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<h2 style="text-align: center;">Competitive Intelligence as a Strategic Organizational Capability: Conceptual Approaches, Analytical Dimensions, and Organizational Mechanisms for Enhancing Strategic Decision-Making and Sustainable Competitive Advantage</h2>	
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<b>Keywords</b>	Competitive intelligence; Strategic decision-making; Organizational performance; Competitive advantage; Environmental analysis; Business intelligence; Strategic management
<p><b>Abstract</b></p> <p>In an increasingly complex and highly competitive global business environment, organizations are confronted with rapid technological change, market volatility, and intensified competitive pressures that challenge their capacity to sustain performance and ensure long-term survival. Within this context, competitive intelligence has emerged as a critical strategic capability that enables organizations to systematically collect, analyze, and transform information into actionable knowledge that supports informed decision-making and strategic positioning. This study explores the conceptual foundations and organizational mechanisms of competitive intelligence, emphasizing its role in enhancing organizational performance and achieving sustainable competitive advantage. It examines the multidimensional nature of competitive intelligence, including competitor intelligence, technological intelligence, customer intelligence, and marketing intelligence, highlighting how each dimension contributes to anticipating environmental changes, identifying opportunities, and mitigating threats. The research further analyzes competitive intelligence as a structured organizational process encompassing planning, information collection, analysis, dissemination, and evaluation. By adopting an analytical and integrative approach, the study demonstrates that the effectiveness of competitive intelligence depends not only on access to information but also on the establishment of coherent organizational mechanisms, ethical standards, and a supportive decision-making culture. Competitive intelligence is therefore presented as an institutionalized and ethical practice that strengthens strategic foresight, enhances organizational learning, and supports proactive rather than reactive strategic behavior. The study concludes that organizations that successfully integrate competitive intelligence into their strategic management processes are better equipped to</p>	

respond to environmental uncertainty, improve strategic choices, and maintain long-term competitiveness. Consequently, competitive intelligence should be regarded as a core organizational function and a vital component of modern strategic management.

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## Introduction

In today's fast-paced business environment, characterized by continuous technological advancements and intensified competition, organizations face increasing pressure to achieve excellence and outperform their rivals in order to remain among the leading enterprises. Achieving this requires a comprehensive study of the internal environment to identify and strengthen strengths, address weaknesses, and simultaneously analyze the external environment—including competitors, customers, and the market—to recognize available opportunities and avoid potential risks and threats.

Competitive intelligence emerges as a key strategic tool to accomplish these objectives, enabling the transformation of available information into actionable knowledge that supports sound strategic decision-making. It allows organizations to leverage past experiences and events to anticipate future changes and provides timely, comprehensive insights into both internal and external environments. This, in turn, empowers decision-makers to formulate effective strategic plans and achieve organizational goals efficiently.

## Section 1: Conceptual Framework of Competitive Intelligence

❖ **The Concept of Intelligence:** Intelligence is defined as the ability for abstract thinking, sound judgment, and creative thinking (Aiwaaj, 2016, p. 266). It represents a combination of cognitive activities that are centered around specific and well-defined mental functions, which grants intelligence clarity, distinctiveness, and strength (Jasim, 2021, p. 156). Accordingly, intelligence can be understood as an individual's capacity to employ reasoning, establish logical connections between events, and think rationally in order to make appropriate and well-informed decisions.

❖ **The Concept of Competition:** Competition refers to the desire to attain a particular objective and the continuous effort directed toward it. In an organizational context, competition can be understood as an organization's aspiration to outperform other organizations by achieving a competitive advantage and by developing strategic options that enable survival and long-term continuity (Ma'an & Wazirat Yahya, 2015, p. 47). Accordingly, competition represents a persistent pursuit of excellence and the exploration of means to achieve higher profitability and sustained competitive advantages, thereby supporting organizational success.

