The Impact of Using the competitive Intelligence Cycle on the structure of the Organizational DNA

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Abstract

In today's rapidly evolving financial landscape, the utilization of competitive intelligence (CI) has emerged as a pivotal factor for sustaining a competitive edge. This study investigates the impact of the competitive intelligence cycle on the structure of organizational DNA within banking institutions. Organizational DNA encompasses the core elements that define an organization's unique identity, including its culture, processes, knowledge, and strategic direction. By systematically gathering, analyzing, and applying competitive intelligence, banks can enhance their adaptability, innovation, and strategic decision-making capabilities.

This research delves into how the CI cycle influences the key components of organizational DNA, leading to significant structural changes. It examines the mechanisms through which CI fosters a more agile and responsive organizational culture, promotes knowledge sharing and integration, refines strategic alignment, and drives process optimization. The study employs a mixed-methods approach, combining quantitative analysis of

organizational performance metrics with qualitative insights from industry experts and case studies of leading banks.

Findings indicate that banks employing a robust CI cycle experience heightened organizational agility, improved strategic foresight, and enhanced operational efficiency. Moreover, the integration of CI into the organizational framework is shown to cultivate a culture of continuous learning and innovation, crucial for navigating the complexities of the modern banking sector. The research underscores the necessity for banks to embed competitive intelligence into their core operations, thereby reshaping their organizational DNA to better align with the dynamic market environment.

This study contributes to the broader understanding of how competitive intelligence serves as a transformative tool, driving the evolution of organizational structures and ensuring sustained competitive advantage in the banking industry

A descriptive-analytical research design was adopted with the use of a questionnaire as a data collection instrument. Based on the research needs and the researcher's perspective deductive research involves starting with existing knowledge about a particular phenomenon and using it to formulate research hypotheses. The analysis commenced with the utilization of partial least squares structural equation modeling (PLS-SEM).

Keywords:

Organization structure, competitive intelligence, competitive intelligence cycle, organizational DNA

المستخلص

في المشهد المالي المتطور بسرعة اليوم، أصبح استخدام الذكاء التنافسي (CI) عاملاً محورياً للحفاظ على ميزة تنافسية. تبحث هذه الدراسة في تأثير دورة الذكاء التنافسي على هيكل الحمض النووي التنظيمي داخل المؤسسات المصرفية. يشمل الحمض النووي التنظيمي العناصر الأساسية التي تحدد هوية المنظمة الفريدة، بما في ذلك ثقافتها وعملياتها ومعرفتها واتجاهها الاستراتيجي. من خلال جمع وتحليل وتطبيق الذكاء التنافسي بشكل منهجي، يمكن للبنوك تعزيز قدرتها على التكيف والابتكار وقدرات اتخاذ القرارات الاستراتيجية.

تتعمق هذه الدراسة في كيفية تأثير دورة الذكاء التنافسي على المكونات الرئيسية للحمض النووي التنظيمي، مما يؤدي إلى تغييرات هيكلية كبيرة. تدرس الآليات التي من خلالها يعزز الذكاء التنافسي ثقافة تنظيمية أكثر مرونة واستجابة، ويعزز مشاركة وتكامل المعرفة، ويصقل التوافق الاستراتيجي، ويدفع تحسين العمليات. تعتمد الدراسة على نهج مختلط، يجمع بين التحليل الكمي لمقاييس أداء المنظمة وبين الأفكار النوعية من خبراء الصناعة ودراسات حالة البنوك الرائدة.

تشير النتائج إلى أن البنوك التي تستخدم دورة الذكاء التنافسي القوية تشهد زيادة في المرونة التنظيمية، وتحسين في التوقعات الاستراتيجية، وزيادة في الكفاءة التشغيلية. علاوة على ذلك، يُظهر دمج الذكاء التنافسي في الإطار التنظيمي أنه يزرع ثقافة التعلم المستمر والابتكار، وهو أمر حاسم للتنقل في تعقيدات القطاع المصرفي الحديث. تؤكد الدراسة على ضرورة تضمين البنوك للذكاء التنافسي في عملياتها الأساسية، وبالتالي إعادة تشكيل الحمض النووي التنظيمي الخاص بها ليتماشى بشكل أفضل مع بيئة السوق الديناميكية.

