
Market intelligence: an essay on the competitiveness

Claudio Alberto de Moraes

PhD in Administration from the University of São Paulo (USP), Brazil
camoraes@mackenzie.br

Luciano Augusto Toledo

PhD em Administration from the University of São Paulo (USP), Brazil
luciano.toledo@mackenzie.br

Marcos Garber

Master in Naval and Ocean Engineering from the University of São Paulo (USP), Brazil
mgarber@uol.com.br

ABSTRACT

This paper is a critical analysis of the concepts inherent to the competitive intelligence and its related companies regarding the strategy of being guided in the market. It is intended, above all, to join together a provocative contribution with the aim of generating the theoretical-critical and research spirit of future professionals.

KEY-WORDS: Market orientation; Competitive intelligence; Operationalization.

La Inteligencia de Mercado: un Ensayo Hacia la Competitividad

RESUMEN

Este documento es un análisis crítico acerca de los conceptos inherentes a la inteligencia competitiva y sus empresas vinculadas, con respecto a la estrategia de ser guiados en el mercado. Se pretende, antes de todo, unir una provocativa contribución con la intención de generar el espíritu teórico-crítico y de investigación de los futuros especialistas.

PALABRAS CLAVE: Orientación hacia el Mercado; Inteligencia competitiva, Operacionalización.

1. INTRODUCTION

In the present global and computerized society the understanding of the effective and responsible use of the information management becomes important for managers and other workers who have been operating in the knowledge field (PIERCY; EVANS, 2014). Information plays a vital role in the operations' efficiency, effective management and successful companies or other organizations that need to operate in a globalized business environment. Organizations may not be limited just to the transformations occurred internally, they must also look beyond their physical structure. The information in this new scenario is considered a strategic resource for the decision making processes (Murphy, 2012). In this context, it emerges the concepts and practices of Competitive Intelligence whose process involves mechanisms for identification, gathering, processing, analysis and utilization of the information (Huo et al., 2014).

Thus, inserted in a dynamic and competitive environment, in order to remain competitive, organizations cannot depend exclusively on operational effectiveness. It is imperative to be unique and provide differentiation (ALLEN, 2003) and thus put into practice mechanisms that effectively improve the organizational manufacturing processes and that, regardless of the numerical results, should promote a continuous improvement flow (Afuah, 2010). So, in this technological and cultural revolution overview it stands out the business market oriented processes. Although the introduction of market oriented processes within an organization is an issue of growing concern, it is still not well developed in the literature and is presented as an important and complex management challenge, (Griffiths and Grover, 1998).

The present article was modelled according to the scientific essay structure. Although the scientific essay is a type of text often produced by the scientist, so far, it has not deserved a special attention from scholars. This article seeks to contribute to the study of the scientific essay, examining the discourse universe as from the scientist's assessment situation regarding a particular "knowledge" shared by the scientific community (LAKATOS; MARCONI, 2010; SILVEIRA, 1991; TOLEDO;

SHIRAISHI, 2009). The scientific essay is a discursive situation of the secondary scientific discourse and can be differentiated in the theoretical scientific essay and in the evaluative scientific essay. The evaluative scientific essay, the subject of these considerations, is produced by the comparison of experiences known to the researcher, these experiences being compared, valued, tried and forwarded to the scientific community in order that this community changes its mind and accept the researchers viewpoint; this essay is formal and characterized by its writers personality (BARAGLIO, 2008; COLLIS; HUSSEY, 2010; GALA; REGO, 2003; SILVEIRA, 1991). Thus, the scientific essay is a well-developed, formal, discursive and conclusive study, consisting of a logical and thoughtful exposure and a stringent argumentation with high level of interpretation and judgment of the author, in the essay; it is worth noting that this author has greater freedom to advocate certain position, because s/he does not need to base his/her methods in the harsh and objective apparatus of the empirical and bibliographical documentation, as it is done in other types of scientific works (MOREIRA, 2002; SANTO, 1992; SILVEIRA, 1991). The present essay proposes the formal, discursive and conclusive analysis of a logical and thoughtful discussion of the aspects inherent to the concepts which mark the operationalization and implementation of market oriented business.

