive situation in the conditions and this system requires spying on competing organizations, as the process of setting conditions for competing organizations does not violate the laws of collecting information, so marketing intelligence relies on a wide range of ethical activities. Therefore, the main objectives of the marketing intelligence system are: (Salmi, 2003: 316-317).

1- Provide useful information

2- Marketing managers get what they really need from the information, these goals are defined in organizations in two basic frameworks:

Aspara (Jakko, 2009) also argues that the objectives of marketing intelligence are:

- 1- Identify and evaluate remaining sales opportunities.
- 2- Speed of response to changes in marketing conditions.
- 3- Estimate price levels that increase profits.
- 4- Control marketing costs.
- 5- Identify the competencies necessary for promotional campaigns.
- 6- Predicting the future and formulating a marketing strategy.

2.4: Characteristics of Marketing Intelligence:

Through the many definitions of the marketing intelligence system, we find that it is characterized by a set of characteristics that can be identified as follows: (Saleh, 2013)

In addition to the human element, the operation of the marketing intelligence system requires a number of requirements and resources that are represented in hardware and software, and it is the most important resource for the marketing intelligence system with its high skills in analysis and information collection, because the marketing intelligence system depends partly on technical assets in addition to scientific assets.

The marketing intelligence system has a legitimate legal and ethical methodology, contrary to the belief of some that it uses illegal methods and techniques, such as industrial espionage,

which occurs in the world of competition in a frightening form, or the theft of confidential information from other organizations (Hedin,2014) Many studies have proven that the use of these methods is one of the reasons for the failure of the marketing intelligence system and this is what prompted some organizations to enact laws and regulations that prevent the above methods.

This system requires constant interaction with the marketing environment and constant monitoring of events in order to monitor possible changes in the environment and receive signals. A marketing intelligence system can be thought of as a radar that receives any environmental signal and turns it into an intelligence product that improves the organization's ability to take action (Cobb, p. 2003), a marketing intelligence system can help marketing management make routine (programmed) decisions by providing daily reports that support the operational levels of marketing activity by formulating A suitable marketing mix, meaning that the intelligence system can be considered as a tactical system and an operational weapon.

The marketing intelligence system is one of the strategic information systems of the enterprise, because it provides management with intelligence It represents the strategic information of unplanned strategic decisions, because the marketing intelligence system is the strategic arsenal of the organization in the face of environmental risks and changes Mcleod, R. And Schell, G., (2004).

2.5: Types of Marketing Intelligence:

The marketing intelligence system is divided into the following types (Abu Rahma, 2015:53-54):

1- Central Intelligence for Marketing:

It means that there is a central unit in the organization that carries out marketing intelligence activities. Having this module provides the organization with many advantages, such as: for example, the absence of duplication within the organization, knowing what is going on in the organization and making sure that managers need different marketing information.

2- Decentralized marketing intelligence:

It means that the marketing intelligence activity is carried out in a decentralized manner by several units distributed within the organization, by distributing responsibilities and providing skills that enable each unit to address a specific aspect of the competition, and thus this specialization leads to an increase in the technical skills of intelligence agents. However, the fragmentation of this activity into multiple activities hinders the flow of information from one region to another, which is one of the shortcomings of this system.

3- Informal Marketing Intelligence:

In the field of system, information obtained through various means of communication and tracking of information and news publications in magazines and newspapers specialized in the field of business in which the organization operates, in addition to the presentations of the press community, information can be collected by attending meetings of competitors, reading shareholder notices such as the annual report, attending the opening ceremonies of competitors to open a new branch or advertising a new product and buying from competitors - products to the analysis of their architecture and design, in addition , it is possible to establish friendly

relations between sellers and customers, so that sellers receive important information about competitors, and customers are also an important source in transferring information from a person selling an enterprise to a salesman of another enterprise that may be its competitor.