تساهم هذه الدراسة في فهم أوسع لكيفية استخدام الذكاء التنافسي كأداة تحولية، تدفع تطور الهياكل التنظيمية وتضمن ميزة تنافسية مستدامة في صناعة البنوك.

اعتمد التصميم البحثي الوصفي التحليلي مع استخدام استبيان كأداة لجمع البيانات. بناءً على احتياجات البحث ومنظور الباحث، فإن البحث الاستنتاجي يشمل البدء بالمعرفة

الحالية حول ظاهرة معينة واستخدامها لصياغة فرضيات البحث. بدأ التحليل باستخدام نمذجة المعادلات الهيكلية ذات المربعات الصغرى الجزئية.(PLS-SEM)

الكلمات المفتاحيه
الهيكل التنظيمي . استخبارات تنافسية - دورة الاستخبارات التنافسية - الحمض النووي للمؤسسة

Introduction

Understanding a competitor's "Organizational DNA" - its core values, decision-making processes, and strategic direction - offers a significant advantage in today's competitive landscape. This abstract explores the impact of employing the Competitive Intelligence (CI) Cycle on uncovering this vital information. In the dynamic and competitive financial industry, banks and financial institutions must constantly evolve to stay ahead. One key approach to achieving this is through the utilization of Competitive Intelligence (CI). Competitive Intelligence involves the collection, analysis, and application of external business information to inform strategic decision-making.

The CI cycle comprises essential stages such as planning, collection, analysis, dissemination, and feedback, enabling organizations to gain valuable insights into market trends, competitor actions, and potential opportunities and risks. Recognizing the influence of the CI cycle on organizational structure, particularly in the context of organizational DNA, is crucial. Organizational DNA encompasses the fundamental elements that define an organization's identity and operations,

including its culture, processes, knowledge, and strategic vision. These elements collectively shape how an organization functions and adapts to both internal and external changes. Within the framework of organizational DNA, the hierarchical structure plays a vital role, encompassing leadership, decision-making processes, and role distribution. The hierarchical structure within organizational DNA goes beyond the plain chain of command; it dictates information flow, decision-making processes, and organizational agility. A well-defined hierarchy facilitates effective communication, prompt decision-making, and efficient strategy implementation. However, in the rapidly changing banking sector, a rigid hierarchy may hinder responsiveness and innovation. This is where the integration of the CI cycle proves significant. By incorporating the CI cycle into organizational DNA, banks can enhance their hierarchical structures to become more adaptable and responsive. This systematic approach enables banks to leverage external insights effectively, fostering a more dynamic and agile organizational culture that can thrive in the competitive financial landscape.

Problem statement

In the current dynamic business landscape, organizations are under growing pressure to adjust and excel during intense competition. The competitive intelligence cycle offers a valuable strategic avenue for companies to collect, analyze, and apply external information efficiently. Nevertheless, there is limited knowledge regarding how

this methodical approach influences the fundamental aspects of organizational DNA, such as culture, decision-making procedures, and overall framework. Delving into the consequences of integrating the competitive intelligence cycle on these essential organizational dimensions is essential for comprehending its transformative capacity and bolstering strategic decision-making competencies within competitive arenas.

This research will explore how the incorporation of the competitive intelligence cycle reshapes the organizational DNA, pinpointing critical factors that propel adaptation and competitive edge in modern business settings.

How does the implementation of a formalized competitive intelligence cycle impact the hierarchy structure core values, behaviors, and decision-making processes that define an organization's DNA?

Study objectives

This study aims to explore how implementing a formalized competitive intelligence (CI) cycle reshapes the core structure of an organization. It will investigate how the CI process influences both formal structures, like the creation of dedicated CI teams, and informal structures like communication patterns and decision-making. By examining the impact on learning, adaptability, and long-term organizational design, the study seeks to develop recommendations for optimizing the organization's structure to fully leverage the power of competitive intelligence.