❖ **The Concept of Competitive Intelligence:** Competitive intelligence is considered an ethical process used by organizations to obtain actionable information about the competitive environment in order to support the decision-making process (Soukaina, Abdelati, & Malika, 2019, p. 351). It represents the process through which organizations collect and analyze information related to their internal and external environments, including competitors and the competitive landscape, with the aim of improving performance (Craig & David, 2003, p. 20). Furthermore, Sophie, Jamie, and Sheila (2022, p. 120) define competitive intelligence (CI) as an advanced business process that fundamentally integrates the analysis of both the external and internal business environment—particularly competitors—into decision-making in order to enhance business performance. Competitive intelligence is a fully legal activity that relies on publicly available information and involves processes of analysis, transformation, and intelligence acquisition. The effective implementation of competitive intelligence practices is therefore regarded as a core advantage and a foundational element for achieving, developing, and protecting an organization's intellectual capital. Accordingly, researchers define competitive intelligence as an ethical and integrated system that enables the collection and analysis of information about the competitive environment, as well as the formulation and implementation of appropriate decisions aimed at achieving organizational success and sustaining competitive advantages.

## Section 2: Competitive Intelligence as an Organizational Process

❖ **Importance of Competitive Intelligence:** Competitive intelligence is considered an integrated approach for analyzing an organization's environment. Its importance is reflected in several key aspects (Fadila, 2016, p. 224; Farhat & Issa, 2017, p. 198; Majed, Leila, & Ihsan, 2019, p. 181), including:

- ✓ Providing top management with relevant information to support strategic decision-making;
- ✓ Formulating strategic plans that are aligned with current competitive conditions;
- ✓ Identifying competitors' strengths and weaknesses, capitalizing on opportunities, and avoiding potential threats;
- ✓ Enabling organizations to achieve competitive advantages and make appropriate decisions;
- ✓ Enhancing organizational readiness to anticipate competitors' reactions;
- ✓ Contributing to increased organizational awareness.

❖ **Objectives of Competitive Intelligence:** Competitive intelligence aims to achieve a set of objectives that enable organizations to attain success and excellence. The main objectives of competitive intelligence can be summarized as follows (Artur, 2020, p. 2; Ahmed Abdullah, p. 136; Ikoro & Chima, 2020, p. 170):

- ✓ Enabling the identification of opportunities and the detection of threats, thereby recognizing the risks facing the organization;
- ✓ Ensuring the accuracy and reliability of the collected information;
- ✓ Facilitating the ethical acquisition of information and data, as well as enhancing knowledge about competing organizations;
- ✓ Aiming to create added value and support business development;
- ✓ Transforming information into actionable intelligence and providing solutions to organizational problems;
- ✓ Allowing the optimal utilization of resources, increasing organizational profitability, and reducing costs.

❖ **Sources of Competitive Intelligence Information:** Competitive intelligence relies on information and data obtained from various legal sources. These sources are generally classified into **primary sources** and **secondary sources**. Primary sources are often difficult to obtain, as they involve conducting interviews, making calls with experts and customers, and similar activities. In contrast, secondary sources are mostly publicly available and easier to access through different channels; however, they require considerable effort and analytical skill to identify and exploit effectively. These sources include ministerial publications, archives, published papers, databases, and other relevant materials (Tantri, pp. 5-6; Miroslava, 2005, pp. 4-6). In recent years, organizations have increasingly relied on the Internet as a major source of information, given the shared and accessible nature of online data across institutions

**Stages of the Competitive Intelligence Process:** For an organization to utilize competitive intelligence effectively, it must follow six distinct stages, which can be summarized as follows:

**1. Planning and Direction:** This is the first and critical stage for the success of any competitive program. Planning arises from the need to develop the organization, solve a particular problem, or achieve specific objectives. It enables competitive intelligence specialists to understand their assigned tasks. A clear understanding allows decision-makers to identify the necessary information without relying on overly sophisticated methods (Hadir, 2021, p. 130; Ligita, Rita, & Vaidas, 2013, p. 11).

**2. Collection and Research:** The second stage determines how data and information are obtained. The key in this stage is to collect information using transparent and legitimate methods. This is also where creativity becomes crucial, particularly in collection techniques, interpersonal interactions, inference methods, and communication skills (Liqaq, 2019, p. 263; Hamo & Belaabd, p. 4; Faeq, 2021, p. 80).

**3. Processing and Storage:** This stage involves processing the collected information, including verifying its accuracy and evaluating its relevance and usefulness. Information is managed using computer systems, files, libraries, and other organizational tools (Ligita, Rita, & Vaidas, 2013, p. 11).

**4. Analysis and Production:** Arguably the most complex stage, this involves analyzing and interpreting the information to produce actionable intelligence. Analysts convert data into insights that allow the construction of scenarios and identification of possible outcomes. This stage requires high analytical skills, intelligence, acuity, and precision in work (Naghani, 2022, p. 153; Talaoui & Rabetino, pp. 82-85).