4- Official Marketing Intelligence:

Some organizations rely on formal intelligence for marketing to avoid the shortcomings of the informal intelligence system, the use of the formal system requires specific rules, written procedures, well-established guidelines, and an organization that clarifies the relationships between the intelligence services and the rest of the organization, marketing intelligence is usually part of the planning department or marketing research department, or a separate unit can be established in the organization for this purpose. This module formally collects, analyzes, processes and distributes data (Abu-Rahma, 2015:49).

2.6: Marketing Intelligence Variables:

Authors and researchers differed in defining the components of the marketing intelligence system and its subsystems, as the views differed in this field and the model presented by (Crowley) is the most appropriate among the models presented (according to the researcher's opinion) such as the Hutt & Speh model, the Powell model and others, due to their completeness and understanding of the most important variables that affect the environment and marketing activity, which is the customer, and its adaptation to the concept of modern and contemporary marketing, considering that the customer is the focus of marketing activities, as well as the applicability of this model to the Iraqi environment (Al-Azzawi, 2012, 16).

In light of this, Crowley identified the components of a marketing intelligence system as Crowley, 2005, 6) customer understanding, market understanding, product intelligence, competitor intelligence, supplier intelligence.

1. Understanding the customer

(Gibbert, et.al, 2003:107) suggests that CRM is customer knowledge management, that is, customer self-knowledge versus knowledge about customers, such as characteristics and customer preferences.

Murillo & Annabi believes that customer interaction is better than planned data and information, and through this interaction the organization can directly ask its customers about their issues and needs, and adds that the goal is for the marketing representative to become a collector of customer knowledge and then use it to help them, customer knowledge is part of the organization's knowledge, and by sharing knowledge with the customer, business can benefit from the ideas that each customer interacts with, because customer knowledge is data management The Client (Murillo & Annabi, 2002, 875).

In light of this, customer knowledge determines what the customer wants to know about the organization, that is, providing detailed information to learn about the organization's products and how to use them effectively (Al-Taa and Al-Abadi, 2009: 103).

2- Understanding the market :

In order for organizations to be able to operate regularly and appropriately in their environment, their need for market information is clear, in order to make appropriate decisions, to compare

their current performance with future planned performance, to correct and evaluate errors in order to achieve their performance in their customers to deliver the best goods (Azzawi, 2012, 64).

In this regard, and in order for the organization to achieve this, it must provide valuable intelligence that provides an analytical picture of the various aspects related to the market and the factors affecting it, and by continuing to collect data or information related to those markets in order to understand the market, it includes data on the internal and external environment of the organization, data on market characteristics in terms of income and price level, information about potential customers, their locations, tastes, shopping habits, and the parties that affect their decisions, the nature of competition, competitors' market shares, their financial situation and scope of competition as well as the sales achieved so far and the expected sales volume for each region, finally, data and information about price movements, available capital, borrowing, etc., and the organization can recognize the market and its size by processing this information or the size of the market with the number of buyers and the purchase rate of a particular product during a certain period of time (Al-Ajarma and Al-Tai, 2002: 156).

3- Product Intelligence :

Marketing intelligence plays an essential role in product mix decisions by providing intelligence on the potential obsolescence of current products or on the nature of competition, technical developments, and other product-related intelligence (Johnson, 2005, 5).

It then completes its role by processing data to analyze the specific performance of each product in the market, find out the marketability of the current product, and develop ways to maintain current products by providing intelligence via (Crowly, 2005, 5).

- The strengths and weaknesses of each ingredient in the current product mix.
- New products that can be added to the existing mix.
- Products are withdrawn from the market.
- Products to be developed and type of development.

With this in mind, the above data must be collected, analyzed and disseminated quickly and regularly in order to provide valuable and reliable information, which is the main reason for using the intelligence product.

4. Competitor intelligence

The marketing intelligence system is currently one of the important subsystems of marketing information systems and is in direct contact and interaction with other subsystems (records and reporting system - marketing decision support system - market research system, etc.). Which depends on the study of marketing decisions for future competition towards the objectives and activities of the organization in the market in which the organization operates and the nature of competition in it, as the organization will only work if it has accuracy and effective information about (Abbas and Samidi, 2004, 263)

- The nature of competition in the market .
- Strengths, strengths and weaknesses of competitors .
- The nature of competing products in the market.
- The nature of alternative products.