This knowledge will be crucial for companies to build an organizational DNA that thrives on continuous learning, adaptation, and strategic decision-making fueled by competitive insights.

- **To Define Organizational DNA**: Establish a clear understanding of what constitutes the organizational DNA, encompassing core elements such as culture, values, strategic orientation, and decision-making frameworks.
- **To Explore the Competitive Intelligence Cycle:** Describe and analyse the components and stages of the competitive intelligence cycle, including information gathering, analysis, dissemination, and utilization within organizational contexts.
  - **To Assess Structural Changes**: Investigate how the implementation of the competitive intelligence cycle influences organizational structures, including formal hierarchies, communication channels, team dynamics, and resource allocation.
  - **To Determine Impact on Strategic Alignment**: Measure the impact of competitive intelligence on the alignment of organizational strategies with external competitive landscapes, identifying adjustments in strategic priorities and resource allocation.

Study importance

In today's dynamic and competitive business landscape, understanding your rivals is no longer a luxury, it's a necessity. This study on the impact of the competitive intelligence (CI) cycle on the structure of the organizational DNA holds significant importance for several reasons:

- **Optimizing Competitive Advantage:** By analyzing how the CI cycle influences an organization's structure, the study can help companies create a structure that best facilitates gathering, analyzing, and acting on competitive insights. This ultimately leads to a more informed and responsive organization, better equipped to gain a sustainable competitive advantage.
- **Fostering Agility and Adaptability:** The study explores how the CI cycle fosters a culture of learning and adaptation. This knowledge is crucial for businesses to stay ahead in a constantly evolving market. By understanding how the CI cycle restructures the organization for agility, companies can build a more resilient DNA that thrives on continuous adaptation to new market challenges.
- **Bridging the Gap Between Strategy and Execution:** A well-integrated CI cycle can influence decision-making processes within an organization. This study sheds light on how the structure is reshaped to facilitate data-driven

decision-making based on competitive intelligence. This ensures strategies are not just formulated, but effectively executed based on a deeper understanding of the competitive landscape.

- **Building a Future-Proof Organization:** The study explores the long-term structural impact of the CI cycle. This knowledge allows companies to proactively adapt their organizational design to maximize the benefits of continuous competitive intelligence gathering. By understanding the necessary structural changes, companies can build a future-proof organizational DNA that thrives on continuous learning and strategic responsiveness.

In essence, this study offers valuable insights for companies seeking to leverage the power of competitive intelligence to reshape their organizational DNA for long-term success. It provides a roadmap for building a structure that facilitates agility, data-driven decision-making, and continuous adaptation, ultimately leading to a sustainable competitive advantage.

Study model

Through the study model in Figure (1), we note that the research in this study based on the following axes

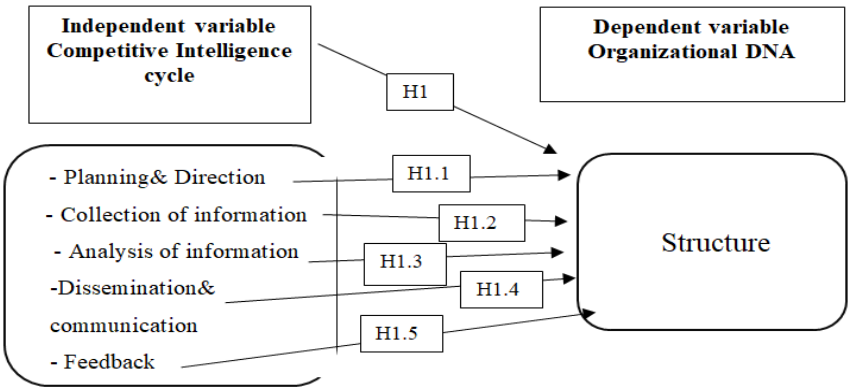

Figure (1): Research Framework Model
Source: Designed by the researcher

Study hypotheses

Based on the above discussion the research hypotheses and sub-hypotheses are as follows:

Main hypothesis:

H1: *There is no impact of the competitive intelligence cycle on the structure of the organizational DNA elements.*

Sub- Hypotheses:

H 1.1: There is no impact of planning & direction *on* structure

H 1.2: There is no impact of collection information *on* structure

H 1.3: There is no impact of information analysis *on* structure

H1.4: There is no impact of dissemination & communication *on* structure

H1.4: There is no impact of feedback on structure

The theoretical framework of the study

Competitive intelligence cycle

Competitive intelligence (CI) plays a crucial role in helping organizations understand their competitive landscape. The competitive intelligence cycle is typically portrayed as an ongoing process, encompassing various essential stages such as planning and direction setting, information collection, analysis, dissemination, and utilization. In essence, the competitive intelligence cycle serves as a methodical framework for acquiring, analyzing, and leveraging information to improve organizational competitiveness and strategic decision-making.

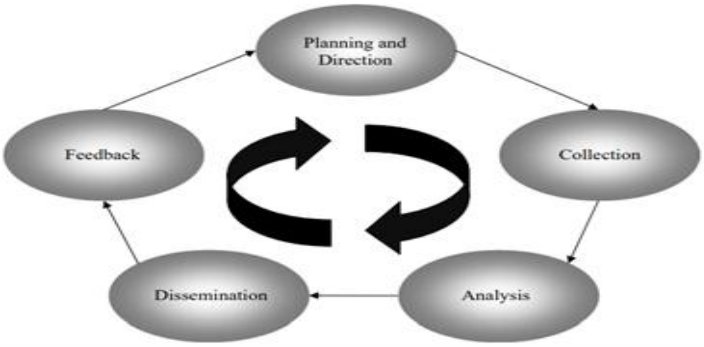

Figure (2): The Competitive Intelligence Cycle

Source: Miller, S.H. (2001), Competitive Intelligence – An Overview, Society of Competitive Intelligence (SCIP)

1- Planning and direction: The initial phase of the intelligence cycle involves strategic planning and direction, where the focus is on identifying key intelligence topics and

determining the path that CI practitioners should follow to conduct their analysis. This stage can be considered as the concluding part of the intelligence cycle, as the delivery of intelligence to decision-makers will subsequently lead to additional intelligence needs.

2- Collection: Following the planning and direction phase is the collection stage, which entails the acquisition of raw data that will serve as the foundation for generating the necessary intelligence. A significant portion of the collected information is sourced from publicly available materials such as periodicals, annual reports, books, internet sources, and newspapers. Ethical and legal considerations are paramount for CI practitioners when gathering information. Additionally, this phase involves the processing of data to facilitate easy transmission and electronic storage, enabling further analysis once the information is in electronic format.

3- Analysis: The intelligence cycle involves various stages, with the analysis phase being particularly challenging due to the need for highly skilled CI practitioners to interpret information, identify patterns, and develop scenarios based on their findings.

4- Dissemination: Following the analysis phase, the dissemination stage serves as the final step in the intelligence cycle. During this stage, the CI practitioner conveys the analysis results to decision-makers, offering

potential courses of action and recommendations supported by logical arguments, if required.

5- The feedback stage is the final and crucial stage of the competitive intelligence (CI) cycle. It's where you assess the impact of your actions based on the insights gained from competitive intelligence and use this information to refine your future CI efforts. Analyze the outcomes of your actions taken based on the competitive intelligence gathered.