2. THEORETICAL FRAMEWORK

According to Lambin (2000), marketing is the social process guided to meet the needs and desires of individuals and organizations, through the creation of volunteer and competitive exchanges of products and revenue-generating services. Based on the study of Narver and Sater (1990), Lambin (2000) summarizes the key factors that characterize a market oriented business as: customer focus, orientation toward the competitor and interfunctional coordination. Moreover, according to this author other major factor is the monitoring of technological, social and political environments, in such a way that it makes possible to identify in time the opportunities and threats for the company.

Narver and Slater (1990) postulate that market orientation is the organizational culture that most effectively and efficiently generate the necessary behaviours for the creation of superior value for buyers and thus, achieving superior performance in the business. To create continuous superior value for customers, a business must be customer-oriented, competitors oriented and must count on an interfunctional coordination. Narver and Slater (1990) summarize the three behavioural components as: customer oriented and competitor oriented including all activities involving the obtaining of information about customers and competitors of the consumer market and its dissemination in the company. The third behavioural component, the interfunctional coordination, is based on information from customers and competitors and comprises the business coordinated efforts, typically involving more departments besides the Marketing Department in order to create superior value for consumers. In summary the three behavioural components of market orientation, comprise the activities of obtaining market information, its dissemination and value coordinated creation for customers.

According to Kohli and Jaworski (1990), it seems reasonable to infer from the literature that market-oriented organization is the one where the marketing concept foundations are: Focus on the customer: the managers interviewed in the work of these authors were consistent with the fact that the focus on the customer is the central element of the market orientation: Coordinated marketing: the Marketing Department is not the only one to be responsible for the market orientation; Profitability: the vision of the respondents in the study was that profitability is a consequence of the market orientation, more than a part of it.

Thereby, the meaning of the market orientation structure is essentially a more accurate and operational vision of the marketing concept two pillars: focus on the customer and coordination. The results suggest that market orientation connects: One or more departments committed to perform activities aimed to the development and the understanding of current and future customer needs as well as the factors that affect them; Sharing that understanding with other departments; Several departments committed to activities previously projected in order to meet customers

selected needs. In other words, the market orientation refers to the generation, dissemination and responsiveness of marketing intelligence throughout the organization.

On the other hand, Churchill and Peter (2003), presents a fairly small content and focused exclusively on customers, for the marketing orientation. According to these authors, marketing orientation is a business philosophy which focuses on understanding the customers' needs and desires and manufacture products and services to satisfy them. So as to present an alternative to their proposal, so limited in marketing orientation, the authors of this paper present the proposal for value-oriented marketing. It is a proposal that can be defined as "a business philosophy which focuses on developing and delivering superior value to customers as a way of achieving the organization's objectives" (Churchill and Peter, 2003, p.10). This proposal is based on six principles: the customer (focus on marketing activities that create and offer value to the customer); the competitor (offer superior value to customers in relation to the competition options); proactive (change the environment in order to improve the chances of success); interfunctional (use interfunctional teams when they enhance the efficiency and effectiveness of marketing activities); continuous improvement (continually improve the planning, implementation and control of the marketing) and, the stakeholder (consider the impact of marketing activities on other target groups interested in the organization).

The definition of market oriented, proposed by Kohli and Jaworski (1990), results in that the market oriented is the whole organization oriented to the generation of competitive intelligence with regard to both, current and future customer needs. To Kotler (2000), the market oriented (also called market orientation), is supported on four pillars: the target market, the customer needs, integrated marketing and profitability. This orientation begins with a perspective from outside towards inside the company and has a start with a well-defined market, focuses the customer needs, coordinates all the activities that affect the process and generates profits to satisfy them.