- Competition strategy in the invention of the market

On the other hand, the competitor intelligence system works to receive valuable intelligence information about competitors for the purpose of providing it to beneficiaries within the organization, on the other hand, the competitive intelligence system works to obtain valuable intelligence information about competitors to provide to beneficiaries within the organization because managers can contact the system and request intelligence information when there is a need to explain the movements of some competitors, in addition to the ability to know their weaknesses, identify new or potential markets, and identify sources of advantages. Competitors and finally reverse comparison by accurately measuring the performance of the company against the performance of the best competitors in the industry (Azzawi, 2012, 66).

5. Intelligence of charitable suppliers

The scarcity of information about suppliers, as well as procurement restrictions and instructions, and the selection of suppliers on the basis of certain indicators are not sufficient to evaluate them correctly, resulting in a number of contractors in the implementation of the obligations concluded with the company, and thus they are evaluated and selected on the basis of their ability to prepare the product according to the company's requirements (Mamouri and Karghouli, 2006: 26).

The organization can use supplier intelligence to select suppliers according to its needs and according to the suitability of suppliers and their specific characteristics for the company, and can outsource the search for suitable suppliers and allocate the appropriate resources to obtain them with high accuracy and can also monitor the performance of suppliers effectively (Choy et al., 2003: 88).

Supplier intelligence is a new system in the market in which there are no similar systems, to manage and classify potential suppliers to form integration strategies between resources and suppliers, and in order to implement supplier intelligence it is necessary to build a database to collect information about customers and know their opinions (Choy et al., 2003: 90).

2.7: Sources of Marketing Intelligence:

Sources of marketing intelligence may be internal sources, or external sources (Suhaila, 2016: 17).

1- Internal sources: Its purpose is to provide management with information and data about the various activities of the organization, its results, evaluations and expected trends, especially in the areas of sales, market share, competitive position, production and storage costs, customer movements, cash flows, profits and other data and information that management receives from internal sources of the organization such as records, reports and the computer system.

2- External sources: It aims to provide management with information about variables related to the field of the enterprise, such as consumers, suppliers, intermediaries, competitors and other institutions, as well as surrounding environmental variables such as economic and technological conditions, laws and culture. This information is collected in several ways, including:

- Intelligence personnel specialized in specialized institutions.
- Salesmen.

- Specialized consulting institutions and agencies.
 - Specialized publishing institutions.
 - The employees of the institution themselves
 - Individuals and institutions who deal with competitors.
 - Published reports and information.
 - Monitor the actions of competitors and analyze the physical evidence of these actions.
- 3- It provides a clear methodology that links very large amounts of unstructured information and business strategies, and contributes to the development of marketing strategies as it focuses on processing this information and converting it into intelligence that can be used to accurately control the marketing intelligence used in current markets.
- 4- Close and accurate identification of the various environmental variables (internal or external) and the developments and changes that may occur in them through the continuous and continuous information provided by this system about these variables.
- 5- Presents a new theory through which a preventive (offensive) strategy can be developed to open new markets and open up potential marketing opportunities. Through the offensive intelligence provides an in-depth study of competitors' and potential customers' customers and the possibilities of modifying their desires and details.
6. Intelligence is one of the main sources of innovation and creativity in the organization (Suhaila, 2016: 17).

2.8: Marketing Intelligence Tasks:

The tasks of marketing intelligence were defined in five missions, which are as follows (Salmi, 2003:317).

Information collection: You get primary and secondary data, most of which are available, such as the recruitment of users by competitors, new products, product design, profitability and prices, advertising, promotion and distribution methods.

Data evaluation: This is very important because it is the responsibility of marketing intelligence staff to verify the data and understand its accuracy.