**5. Dissemination and Delivery:** After analysis and interpretation, the results are disseminated and delivered to decision-makers in a manner that meets the needs identified during the planning stage. This stage requires a high

degree of trust among participants in the competitive intelligence process, as any premature disclosure could compromise the organization's competitive advantages (Douglas, pp. 47–56; Marié-Luce, 2003, p. 2).

**6. Re-evaluation and Continuity:** The final stage marks the feedback phase, initiating a continuous and ongoing competitive intelligence process. It is considered a closed loop that is continuously renewed to adapt to changing conditions.

### Section 3: Dimensions of Competitive Intelligence and Its Organizational Role

#### ❖ Marketing Intelligence

➤ **Concept of Marketing Intelligence:** Marketing intelligence is defined as a set of procedures that enable organizations to obtain information and data regarding all changes occurring in the marketing environment, allowing them to successfully implement their marketing activities (Hatem, Zuraidah, & Norhayati, 2020, p. 798). As information is continuously updated on a daily basis, collecting and analyzing it allows organizations to adjust and prepare plans in ways that achieve their objectives (Ekaterine, 2018, p. 40).

Furthermore, marketing intelligence is described as a continuous and interactive structure composed of individuals, tools, and methods that facilitate the collection, sorting, and analysis of information and data for use by decision-makers in marketing to improve, implement, and monitor marketing plans (Adel, 2020, p. 689; Abboud & Gouderiya, 2019, p. 183). It is also defined as an approach that enables marketing managers to continuously and systematically examine and monitor changes in the organization's external environment (Teresa, Manuel, Filipe, Carlos, & João, 2012, p. 456).

➤ **Importance and Objectives of Marketing Intelligence:** The importance and objectives of marketing intelligence are reflected in the following points (Faris, 2021, pp. 1897–1898; Ra'ad & Saif, 2023, p. 126; Teresa, Manuel, Filipe, Carlos, & João, 2012, p. 456):

- Assisting marketing managers in monitoring the performance of production, sales, and marketing units;
- Enabling the identification and correction of deviations and weaknesses, and supporting appropriate decision-making;
- Serving as a preventive system by providing knowledge and awareness to its users about the surrounding marketing environment and all its changes;
- Allowing precise identification of all environmental variables, whether internal or external;
- Providing all necessary information and data that facilitate appropriate decision-making;
- Enabling the monitoring and tracking of competitors' activities;
- Helping seize available opportunities as well as avoid and mitigate potential threats.

➤ **Role of Marketing Intelligence in Supporting Performance and Organizational Success:** Marketing intelligence helps organizations create a successful brand as a result of thorough information analysis and unbiased decision-making (Pankaj & Nilesh, p. 47). It is a critical factor in today's competitive business environment, as it enables organizations to better understand market and customer requirements and to serve them effectively (Sushant, Teena, & Rashmi, 2019, p. 557).

Marketing intelligence is not limited to analyzing the external environment; it also focuses on the internal environment to anticipate the organization's future position and assess its current status, thus supporting intelligent decision-making. This process involves collecting and evaluating data on activities and outcomes, along with their expected trends, in relation to sales, market share, competitive positioning, consumer behavior, production and storage costs, profits and losses, sales performance, and the cost-effectiveness and profitability of each product (Delbrein, 2023, p. 26).

Marketing information is sourced from multiple channels, including executive managers, purchasing agents, sales teams, and other relevant stakeholders (Eniola, 2020, p. 284). The importance of marketing intelligence in achieving organizational success can be summarized as follows (Ahmed, 2017, p. 20):

- Enabling business managers to accelerate the decision-making process;
- Allowing the organization to anticipate competitors' intentions and actions;
- Facilitating the development of skills and knowledge, and linking customers to the organization's products;
- Assisting marketing managers and executives in decision-making under conditions of uncertainty;
- Enhancing overall effectiveness and efficiency of business operations.

### ❖ Strategic Intelligence

➤ **Concept of Strategic Intelligence:** Strategic intelligence is defined as a systematic and continuous process for identifying trends and analyzing the market environment through the use of analytical systems to support long-term decision-making (Knoush, 2015). It serves as a key factor in making any successful strategic decision (Maissa & Hesham, 2023, pp. 2-3) by leveraging information to analyze the organizational environment, identify mechanisms that allow the exploitation of opportunities, confront challenges, and address existing weaknesses (Halima, 2021, p. 316).