According to Lambin (2000), the main problem that a market-oriented company faces is related to its ability to systematically follow the

evolution of the needs and expectations of the public concerned (stakeholders) who participate in the market concerned, so as to anticipate to this evolution and adapt itself in real time. Responding to this information need, many companies developed the concept of Marketing Information System (MIS). (BARBOSA et al., 2008; TOLEDO; TOLEDO, 2007; TOLEDO; ZILBER, 2012). Also according to the same author, the MIS is a management tool that gathers, generates and disseminates information concerning the markets at all levels of the organization and aims to facilitate the decision making. To Mattar and Santos (2003), the most complete and consecrated definition of MIS is: a structured and interactive complex of people, machines and procedures designed to create an orderly and continuous data flow, gathered from internal and external sources, for use as a basis for decisions making in areas of specific responsibility of marketing (MATTAR and SANTOS, 2003. P.119); Kotler (2006) defines the MIS as: consisting of individuals, teams and procedures dedicated to gather, sort, analyse, evaluate and distribute the necessary information accurately and timely for those who make marketing decisions. According to Chiusoli (2005) there are many models proposals by different authors for the MIS. Even though for each proposed model there are peculiar characteristics of subsystems and with different interpretations, there is a convergence regarding the main subsystems: Marketing Research System; Marketing Intelligence System; Internal Accounting System and Analytical System. (BARBOSA et al., 2008; TOLEDO; TOLEDO, 2007; TOLEDO; ZILBER, 2012).

Other authors, Grisi, Loures, Sasaki, Almeida and Lex (2001) proposed a model of Operational MIS, which is subdivided into three subsystems: Market Subsystem (MSS) Product Subsystem (PSS) and Competition Subsystem (CSS). To Combs and Moorhead (1992), the Competitive Intelligence (CI) can be defined in some ways: The gathering, selection, interpretation and distribution of available published information which have strategic importance; It is the activity of monitoring the company external environment with respect to the information that are relevant to its decision making process.

According to Chiusoli (2005), in a broad sense, marketing intelligence and competitive intelligence can be considered as synonyms. According to the Brazilian Association of Technological Researches Institutions (ABIPTI, 2016), the Competitive Intelligence in Brazil is also considered as Business Intelligence, Marketing Intelligence and Knowledge Strategic Management. For North Americans, the most commonly used terms are: Technology Watch; Competitive Intelligence System; Business Intelligence and Competitor Intelligence, while the French use Veille Technologique, Intelligence Economique and Intelligence Concurrencielle.

Contrasting with the ABIPTI (2012) position, there are many authors who differ the Competitive Intelligence from the Marketing Intelligence (CAMPOMAR, 1984) and others who refer to this activity as Environmental Monitoring and Competitive Information (MATTAR; SANTOS, 2003). Other authors subdivide the Competitive Intelligence (CI) in environmental trends, competition analysis and market dynamics. While many authors reduce the focus of the Competitive Intelligence System (CIS) to the competitors, for Porter (1996) the objective is to understand the response pattern of each competitor, also considering the potential competitors (suppliers, customers, substitute products and new entrants). In other words it is the analysis of the micro marketing environment or sector (industry) (SAHELI; GRISI, 2001). This view is strengthened by Gordon definition (2004): CI is the process for obtaining and analysing information publicly available that can contribute to the achievement of a company competitive objectives through the facilitation of other processes with organizational learning and improvement, creation of differentiation and management of competitors (GORDON, 2004).

The same author complements that the CI is far more than simply getting information on competitors. As the main objective is to increase the company's competitiveness, the CI should therefore include information on customers, distribution channels and middlemen, other direct beneficiaries of the company and other companies which are not opponents and has potential to help defeat competitors. From these latest insights, the Competitive Intelligence System (CIS), for purposes of this article, consists of the competition analysis in a comprehensive manner, as suggested by

Porter (1996). In other words, it represents the analysis of competitors, of the environment and of the market dynamics (BRITO et al., 2009).

To Kahaner (1996), competitive intelligence is a systematic institutional program to obtain and analyse information on the competitors' activities and the trends of the specific sector, as well as of the overall market, in order to enable the organization to achieve its objectives and targets. For Miller (2002) it is the process of gathering, analysing and disseminating the relevant, specific intelligence, at the appropriate time, concerning the implications to the business environment, to the competitors and the organization. Gomes and Braga on the other hand, conceptualize the CI as: the result of analysis of data and information gathered from the company competitive environment that will underpin the decision-making process, because it generates recommendations that consider future events and not only reports to justify past decisions (GOMES; BRAGA, 2001).