Data analysis: After determining the accuracy and validity of the data, you need to think about how to describe it, and use statistical and mathematical analysis to find certain patterns that benefit from it in order to obtain intelligence data useful to the organization.

Storing intelligence data: After capturing and verifying intelligence data and finding the means of analyzing it, it is stored in auxiliary vaults. When typed, they can be entered using optical code recognition devices or directDissemination and distribution of intelligence data: Data is entered and stored, it is easy to determine the way in which it can be retrieved, protection for this intelligence data is placed in place, and the use of computers becomes an important part in retrieving and using this data and benefiting from it by marketing managers in making their decisions.

List of sources:

1. Abu Ajwa, Hussam Kamel Salim: "The Role of Marketing Intelligence in Strategic Decision Making, A Field Study on Insurance Companies in Palestine", University. Suez Canal,

- Ismailia Faculty of Commerce Scientific Journal of Studies. Trade and Environment, Seventh Magazine, Supplement to the Third Issue 2016
2. Ahmed, Buthaina Luqman: "The role of the marketing intelligence system. in improving time management for leaders. Middle Administrative: Journal of Administrative Studies, University of Basra, Issue 5, Volume 9, 2012.
 3. Al-Azzawi, Muhammad Abd al-Wahab: "The Role of the System. Intelligence. Marketing in improving the relationship. With the customer, a survey of sample opinions. of officials in the public company. For ready-made garments in Nineveh", Administrative Technical College / Mosul 2012
 4. Al-Azzawi, Mohammed Abdul Wahab and Ahmed Suleiman Al-Jarjari: Information and communication technology as an entry point to achieve marketing excellence, an analytical study of the opinions of a sample of officials in a number of governmental and private banks in Nineveh Governorate, a research presented to the eleventh annual conference, business intelligence and knowledge economy, April 23-26, Amman, Jordan, 2012.
 5. Abla, Bizgari and Suhaila, Atrous: "Marketing intelligence, as a tool to achieve competitive advantage. Ziban Mills Establishment. "Al-Qantara – Biskra", Journal of Banking Financial Economics and Business Administration - University of Biskra – Issue / 04 December 2017
 6. Mohsen, Laith. . Shaker and Al-Daami, Alaa Farhan Talib: "The role of management. Total quality in achieving sustainable competitive advantage - research. My survey in the insurance company. Iraqi General", University of Karbala, College of Administration and Economics, Dirasat Journal. Accounting and Finance _ Volume VII _ Issue 21 _ Chapter Only a Quarter _ for the year 2012
 7. Abu Rahma, Ibrahim, Ahmed Muhammad: "The role of intelligence. Marketing in the development of services. "The Palestinian Banking Sector", PhD thesis in Philosophy of Business Administration, Suez Canal University, 2015
 8. Owso, Khairy Ali and Nouri, Avin Selim: "The Role of the System. Marketing intelligence. In enhancing the marketing capabilities of companies. Working communications. in the Kurdistan Region", research drawn from. Master's thesis tagged The role of the marketing intelligence system in enhancing marketing capabilities. An exploratory study of the opinions of a sample of workers in a number of telecommunications companies in the Kurdistan Region 2012 Master's thesis submitted to the Council of Faculty of Law and Administration - University of Duhok.
 9. Al-Taie, Muhammad Abd Hussein. And Mohammed, Al-Ajarma Tsir: "Information Systems .Marketing": Introduction to Information Technology, 1st Edition, Dar Ithra for Publishing and Distribution, Amman, Jordan.2002
 10. Al-Tai, Yusuf Hajim, Sultan and Al-Abadi, Hashem Fawzi Abbas: "Management. Customer Relations", 1st Edition, Al-Warraq Publishing. and Distribution, Amman, Jordan, 2009
 11. Al-Ajarma, Tayseer and Al-Tai, Muhammad Abd. Hussein: "Information System. Marketing", Dar Al-Hamid. Printing and Publishing, Amman, Jordan, 2002.

