

إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

The Awareness and Practice of Small and Medium Size Businesses in Gaza Strip to Competitive Intelligence Concept and Its Benefits Construction and Information Technology Sector

إدراك وممارسة الشركات الصغيرة والمتوسطة في قطاع غزة لمفهوم الذكاء التنافسي
وفوائد تطبيقه
دراسة مقارنة على قطاعي الصناعات الإنشائية وتكنولوجيا المعلومات

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Faculty of Commerce
MBA Program



**The Awareness and Practice of Small and Medium Size
Businesses in Gaza Strip to Competitive Intelligence Concept
and Its Benefits**

Construction and Information Technology Sector

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دراسة مقارنة على قطاعي الصناعات الإنشائية وتكنولوجيا المعلومات**

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نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة عمادة الدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحثة/ وفاء رمضان شعبان وافى لنيل درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال، وموضوعها:

إدراك و ممارسة الشركات الصغيرة والمتوسطة في قطاع غزة لمفهوم الذكاء التنافسي وفوائد تطبيقه - دراسة مقارنة على قطاعي الصناعات الإنشائية وتكنولوجيا المعلومات

Awareness and Practice of Small and Medium Size Businesses in Gaza Strip to Competitive Intelligence Concept and Its Benefits Construction and Information Technology Sectors

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List of Abbreviations

CI	Competitive Intelligence.
SCIP	Society of Competitive Intelligence Professionals.
PNA	Palestinian National Authority.
SME's	Small and Medium Size Enterprises.
PFI	Palestinian Federation Industries.
IT	Information Technology.
PITA	Palestinian Information Technologies' Association.
NGO	Non-Governmental Organization.
ICT	Information and Communications Technology.
CIU	Construction Industries Union.
CEO	Chief Executive Officer.
KITs	Key Intelligence Topics
EU	European Union.
UNIDO	United Nation Industrial Development Organization.
PCBS	Palestinian Central Bureau of Statistics.
GDP	Gross Domestic Product.
BI	Business Intelligence.
SOI	Structural Organizational Intelligence.
OS	Open Sources.
C/MI	Competitive and Marketing Intelligence.
IS	Information Systems.
TQM	Total Quality Management.
BPR	Business Process Reengineering.

Abstract

Competitive intelligence is arising field in strategic management; it has been practiced in UK, Canada, USA, and Europe in large scale companies. Few studies were done in the Arab world. Therefore, this study was conducted to evaluate the practices of CI in small and medium size firms in Gaza strip and to determine the extent to which they are aware to practice CI among their business activities and its importance, so that it could be the base for next studies in the field of strategic planning.

The study attempt to find the following:(1) the extent to which do the managers of small and medium size firms in the Gaza have knowledge and awareness to practise CI in their business activities, (2) the main variables that affect their adoption of CI, (3) differences between industrial sectors attitudes towards practicing CI in their business activities, and (4) the benefits companies generally gained when practicing CI. For this purpose a comprehensive survey was done and questionnaire was designed to collect data from participants. The study population was (95) small and medium size companies working into information technology (IT) sector and construction sector for the top management and those share in decision making process, (93) was recollected with 97.9% respond rate and being analyzed using SPSS program for statistical analysis.

Results of the study showed that there is a significant relationship between adopting CI concept in SME's in the Gaza Strip and surrounding circumstances; nature of the company; and internet access. It also proved that there is a relationship between (CI) adoption in SME's and their performance, through increasing the average rate of sales, and improving the quality and speed of decision making process.

The study recommended that much concern should be paid to practise CI activities in SME's business activities as organizational process as well as to use internet to facilitate that process.