Based on his extensive research Castilho (2004) offers the following definition for CI: "a systematic and ethical process of monitoring the competitive environment, through the gathering, analysis and dissemination of intelligent information which may affect the plans, decisions and activities of a business or organization" (CASTILHO, 2004, p.45-46).

2.1. THEORETICAL RELATIONSHIP

The broad analysis of the definitions of competitive intelligence and market orientation focused on the core themes that make up the concepts, indicate that there is a theoretical relationship among the constructs (CASTILHO, 2004). Based on the main definitions of market orientation, it is concluded that the themes: customer orientation; competitor orientation; environmental monitoring and interfunctional coordination are present. And it implies in the generation or acquisition and dissemination of the Competitive Intelligence and of the responsivity of the company.

About this statement it can be considered, from the theoretical point of view, that the competitive intelligence represents a necessary condition

(but not sufficient) as a formal process of gathering and processing of information, subsidizing the decision-making process and the philosophy of market orientation. Castilho's study (2004) confirmed the conceptual proximity among the constructs, also through field research.

The evaluation of a company market orientation degree has been carried out from the so called MARKOR scale. MARKOR scale was proposed by Kohli, Jaworski and Kumar (1993) and is divided into three main parts (Generation of Competitive Intelligence, Propagation of the CI and Responsivity of the Company), totalling twenty items and translated into the Portuguese language through the technique of reverse translation by Sampaio and Perin (2001). For the measurement it is used a Likert scale of concordance with 5 points: Totally Disagree; Disagree; Neither Agree nor Disagree; Agrees; Totally Agree.

For operationalizing the CI construct Castilho (2004) successfully conducted its own model, for measuring the evolution degree of CI practices at the companies. This author has taken as a basis the Tyson's evolution phases of competitive intelligence and developed a structured questionnaire. His proposal presents 19 statements, divided into three dimensions: Resources Assessment that the company uses in the activity, Strategic Planning and Intelligence Activities. Other investigated authors, such as Herring, Herring & Associates (1999), although they have focused on the study of measuring the Competitive Intelligence effectiveness, they offer clues and interesting alternatives for this construct operationalization.

As the system of Competitive Intelligence precedes any attempt of deployment and pursuit of market orientation, the subject is worth to be previously addressed and treated. According to Saheli and Grisi (2001, p.5), it frequently occurs the use of some arguments against the implementation of a Competitive Intelligence System (CIS), like: Nothing is happening that I do not know; Competitive Intelligence is a cost center, not a profit center; It is very expensive to implement such a program; Competitive Intelligence is espionage and unethical.

On the other hand, based on the literature, these same authors argue about the reasons for the failure of a CIS: the lack of involvement of the company all stakeholders, and, especially the senior management; lack

of focus; over-emphasis on the gathering of information and lack of ethical guidance. Gomes and Braga (2006) also discuss, based on their experience, the key aspects for the CI implementation in Brazil. The authors recommend that it is not enough just to design the process. It is necessary to prepare the company previously, so as to achieve a suitable internal environment for the process insertion. The suitability of the environment is related to the cultural changes on the strategic management and the ways of sharing the information. These same authors suggest that the CI can be metaphorically viewed as a new product, thus requiring a communication plan, a visual identity and a brand. So that the CI products are in fact consumed it is previously necessary to get the customer attention and confidence. At the moment the customer understands what CI is and how it can help him, everything becomes easier.

Gomes and Braga (2006) also highlight other serious problem regarding the difficulty the companies face to deal with their information: how to do it? This also impacts on the difficulty of measuring the return on investment in CI. As the CI impacts are indirect, once the products generated are just parts of the decision-making process, it is difficult to quantify their results in the core activity. The only certainty is that the corporation with CI will be able to improve the quality and accuracy of its information, reducing the risks associated with decision making. Another fundamental aspect is about ethics. The ethical behaviour of CI professionals is seen as crucial in the process acceptance granting it credibility and legitimacy.

For the authors Griffiths and Grover (1998) it is based on the Narver and Slater concept (1990) that the market orientation as an organizational culture encourages behaviours necessary for the creation of superior value for customers, providing, thereby, competitive advantage. The major barrier to its implementation is represented by the necessary changes in organizational culture. Griffiths and Grover (1998) separate the market orientation in two dimensions: organizational culture and behaviour, which are directly related to each other and each of them influences the other. In addition, the authors determine that the market orientation requires that

the organization is simultaneously oriented towards outside and towards inside, representing confrontational modes of operation.