12. Suhaila, Qurum: "The Role of the Marketing Intelligence System. In the introduction of new products - the study of the Industrial and Technical Tissue Foundation (EATIT), a supplementary note to the testimony: . Academic Master, Marketing, Faculty of Economics, Commercial Sciences and Marketing Sciences, Mohamed Boudiaf University – Messila-2016
13. Saleh, Mayada: "Market intelligence and its role in achieving excellence. "Catalog", Master Thesis, University of Mosul, 2013
14. Abbas, Rudaina and Sumaidi, Mahmoud: "Technology. Marketing - 1st Edition", Dar Al-Manhaj for Publishing and Distribution, Amman, Jordan, 2004.
15. Cobb, P. (2003). "Competitive intelligence through data. mining" . Journal of competitive intelligence and. management , 1 (3), 80-89.
16. Crowley , J. , (2005) , "Marketing Intelligence. Building Blocks" , on Demand Journal , April
17. Gibbert , H. , et.al. , (2003) , "Knowledge-Enabled CRM: integrating CRM and KM" , concepts Journal of KM , Vol.7No.5
18. Murillo, M. ,&Annabi , H. ,(2002) ,"customer Knowledge. Management" , Journal of the operational .Research society , No.1.
19. Source: G.Day and R .wensly," Assessing. Advantage: Framework. diagnosing competitive " , superiority Journal .of Marketing, 1998, Vol52,
20. Wambui.Mugo, Kenneth Wanjau & Eunice M. A. Ayodo, (2012), "An investigation into competitive intelligence practices.and their effect on profitability of firms in the bankingindustry: A case of Equity Bank", International Journal of Business and Public Management.t.
21. Mochtar,Krishna, Ar.diti, David & ASCE, Member, 2001, "Role of Marketing Intel.ligence in Making Pricing Policy in. Construction", Journal of Management engineering, (<http://www.civ.utoronto.pdf>).
22. Schiefer, Carolina, (2013), "Role of competitive intelligence in strategic purchasing decisions and its influence. on suppliers' resource allocation", University of twente.
23. Arce ,Jaqueline .Alejandra Haces,2008," The Use of Market. Intelligence tools to Improve the resultsof diabetes. treatment in the Mexican .public health sector", Anahuac Mexico SUR, Rethenbarg , Germany
24. Aspara , Jakko , (2009) , "Exploration .and Exploitation. Across Three Resource Classes: Customer Intelligence, Brands, and Technologies Helsinki" , School Of Economics. HSE, New York University
25. Madsen, Tage Koed, 1996, "Market orientation. in Food and Agric culture, Kluwer Academic. Publishers", USA. (<http://books.google.com/books>).
26. Hedin H, Hirvensalo I, Vaarnas. M (2014), "The Handbook of Market Intelligence". New York: Wiley.
27. Hill ,T," operation. management strategic Context and management .analysis" ,London Macmillan press Ltd ,London, 2009.

28. Hitt, Michael A. & Ireland, R. Duane & Hoskisson, Robert E.. "Strategic Management Competitiveness and Globalization: Concepts". 9th, ed. South-Western. 2011.
29. Kotler, Philip & Keller, Kevin Lane, 2009, "Marketing management", 13th edition, Pearson Education, Inc., New Jersey, USA
30. Kotler, P. , et al, 2014, "Principles of Marketing. Management", 2ed Pearson Education Limited, U. S. A.
31. Mcleod, R. and Schell, G., (2004)," Management Information Systems", New Jersey: Prentice Hall.
32. White, Colin." Strategic. Management". 1st,ed. Palgrave Macmillan.2004
33. Hill ,T," operation. management strategic Context and management analysis" ,London Macmillan press Ltd ,London, 2009.
34. Qureshi, Muhammad Shahid, Determinants and Outcomes of Marketing Capabilities in New Technology Based Firms in Berlin, Germany: An Empirical Study, Thesis of Doctor, Berlin,2010.