ملخص الدراسة

الذكاء التنافسي من المفاهيم الحديثة الظهور والصاعدة في التخطيط الاستراتيجي، وقد تم ممارسته في دول عديدة مثل المملكة المتحدة و كندا و الولايات المتحدة الأمريكية وأوروبا على مستوى الشركات الكبيرة فيها. وتهدف هذه الدراسة تهدف إلى تقييم الوضع الحالي للشركات الصغيرة والمتوسطة العاملة في قطاع غزة في مجالي الصناعات الإنشائية و تكنولوجيا المعلومات وتقدير مدى وعيها وممارستها لمفهوم الذكاء التنافسي وفوائد تطبيقه في أنشطة شركاتها، ويمكن لهذه الدراسة أن تضع قاعدة لانطلاق دراسات قادمة في هذا المجال. وتحاول الباحثة في هذه الدراسة إيجاد التالي: (1) مدى إدراك مدراء الشركات الصغيرة والمتوسطة في قطاع غزة لمفهوم الذكاء التنافسي وممارسته في أنشطتهم التجارية، (2) أهم العوامل التي تؤثر على تطبيق مفهوم الذكاء التنافسي في تلك الشركات، (3) الاختلاف في التوجهات نحو تطبيق المفهوم بين القطاعات الصناعية المختلفة، و(4) الفوائد التي تجنيها الشركات عموماً عند ممارسة الذكاء التنافسي. ولهذا الغرض فقد تم إجراء مسح شامل لمجتمع الدراسة وتصميم استبانة مكونة من سبعة محاور لجمع البيانات من المشاركين. وكان مجتمع الدراسة (95) شركة صغيرة ومتوسطة الحجم تعمل في قطاع تكنولوجيا المعلومات وقطاع البناء والتشييد و تستهدف الإدارة العليا و المشاركين في عملية صنع واتخاذ القرار، تم استعادة (93) استبانة منهم بمعدل استجابة بلغ 97.9% تم بعد ذلك تحليلها باستخدام برنامج التحليل الإحصائي.

وأظهرت نتائج الدراسة أن هناك علاقة ذات دلالة إحصائية بين تبني مفهوم الذكاء التنافسي في الشركات الصغيرة والمتوسطة في قطاع غزة وكل من: الظروف المحيطة؛ طبيعة الشركة، إضافة إلى استخدام الإنترنت. كما ثبت أيضاً أن هناك علاقة بين تبني الشركات الصغيرة والمتوسطة لتطبيق مفهوم الذكاء التنافسي في أنشطتها وأداء تلك الشركات وذلك من خلال زيادة متوسط معدل المبيعات، وتحسين جودة وسرعة عملية صنع القرار.

وأوصت الدراسة مدراء الشركات في قطاع غزة بزيادة الاهتمام بممارسة أنشطة الذكاء التنافسي في أنشطة شركاتهم و مواكبة التكنولوجيا الحديثة واستخدام الإنترنت لتسهيل هذه العملية.

Chapter (1)

INTRODUCTION

Chapter 1:

Introduction

1.1 Introduction

Competitive intelligence (CI) is a relatively new and underdeveloped field in the management literature. CI is meaningful information that allows an executive to be aware of and respond to changes in his or her competitive environment. The last decade has witnessed many efforts to formalize CI into a company's strategic process and a structure, accompanied by a substantial increase in CI spending (Tarraf and Molz, 2006).

Competitive intelligence provides knowledge of competitors, their marketing strategies, objectives, research activity, their strengths and weaknesses and other information. This analysis helps companies in understanding their position with respect to major competitors in the global competitive environment and provides actionable business competitive intelligence. Indeed, according to Cobb (2003), competitive intelligence can be viewed as a “process for supporting both strategic and tactical decisions, and in order to support competitive intelligence, organizations need systems and processes to gather and analyze reliable, relevant, and timely information that is available in vast amounts about competitors and markets” (Nasri, 2010).

Depending on a survey of competitive intelligence professionals, the primary reasons for practicing competitive intelligence are to build industry awareness (90.6%), support the strategic planning process (79.2%), develop new products (73.6%), and create new marketing strategies and tactics, so that it can be concluded that basic objectives of a CI program are (1) to provide a general understanding of an industry and its competitors, (2) to identify areas in which competitors are defenseless and to assess the impact strategic actions would have on competitors, and (3) to identify potential moves that a competitor might make that would endanger a firm's position in the market (Wheelen and Hunger, 2012).