The market orientation culture is a function of the degree to which the organizational culture is tuned in and is influenced by the customer needs and environmental changes. This external orientation facilitates the obtaining of information on the part of the company, a component of market orientation. On the other hand, the company has to be focused internally in order to maintain its culture consistency and cohesion. These authors conclude, stating that an organization market orientation is the combined effect of changes in both dimensions: behavioural and cultural.

3. FINAL THOUGHTS

In times of high competition among companies, it stands out the information value so that the executives are able to make decisions in time, aiming at a reaction against the environment adversities. The use of a competitive intelligence system can allow the organization to conquer advantages by using information wisely whenever it needs to make a decision (HERNANDEZ PALMA; MUÑOZ ROJAS; JIMENEZ CORONADO, 2015). Concomitantly to the use of the intelligence system, the information architecture organization and its management through the information technology may also be considered as an important component for efficient use of the competitive intelligence system (MILENA; PALACIOS, 2013)

Faced with the current scenario of uncertainties, dynamic variables and constant changes, it is required continuous learning and updating in order to manage the business enterprise in strategic and tactical level, therefore, in this context, to pursue specialization in competitive and market intelligence will provide a competitive advantage at professional level and at the same time it will make it possible to contribute for the organizational results (MURPHY, 2012). It allows developing skills that will, in due course, act upon management methods to anticipate future directions and trends, rather than merely react to the current market challenges since, with relevant theoretical knowledge about competitive

intelligence, it is possible to add better results and seek the organizational growth (DAVID; WILEY; SONS, 2013).

The market system is challenging since it makes possible diffuse interpretations and involves the competencies' management in the technological, management and marketing areas. Its understanding and its practice take time, dedication and investment, plus truly significant innovations. Being significant means to contribute for the organization growth and, at the same time, present value to customers as well making sure that these innovations are able to prove that value. From the analysis of literature, concepts and positions presented by various authors, it can be concluded that cultural and behavioural changes represent decisive factors in the efficient and effective implementation and maintenance of both, the Competitive Intelligence System as well as the Market Orientation in the Company.

Notwithstanding, it is worth making a few additional remarks. It is noticed a need for commitment of the hierarchical business employees who wish to lead their business tilted toward the market. As the use of competitive intelligence leads naturally to the adoption of information technology, it is important to understand the company's information technology area setting. Its understanding demands time, dedication, investment and brings to the surface factors such as the company employees' lack of involvement and mainly the senior management lack of involvement. The absence of targeting, as well as, the excessive emphasis on obtaining information and lack of ethical guidance, are factors that must be examined at the process of adopting any management model of information technology which will support the CI. On the other hand the key aspects for the information technology implementation are not exclusive to only the art of designing the process. It is necessary previously to tool up the company so that it can get a suitable internal environment for the process insertion. The environment adequacy refers to the cultural changes as much as to the strategic management and information distribution and thus to the CI.

This essay was not intended to analyse all thought currents regarding the discussion of market oriented and competitive intelligence. The intention

was to create a discussion about the relationship of specific concepts. It is desired that the insights generated during this study may contribute to develop future studies in this area. Finally, the text brought a direct reflection on the relationship between marketing system and cloud computing. The observed considerations were made from the interpretation around consulted evidence sources, being therefore guided by the researcher perception. These in turn are occasionally liable to biases in some collocations, as it is a research of qualitative nature. It is, first of all, a theoretical and provocative contribution with the intention to generate the critical and investigative spirit of future experts. To better contribute to the advancement of this issue in the field of administration, it is suggested the use of single case or multiple cases study in order to validate future hypotheses that this essay can have incited in the reader.