Strategic intelligence also refers to the organization's ability to adapt to changes in the business environment and to provide the highest levels of managerial information regarding the competitive, economic, and political context in which the organization operates (Govoreanu, Mora, & Șerban, pp. 104-105). It can further be defined as a comprehensive aggregation of all information related to external factors that may influence the strategic direction of the organization (Wafaa & Riyad, 2021, p. 123).

➤ **Importance and Objectives of Strategic Intelligence:** Strategic intelligence enables organizational leaders to make appropriate strategic decisions that guide the institution toward achieving its objectives. Its importance and main objectives include (Iman & Nidal, 2020, p. 9; Maissa & Hesham, 2023, pp. 2-3; Manuel Antonio Fernández-Villacañes Marín, 2020, pp. 68-69; Lazar D., Mikhail V., & Galina S., 2021, p. 295):

- Analyzing competitors' future objectives and understanding their strategies to counter them and achieve an advanced competitive position;
- Early identification of opportunities and threats;
- Enabling the organization to be creative and innovative in strategy formulation;
- Providing support tools by anticipating future challenges;
- Reducing levels of uncertainty in a given situation to reach well-defined strategic decisions;
- Collecting, analyzing, and disseminating information that facilitates strategic-level decision-making;
- Understanding the organization's current trajectory and determining ways to maintain its competitive capacity in light of future changes.

➤ **Role of Strategic Intelligence in Supporting Organizational Performance and Success:** Strategic intelligence is an essential tool for maximizing organizational performance by enabling adaptation to changes in the business environment. It is also considered one of the most important tools for facilitating communication and supporting a variety of activities in strategic management across different stages of strategy development. It enhances the capabilities and competencies of managers and leaders, allowing them to gain a correct and in-depth understanding of ongoing changes, thereby distinguishing the organization from its competitors (Muntadher, 2021, p. 511).

Moreover, the effectiveness of strategic intelligence in achieving sustainable competitive advantage lies in an organization's self-awareness, understanding of its environment, and market awareness to achieve its set objectives (Kuldeep, 2019, p. 1904). Strategic intelligence is a continuous cycle of learning, reflection, planning, and reviewing plans. It provides the precise analytical framework required to formulate policies and strategies at the organizational level and to assess the organization's position over several years (Araz, Nazar, & Sandeep, 2021, pp. 138-139).

Strategic intelligence enables organizations to gain competitive advantage, maintain continuous innovation, and ensure long-term development (Isfenti, Nisrul, Isdiana, & Nindy, 2021, p. 254). Its role also includes planning based on forecasts and scientific foundations within structured plans, enhancing leadership qualities and capabilities, supporting decision-makers, preparing programs to mitigate and adapt to threats, and minimizing losses. Furthermore, it allows organizations to anticipate competitors' behaviors and develop human resources to achieve excellence and superior performance (Jalal, 2023, p. 149).

Strategic intelligence is considered a competitive weapon against rivals and has a significant impact on an organization's present and future. Therefore, organizations must adopt strategic intelligence practices, which include (Ghaidaa, 2018, p. 9; Lazar, Mikhail, & Galina, 2021, p. 295; Muntadher, 2021, p. 511; Nayef, Ayyoub, & Mohammad, 2019, p. 67):

- Establishing a knowledge base for organizational activities, including their strengths and weaknesses;
- Providing early warning of threats and implementing preventive measures;
- Supplying information that helps interpret events and their timing;
- Anticipating competitors' strategies and defending strategic objectives;



- Offering insights to transform innovations and inventions into marketable products;
- Maintaining the quality of operations and services while remaining open to digital transformations;
- Conducting comprehensive analyses to identify changes in consumer preferences;
- Enhancing awareness, knowledge sharing, and project collaboration through the creation of a global communication network.

#### ❖ **Technological Intelligence :**

➤ **Concept of Technological Intelligence:** Technological intelligence is defined as all technological information present in the external environment of the organization that is utilized by competitors (Joudi & Ben Ghazal, 2020, p. 242). It provides insights into all methods and processes employed by competitors, as well as the technologies they rely on and the capabilities of their research and development personnel. Technological intelligence primarily focuses on technological trends and scientific achievements (Govoreanu, Mora, & Șerban, pp. 104–105).