The organizational DNA

The concept of Organizational DNA has garnered significant attention from researchers who have sought to utilize it as a metaphor to elucidate the unique characteristics of an organization and to provide insight into its activities. Momeni et al. (2014) and Neilson et al. (2003) have both explored the framework of Organizational DNA, emphasizing its role in addressing various aspects of organizational architecture and relationships. This framework enables management to gain valuable insights into the complexities of an organization, identify its strengths and weaknesses, and focus efforts on acceptable practices while modifying those that are not. Mustafa (2020) further defines Organizational DNA as the distinct characteristics of an organization, shaped by its social and cultural heritage, which encompass its organizational structure, decision-making processes, information flow, and incentive systems. The concept of Organizational DNA pertains to the distinct amalgamation of

structures, procedures, and cultural components that establish an organization's character and influence its actions. It is imperative to comprehend and oversee Organizational DNA to ensure consistency with strategic objectives and cultivate a lasting competitive edge. As highlighted by Galunic and Eisenhardt (2001), Organizational DNA encompasses both official and unofficial facets including organizational framework, decision-making methods, standards, principles, and leadership approaches. These components collectively determine the functioning and adaptability of an organization in the face of external adversities and prospects. A strong organizational DNA that promotes innovation, collaboration, and agility can drive competitive advantage in dynamic markets.

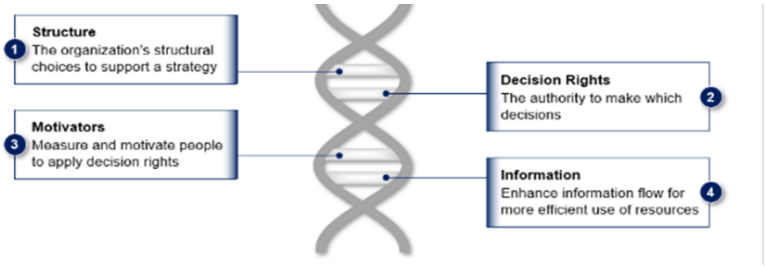

Figure (2): The organizational DNA

Source: Conducted by Joseph Robinson on June 2020 based on Neilson,G,2033

Organizational Structure in the Context of Organizational DNA

The organizational structure plays a vital role in shaping the genetic makeup of an organization. It establishes the official

layout of positions, duties, and communication channels within the organization. This framework impacts the distribution, coordination, and oversight of tasks, ultimately molding the organization's effectiveness, adaptability, and ethos. Here is an elaborate elucidation of the organizational structure in connection to the organizational DNA: Fundamental Components of Organizational Framework

1-Hierarchy Management: Identifies the various levels of management, ranging from senior executives to entry-level staff. It establishes the hierarchy of authority and the extent of supervision at each tier. Reporting Structure that defines reporting lines, establishing clear authority and responsibility among individuals within the organization.

2-Roles and Obligations Job Specifications: Elaborate explanations of roles, delineating specific tasks, duties, and anticipated outcomes. Role Clarity guarantees that each staff member comprehends their responsibilities and how they contribute to the organization's objectives.

3- Divisional Arrangement Functional Segments: Categorizes employees according to functions (e.g., marketing, finance, HR), fostering specialization and efficiency within each function. Product/Service Segments are groups of employees based on product categories or services provided, enabling a focus on particular markets or customer segments. Geographical Segments that organize operations by

geographic regions, allow for customized strategies that address local market conditions.

4- Coordination and Communication Channels: Establishes formal and informal communication routes to facilitate the flow of information and collaboration. Interdisciplinary Teams are constructed teams comprising members from various functions or divisions to collaborate on specific projects or initiatives, enhancing integration and innovation.

5- Decision-Making Procedures Centralized Decision-Making: Centralizes decision-making authority at the upper echelons of the hierarchy, ensuring uniformity and control but potentially impeding responsiveness. Decentralized Decision-Making that distributes decision-making authority to lower levels, enhancing agility and empowering employees but necessitating robust coordination.

6- Standardization Policies and Procedures: Sets forth formal regulations and guidelines governing operations, ensuring consistency and standardization but potentially limiting flexibility. Standard Operating Procedures (SOPs) are detailed instructions for routine tasks and processes, ensuring reliability and uniformity in operations.

Results of Data Analysis and Hypothesis Testing

- **Results of Data Analysis-**

  Multiple response analysis (MRA) is a statistical technique used to analyze data that includes several responses from

each participant, such as in a survey question that allows for multiple responses.