REFERENCIAS

- ABIPTI, Associação Brasileira das Instituições de Pesquisa Tecnológica. **Inteligência Competitiva.** Disponível em: <http://www.abipti.org.br/guia.htm>. Acesso em 16 set.2015.
- AFUAH, A. **firm: are firms better off being vertically integrated in the face of a technological change?** Academy of Management Journal, New York v2, n5, p. 1-3, 2010.
- ALLEN, D. **Vertical trust/mistrust during information strategy formation.** International Journal of Information Management, New York v. 23, p. 223-237, 2003.
- BARAGLIO, G. F. **Metodologia Científica.** Clube de Autores, 2008.
- BARBOSA, C. A.; TOLEDO, L. A.; ZILBER, M. A. **Uso da web por empresas de ti participantes de alianças e as vantagens competitivas: um estudo à luz das técnicas fatoriais e descritivas de análise de dados.** Revista de Administração e Inovação, v. 5, n. 4, p. 55-73, 2008.
- BRITO, C. P.; TOLEDO, G. L.; TOLEDO, LUCIANO AUGUSTO. **Considerações sobre o conceito de marketing - teoria e prática gerencial.** Revista organização & sociedade, v. 50, n. jul-set, p. 519-543, 2009.
- CASTILHO, Jorge Bitencourt. **Análise do Grau de Práticas de Inteligência Competitiva e sua Relação com a Orientação para o Mercado.** 2004.171 f. Dissertação. (Mestrado em Administração de Empresas) – Programa de Pós-Graduação em Administração, Universidade Presbiteriana Mackenzie, São Paulo.
- CHIUSOLI, Cláudio Luiz. **Um Estudo Exploratório sobre Tipologias e Sistema de Informação de Marketing.** 2005. 256 f. Tese (Doutorado em Administração de Empresas) – Programa de Pós-Graduação em Administração, Universidade de São Paulo, São Paulo.
- CHURCHILL JR., Gilbert A.; PETER, J. Paul. **Marketing: Criando valor para os clientes.** São Paulo: Saraiva, 2003.
- COLLIS, J.; HUSSEY, R. **Business research: a practical guide for undergraduate and postgraduate students.** UK: Palgrave Macmillan, 2010.
- COMBS, Richard E.; MOORHEAD, John D. **The competitive Intelligence Handbook.** Metuchen: Scarecrow Press, 1992.
- DAVID, A.; WILEY, J.; SONS. **Competitive Intelligence and Decision Problems.** John Wiley & Sons, 2013.

- GALA, P.; REGO, J. M. **A história do pensamento econômico como teoria e retórica: ensaios sobre metodologia em economia.** [s.l: s.n.].
- GOMES, Elisabeth. BRAGA, Fabiane. **Inteligência Competitiva: Como transformar informação em um negócio lucrativo.** Rio de Janeiro: Campus, 2002.
- GOMES, Elisabeth. BRAGA, Fabiane. **Inteligência Corporativa no Brasil: Uma Realidade Corporativa.** Puzzle. Ano 6, n. 23, p. 5-10, 2006.
- GORDON, Ian H. **De olho na Concorrência: Como vencer a Batalha por Mercado e Clientes.** São Paulo: Futura, 2004.
- GRIFFITHS, Janice S.; GROVER, Rajiv. **Implementing Market Orientation. American Marketing Association.** Conference Proceedings, 9.p.72, Summer, 1998.
- GRISI, Celso Claudio de Hildebrand; LOURES, Carlos Augusto; SASAKI, Carlos Kenji; ALMEIDA, Luís Otávio A.; LEX, Sergio. Sistema de Informações de Mercado. In: SEMEAD, **Seminários em Administração** – FEA – USP, 5, 2001, São Paulo. Anais... 2001.
- HERNÁNDEZ PALMA, H. G.; MUÑOZ ROJAS, D.; JIMÉNEZ CORONADO, A. **Gestión de la información empresarial en las organizaciones inteligentes.** Universidad Autónoma del Caribe, 2015.
- HERRING, Jan P.; HERRING & Associates. **Measuring Effectiveness of Competitive Intelligence.** Alexandria: SCIP, 1999.
- HUO, B. et al. The impact of supply chain integration on firm performance: The moderating role of competitive strategy. **Supply Chain Management: An International Journal**, v. 19, n. 4, p. 1, 2014.
- JAWORSKI, Bernard J.; KOHLI, Ajay K. Market Orientation: Antecedents and Consequences. **Journal of Marketing**, v.57, p. 53-70, July, 1993.
- KAHANER, L. **Competitive Intelligence: how to gather, analyse and use information to move your business to the top.** New York: Simon & Schuter, 1996.
- KOHLI, Ajay K.; JAWORSKI, Bernard J. Market Orientation: The Construct, Research Propositions, and Managerial Implications. **Journal of Marketing**. v.54, p.1-18, April, 1990.
- KOHLI, Ajay K.; JAWORSKI, Bernard J.; KUMAR, Ajith. MARKOR: A Measure of Market Orientation. **Journal of Marketing Research**. v. XXX, p. 467-477, November, 1993.
- KOTLER, Philip. **Administração de Marketing: a edição do novo milênio.** São Paulo: Prentice Hall, 2000.