It can also be defined as all technical activities that allow organizations to respond to threats and identify opportunities arising from technological changes (Miroslava, 2005, p. 1).

➤ **Importance and Objectives of Technological Intelligence:** Technological intelligence enables organizations to acquire sensitive information regarding external technological developments. Its importance can be summarized as follows (Katja, 2019, p. 191; Govoreanu, Mora, & Șerban, pp. 104–105; Asikhia, Magaji, & Muritala, 2019, p. 26):

- Providing information on technological trends as well as competitors' capabilities and needs;
- Delivering more advanced services and improving the efficiency of internal operations;
- Supporting innovation strategies, including research and development initiatives;
- Evaluating new technologies and anticipating future technological changes;
- Gaining timely and clear insights into technological changes in the business environment and competitors' technological trends;
- Supporting innovative projects, fostering innovation, and assessing competitors' strengths;
- Focusing on the organization's research and development processes and benchmarking them against competitors.

➤ **Role of Technological Intelligence in Supporting Organizational Performance and Success:** Technological intelligence has gained significant importance and plays a vital role in organizational success. The timely emergence of new technologies impacts an organization's products and services, enabling the anticipation of changes in the organizational environment and informed decision-making (Aurelio, Pablo, Iván, & Alberto, 2021, p. 75315).

Technological intelligence also allows organizations to evaluate the costs and benefits of current and emerging technologies and to predict future technological disruptions. It is often closely linked to the research and development (R&D) department as a primary source of information (Gonçalo, 2017, p. 17). By assessing current technologies and forecasting future ones, technological intelligence provides organizations with mechanisms to establish stable knowledge management systems, offering insights into both current and future technological benefits and expenditures (Obiefuna, Adaobi, & Agu, 2018, pp. 29–30).

In essence, technological intelligence enhances awareness of technological threats and opportunities and encompasses all activities related to collecting and analyzing information on technological trends. Its ultimate goal is to leverage potential technological opportunities while protecting the organization from possible threats (Muritala, O. U., & Akinlabi, 2019, p. 58).

Technological intelligence is crucial for any organization, particularly in the context of continuous technological changes, which challenge organizations to adopt new technologies and improve existing ones. It also encourages support for internal R&D activities. Emerging technologies enable continuous modifications to the organization's products and services, and early adoption allows organizations to achieve higher returns and profitability than competitors. This is feasible only through a technological intelligence system that gathers comprehensive information about the technological environment and provides the organization with opportunities to adopt new technologies, thereby enhancing organizational performance.

#### ❖ **Competitor Intelligence**

➤ **Concept of Competitor Intelligence:** Competitor intelligence is defined as an organization's ability to collect information about competitors and their current activities, analyze their past behaviors, and anticipate their future actions. It also involves obtaining information related to competitors' strategies and current products (Faisal & Mounir, 2017, p. 223). Competitor intelligence relies on the use of multiple sources to gather and develop data that can be transformed into meaningful information about competitors (Govoreanu, Mora, & Șerban, pp. 104–105).

➤ **The importance and objectives of competitor intelligence** can be summarized as follows (Niels, Jasper, & Tim, 2013, pp. 4–6):

- Enabling organizational management to monitor competitors' movements and understand their strategic plans;
- Identifying the sources of competitive advantage possessed by the organization and benchmarking them against competitors;
- Understanding competitors' strategies and potential threats;
- Supporting organizational innovation and resource development;
- Detecting competitors' threats and reducing strategic surprises;
- Strengthening and sustaining competitive advantages.

➤ **Role of Competitor Intelligence in Supporting Organizational Performance and Success:** Competitor intelligence analysis forms the core of competitive intelligence, assisting organizations in evaluating competitors' strengths and weaknesses, forecasting their strategies, and assessing new products. This enables organizations to innovate in areas where competitors are weak (Uzoma & Uju, 2021, p. 6).

Through the systematic collection of information about competitors—their capabilities, activities, and performance—competitor intelligence allows organizations to anticipate future outcomes (Aaron, Karibo, & A. O., 2021, p. 1408). It gathers comprehensive data on competitors and the competitive environment, including their behaviors, intentions, market information, pricing, services, advertising strategies, opportunities, and threats. This information provides a clear and holistic view of the market and competitors, fueling new ideas for developing products for existing and new markets. Competitor intelligence holds significant importance as it fosters innovation, enhances organizational performance, and ensures organizational survival and distinction. By continuously processing relevant information, it helps achieve sustainable competitive advantage (Fenfang & Richard, pp. 8–9). Moreover, it enables the analysis of both internal and external environments and facilitates coordination across organizational functions (Fenfang & Richard, p. 11).