Table 1: MRA for "Planning and Direction" of CIC

		Responses		Percent of Cases
		N	Percent	
The competitive intelligence is applied and executive in the bank by	*CEO*	55	35.7%	68.8%
	Vice president	43	27.9%	53.8%
	Managers	40	26.0%	50.0%
	Consultants	10	6.5%	12.5%
	Other	6	3.9%	7.5%
Total		154	100.0%	192.5%

Table 2: MRA for "Planning and Direction" for CIC

		Responses		Percent of Cases
		N	Percent	
The Competitive intelligence cycle is needed to describe the	*Current situation*	1	1.2%	1.3%
	Future situation	15	18.3%	18.8%
	Both	66	80.5%	82.5%
Total		82	100.0%	102.5%

- **Table 3**: MRA for "Planning and Direction" of CIC

		Responses		Percent of Cases
		N	Percent	
The competitive intelligence is used for the following issues in the bank	*Monitor and analyze the external environment*	46	33.1%	58.2%
	identify economic trends	12	8.6%	15.2%
	Plan for new services	51	36.7%	64.6%
	Benchmark against competitors	30	21.6%	38.0%
Total		139	100.0%	175.9%

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- **Table 4**: MRA for "Planning and Direction" of CIC

		Responses		Percent of Cases
		N	Percent	
The competitive intelligence cycle includes the following features in the bank	*Intelligence needs*	17	11.7%	21.0%
	Plan to keep the information collection	33	22.8%	40.7%
	Plan for information analysis	55	37.9%	67.9%
	Plan to keep the decision-making	40	27.6%	49.4%
Total		145	100.0%	179.0%

- **Table 5:** MRA for "Collection of Information" of CIC

		Responses		Percent of Cases
		N	Percent	
How often is the information collected in the bank	*Monthly*	36	31.9%	46.2%
	Quarterly	45	39.8%	57.7%
	Semiannually	17	15.0%	21.8%
	Annually	15	13.3%	19.2%
Total		113	100.0%	144.9%

- **Table 6:** MRA for "Collection of Information" of CIC

		Responses		Percent of Cases
		N	Percent	
The source of information is	*Internal*	1	1.3%	1.3%
	External	5	6.4%	6.4%
	Both	72	92.3%	92.3%
Total		78	100.0%	100.0%

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- **Table 7**: MRA for "Collection of Information" of CIC

		Responses		Percent of Cases
		N	Percent	
The primary sources of the information in the bank are	*Suppliers*	22	9.4%	28.2%
	Competitors	55	23.6%	70.5%
	Customers	55	23.6%	70.5%
	Employees	38	16.3%	48.7%
	Professional meetings	24	10.3%	30.8%
	Quarterly & annual reports	33	14.2%	42.3%
	Companies specializing in CI	6	2.6%	7.7%
Total		233	100.0%	298.7%

- **Table 8**: MRA for "Collection of Information" of CIC

		Responses		**Percent of Cases**
		N	**Percent**	
The secondary sources of information in the bank are	*Market researches*	48	26.1%	60.0%
	Governmental achieve	45	24.5%	56.3%
	Services periodicals	46	25.0%	57.5%
	Statistical magazines	25	13.6%	31.3%
	Consulting Firms' reports and articles	20	10.9%	25.0%
Total		184	100.0%	230.0%

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- **Table 9**: MRA for "Analysis of Information" of CIC

		Responses		Percent of Cases
		N	Percent	
The bank uses for the information analysis process	*SWOT analysis*	58	37.9%	72.5%
	Value chain analysis	29	19.0%	36.3%
	Benchmarking	53	34.6%	66.3%
	Porter Five-force analysis	13	8.5%	16.3%
Total		153	100.0%	191.3%

Table 10: MRA for "Dissemination and Communication" of CIC

		Responses		Percent of Cases
		N	Percent	
The distributing methods used are in the bank	*Email*	55	24.0%	68.8%
	Intranet	33	14.4%	41.3%
	Newsletters	29	12.7%	36.3%
	Depending on request	40	17.5%	50.0%
	Periodically Reports	39	17.0%	48.8%
	Regular Meetings	25	10.9%	31.3%
	Competitors Files	8	3.5%	10.0%
Total		229	100.0%	286.3%