- KOTLER, Philip; KELLER, Kevin Lane. **Administração de Marketing**. São Paulo: Pearson Prentice Hall, 2006.
- KUMAR, K.; SUBRAMANIAN, R.; STRANDHOLM, K. Market Orientation and Performance: Does Organizational Strategy Matter? **Journal of Applied Business Research**. v.18, number 1, p. 27-50, winter, 2002.
- LAKATOS, E. M.; MARCONI, M. D. E. A. M. **Fundamentos de metodologia científica**. Atlas, 2010.
- LAMBIN, Jean-Jacques. **Marketing Estratégico**. Lisboa: McGraw-Hill, 2000.
- MATTAR, Fauze Najib; SANTOS, Dilson Gabriel. **Gerência de Produtos: Como tornar seu produto um sucesso**. São Paulo: Atlas, 2003.
- MILENA, C. G. A.; PALACIOS, A. L. G. **La inteligencia de mercado: una estrategia hacia la competitividad** *Revista Ensayos, Revista de los estudiantes de Administración de Empresas*, 13 Nov. 2013.
- MILLER, Jerry P. **O Milênio da Inteligência Competitiva**. Porto Alegre: Bookman, 2002.
- MINCIOTTI, Sílvio Augusto. **O Sistema de Informações de Marketing como Suporte para a Adoção do Marketing Estratégico: O desenvolvimento de um modelo**. 1993. 188 f. Tese (Doutorado em Administração de Empresas) – Programa de Pós-Graduação em Administração de Empresas - FEA-USP, Universidade de São Paulo, São Paulo.
- MOREIRA, D. A. **Método Fenomenológico na Pesquisa**. Thomson Pioneira, 2002.
- MURPHY, M. C. **Competitive Intelligence: Gathering, Analysing and Putting it to Work**. Gower Publishing, Ltd., 2012.
- NARVER, John C.; SLATER, Stanley F. The Effect of a Market Orientation on Business Profitability. **Journal of Marketing**, 1990.
- PIERCY, N.; EVANS, M. **Managing Marketing Information (RLE Marketing)**.
- PORTER, Michael E. **Estratégia Competitiva**. 7. ed. Rio de Janeiro: Campus, 1996.
- SAHELI, Sumaia, GRISI, Celso Claudio de Hildebrand. **Espionagem e Ética no Sistema de Inteligência Competitiva**. In: SEMEAD, Seminários em Administração – FEA – USP, 5, 2001, São Paulo. *Anais...* 2001.
- SANTO, A. DO E. **Delineamentos de metodologia científica**. Edições Loyola, 1992.

SILVEIRA, R. C. P. DA. **Uma contribuição para o estudo do ensaio científico avaliativo.** *Letras*, 1991.

TOLEDO, L. A.; SHIRAISHI, G. F. Estudo de caso em pesquisas exploratórias qualitativas: um ensaio para a proposta de protocolo do estudo de caso. **Revista da FAE Curitiba**, p. 103-119, 2009.

TOLEDO, L. A; TOLEDO, L. A. **Sistema de Inteligência Competitiva: um Estudo de Caso no Setor de Telecomunicação.** REVISTA DA FAE, v. 10, n. 1, p. 1-18, 2007.

TOLEDO, L. A; ZILBER, M. A. **An analysis of the fallacy of taking apart technology and innovation.** RAI Revista de Administração e Inovação, v. 9, n. 1, p. 211-230, 2012.