#### ❖ Customer Intelligence

➤ **Concept of Customer Intelligence:** Customer intelligence is the process of monitoring and investigating data and information about an organization's customers in order to manage them by measuring their satisfaction levels (Rahul, 2023; Marzouk, 2022, p. 494). It also refers to the ability to acquire knowledge from big data through customer analysis and then apply this analysis to organizational processes to create added value and obtain actionable insights from customer behaviors (Nguyen, Thang, & William, 2022, p. 6).

➤ **Importance and Objectives of Customer Intelligence:** Customer intelligence enables organizations to improve performance and enhance competitive capability. Its importance and objectives can be summarized as follows (Nguyen, Thang, & William, 2022, p. 6):

- Allowing the organization to bridge the gap between its products and customers' experiences and expectations;
- Providing clear insights into customer needs, motivations, and behaviors;
- Facilitating customer retention by understanding and meeting their needs, thereby fostering loyalty;
- Aiming to provide actionable insights for strategy formulation and decision-making.

➤ **Role of Customer Intelligence in Supporting Organizational Performance and Success:**

Customer intelligence primarily focuses on analyzing data related to customers, as well as suppliers, buyers, and distributors (Ndubuisi-Okolo, Theresa, & Ike, 2017, p. 110). It allows organizations to create detailed profiles of customers and suppliers and to investigate questions such as: Who buys from whom? Who controls the supply chain? How are customer preferences changing? And how might these changes affect your business and competitors? Answering these questions enables organizations to understand the impact of changes in the supply chain and target market relative to competitors, facilitating market share acquisition.

Customer intelligence also enables organizations to make informed decisions regarding their activities, remain prepared for potential changes, seize opportunities, and avoid threats (Soo, 2012, p. 8). A thorough understanding of customers and the market comes from formal processes designed to generate customer and market information, rather than solely from ad hoc market interactions. In-depth knowledge about customers and their needs contributes to new product development and consists of internal information collected from external sources transmitted by employees, as well as data stored in various systems and databases (T. S., 2014, p. 264).

Customer intelligence offers additional benefits by providing valuable insights regarding competitors, as knowledge of customers and competitors' products is a distinct secondary asset. Organizations often invest significant resources to monitor customer behavior and track purchasing trends because this provides clarity in areas such as combining

products and services to meet customer needs. Customer intelligence can enhance organizational profitability and enable the achievement of sustainable competitive advantage (Marié-Luce, 2006, pp. 2–3).

Ultimately, customer intelligence aims to remove ambiguity about customer preferences, allowing for product development accordingly. It identifies customers and their locations, facilitates understanding of their behaviors and co-creation potential, and thus contributes to both economic and social value for the organization (Thang, Thi, Nguyen, & Chan, 2022, pp. 2–3).

## Conclusion

Competitive intelligence is a fundamental strategic tool that enables organizations to adapt to both internal and external environments and achieve excellence and superiority over competitors. By comprehensively understanding information related to competitors, customers, technology, and the market, organizations can make sound strategic decisions, innovate, seize opportunities, and mitigate risks. Integrating the various dimensions of competitive intelligence within the organizational structure enhances the organization's ability to leverage information and transform it into sustainable competitive advantage, ensuring success and continuity in a dynamic and competitive business environment.

## Ethical Considerations

This study is based on conceptual analysis and secondary sources drawn from published academic literature. It does not involve human participants, personal data, or confidential organizational information. The authors confirm that the research adheres to academic integrity standards and that competitive intelligence is addressed strictly as a legal and ethical organizational practice relying on publicly available and lawful sources of information.

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## Author Contributions

- Dr. Hacini Chaima contributed to the conceptual framework, theoretical analysis, and overall structure of the study.
- Dr. Hacini Abdelkader contributed to the literature review, conceptual clarification, and analysis of organizational mechanisms.
- Dr. Maziz Abdelkader contributed to the synthesis of findings, strategic implications, and final revision of the manuscript.

All authors reviewed and approved the final version of the manuscript.

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## Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this article.

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