- **Table 11**: MRA for "Dissemination and Communication" of CIC

		Responses		Percent of Cases
		N	Percent	
The competitive intelligence findings are used in the bank for	*Decision making*	24	16.2%	30.4%
	Strategic planning	63	42.6%	79.7%
	Marketing positioning	37	25.0%	46.8%
	Service development design	24	16.2%	30.4%
Total		148	100.0%	187.3%

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Table 12: MRA for "Feedback" of CIC

		Responses		Percent ofCases
		N	Percent	
The importance of using a competitive intelligence cycle for	*Time and cost-saving*	7	8.6%	9.0%
	Support of the growth of the bank	20	24.7%	25.6%
	Both	54	66.7%	69.2%
Total		81	100.0%	103.8%

Table 13: MRA for "Feedback" of CIC

		Responses		Percent of Cases
		N	Percent	
Problems affected the competitive intelligence cycle	*Poor competitive differentiation*	30	28.0%	38.5%
	Overly reactive to competitive intel	42	39.3%	53.8%
	Missing strategic direction	35	32.7%	44.9%
Total		107	100.0%	137.2%

- **-Table 14**: MRA for "Structure" of Org DNA

		Responses		Percent of Cases
		N	Percent	
The bank's structure has	*About the right number of layers*	44	57.9%	58.7%
	Too many layers and too much complexity	32	42.1%	42.7%
Total		76	100.0%	101.3%

- **-Table 15**: MRA for "Structure" of Org DNA

		Responses		Percent of Cases
		N	Percent	
Influence in the bank depends mostly on	*Title and role*	59	62.8%	78.7%
	Reputation, credibility, and relationships	35	37.2%	46.7%
Total		94	100.0%	125.3%

- **Table 16**: Descriptive Statistic for the Selected Variables

Construct	Mean	SD
Planning and Direction	4.051	0.783
3ollection of Information	4.153	0.900
Analysis of Information	4.012	0.806
Dissemination and Communication	3.845	0.878
Feedback	3.830	0.818
Structure	3.921	0.837
Competitive Intelligence Cycle	**3.978**	**0.747**
Organizational DNA	**3.925**	**0.828**

Hypothesis Test Result

Path coefficients refer to the estimations of the relationships between the model's constructs (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014). Those coefficients range from +1 to -1, where +1 denotes a strong positive association, 0 means a weak or non-existent relationship, and -1 means a significant negative relationship (Garson, 2016). When assessing the PLS path, research should report path coefficients beside the significance level, t-value, and p-value (Hair, Sarstedt, Ringle, & Mena, 2012). The hypothesis testing has been done to understand the signs, magnitude, and statistical significance of the inferred route coefficients between the constructs.

Table 17: Results of Hypothesis testing

H	*Path*	*B*	*t-value*	*P-value*	*95% Bias-Corrected CI*		**Remark**
					LB	*UB*	
H1	***Competitive Intelligence Cycle -> Structure***	**0.819**	**22.363**	**0**	**0.727**	**0.874**	**Supported**
H1.1	*Planning and Direction -> Structure*	0.636	8.507	0	0.441	0.749	Supported
H1.2	*Collection of Information -> Structure*	0.779	14.997	0	0.655	0.86	Supported
H1.3	*Analysis of Information -> Structure*	0.744	13.836	0	0.61	0.83	Supported
H1.4	*Dissemination and Communication -> Structure*	0.742	16.226	0	0.629	0.817	Supported
H1.5	*Feedback -> Structure*	0.767	14.514	0	0.628	0.849	Supported

CI=Confidence Interval; LB=Lower Bound; UB=Upper Bound.

The results indicated that:

The results of hypothesis testing in Table 16 showed that the **Competitive Intelligence Cycle** yielded a significant positive effect on **Organizational DNA** since $(\beta = 0.856, t = 26.296, P < 0.001)$, consequently, the first main hypothesis is confirmed.

The Competitive Intelligence Cycle yielded a significant positive effect on **Structure** since $(\beta = 0.819, t = 22.363, P < 0.001)$, consequently, the fifth main hypothesis is confirmed. Also, the dimensions of the Competitive Intelligence Cycle have a significant positive effect on the **Structure** as for

- *Planning and Direction* $(\beta = 0.636, t = 8.507, P < 0.001)$, Thus **H5a** is confirmed.
- *Collection of Information* $(\beta = 0.779, t = 14.997, P < 0.001)$, Thus **H5b** is confirmed.

- *Analysis of Information* ($\beta = 0.744, t = 13.836, P < 0.001$), Thus **H5c** is confirmed.
- *Dissemination and Communication* ($\beta = 0.742, t = 16.226, P < 0.001$), Thus **H5d** is confirmed.
- *Feedback* ($\beta = 0.767, t = 14.514, P < 0.001$), Thus **H5e** is confirmed.

Study Recommendations

This study investigates the critical link between a formalized competitive intelligence (CI) cycle and its impact on the core structure of an organization's DNA. This study aims to provide a practical framework for organizations to optimize their structure for a successful and sustainable CI program. It can offer valuable insights into building an organizational DNA that thrives on continuous learning, market responsiveness, and strategic decision-making informed by competitive intelligence.

1. **Integrate Competitive Intelligence into Strategic Planning**: Develop frameworks for integrating competitive intelligence systematically into strategic planning processes. This ensures that insights gathered from the competitive intelligence cycle directly inform strategic decisions and organizational priorities.
2. **Promote a Culture of Information Sharing and Learning:** Foster a culture where information sharing and learning from external sources are encouraged and valued. Implement mechanisms such as cross-functional teams, knowledge-

sharing platforms, and regular training programs to enhance awareness and utilization of competitive intelligence across the organization.

3. **Enhance Organizational Agility:** Use insights from the study to identify opportunities for enhancing organizational agility. This includes streamlining decision-making processes, reallocating resources based on competitive insights, and adapting organizational structures to better respond to market changes and competitive threats.
4. **Invest in Technology and Analytical Tools:** Recommend investments in advanced technological tools and analytical capabilities to support the competitive intelligence cycle. This includes implementing AI-powered analytics, data visualization tools, and automation platforms to enhance the speed and accuracy of information gathering and analysis.
5. **Establish Clear Communication Channels:** Establish clear communication channels for disseminating competitive intelligence findings throughout the organization. Ensure that relevant stakeholders receive timely and actionable information to support decision-making at all levels.
6. **Monitor and Evaluate Impact Continuously**: Implement metrics and KPIs to monitor the effectiveness of the competitive intelligence cycle in influencing organizational DNA. Continuously evaluate how competitive intelligence

contributes to strategic outcomes, organizational performance, and competitive advantage.

7. **Benchmark Against Industry Best Practices:** Benchmark the organization's competitive intelligence practices against industry best practices and competitors. Identify opportunities for improvement and innovation based on comparative analysis and insights gathered from the study.
8. **Encourage Continuous Improvement:** Foster a mindset of continuous improvement in leveraging competitive intelligence. Encourage feedback loops, lessons learned sessions, and adaptation of strategies based on evolving competitive landscapes and organizational goals.

These recommendations aim to guide organizations in leveraging the findings from the study to optimize the impact of the competitive intelligence cycle on organizational DNA, fostering competitiveness, adaptability, and strategic alignment.

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Websites:

- Society of Competitive Intelligence Professionals (SCIP) https://www.scip.org/ (This professional organization provides resources and information on the CI cycle)

Books (for further reference):

- Competitive Intelligence: Competing with Knowledge in the Information Age by Patrick Fleury (Classic text on CI, likely has a section on the cycle)

- The Art of Competitive Intelligence: Playing the Spy Game for Business by Richard T. Lynch (Another well-regarded resource that may discuss the CI cycle)
- David, Gary K., and Greg R. Neilson. Organizational DNA to Executive DNA: How to Align Your Leadership with Your Company's Core. John Wiley & Sons, 2019.
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