According to the Society of Competitive Intelligence Professionals (SCIP), a North American entity founded in 1986 with the aim of pooling and training professionals of

the field, competitive intelligence is defined as, the process of monitoring the competitive environment and analyzing the findings in the context of internal issues, for the purpose of decision support. CI enables senior managers in companies of all sizes to make more-informed decisions about everything from marketing, research and development (R&D), and investing tactics to long-term business strategies. Effective CI is a continuous process involving the legal and ethical collection of information, analysis that does not avoid unwelcome conclusions, and controlled dissemination of actionable intelligence to decision-makers (SCIP, 2011).

After reviewing the published studies management field, there is no consensus on the expression competitive intelligence, as well as its definition, and the activity is still confused with other organizational practices, such as business intelligence, environmental scanning, market intelligence, knowledge management, and competitive advantage. This is natural, considering the multidisciplinary nature of the field.

The CI organizational process, or intelligence cycle, basically consists of data and information conversion into intelligence in order to support decision-making. It has been founded that the intelligence cycle is often cited in literature as a four-phase process, consisting of formal and informal activities: planning and direction, data and information collection, analysis and dissemination of intelligence (Santos and Correia, 2010).

1.2 Background

This research focuses on small and medium size enterprises (SME's) in construction and information technology industries sectors in the Gaza Strip. According to Palestinian Federation Industries' report (PFI), (2009) and unpublished reports from the construction industries union; the total number of firms working for the construction sector is roughly estimated 350 facilities, regardless the size of the enterprise and the field of specialty. This sector is represented by a Construction Industries Union, and is highly influenced by the practices of other associations like Engineers and Contractors Unions. The construction industry is mostly composed of five major fields and product types. These are ready-mix-concrete, bricks, stone crushers, asphalt products, cement precast manholes, concrete pipes, and carpe stone and cement tiles. In this research we will target ready mix concrete, asphalt, and tiles and interlock. The number of work force for the sample ranged between 16 and 28. This means that any increase in production capacity will increase substantially the number of workers in the sector.

The information Technology (IT) sector plays a vital role in the Palestinian economy. The Palestine Trade Centre's report, (2008) and unpublished records from Palestinian Information Technologies' Association (PITA) for IT companies showed that IT sector is characterized by its fast development and growth. The software industry produced a wide range of solutions and packages in areas such as human resources management, finance and accounting, education related solution, management information systems, children education and entertainment. In addition, many solutions were specifically designed to address specific public, NGO, and private enterprise needs. Other firms also provide services in web management, e-business solutions, web portals development, ICT consulting, and training and office automation. Very few firms (less than 5) are currently involved in export and outsourcing of ICT services and thee operate on a limited scale. There are around 40 -50 professional IT firms in the Gaza Strip employing around 200 IT specialists. Graduates if ICT related majors from Gaza Universities are estimated at about 400 annually.

The Palestinian private ICT sector is organized and governed by a strong established ICT association; the Palestinian IT Association of companies (PITA). PITA also has open communication channels with different key decision makers and major stakeholders in the Palestinian community to help advance the ICT sector (PITA, 2013).

1.3 Problem Statement

According to Groom & David (2001) organizations usually have some systems for collecting information about competitors and the external business environment, regardless of being an informal process. Many organizations, however, lack a formal process for collecting, assimilating, and converting competitive information into knowledge and intelligence that is useful for strategy formulation. In addition, Naryaman, et al. (2000) argued that diverse types and sources of information on competitors are more readily available today via the Internet and other sources. They added that utilizing competitive intelligence is fairly simpler and less monotonous than it was in the past. Farra (2003), stated that the top management of the companies in the Gaza Strip pay less attention to their competitors; they have general look toward the company's internal and external environment, therefore, it has become a demanding issue that need to be studied carefully.

The aspect of CI is not well known in Palestine, so that introducing the concept to the SME's working in Gaza Strip will be of a high importance to them. The study highlighted the process of CI and the benefits companies gained from practicing it.

The research attempt to answer the following main question:

- **To what extent do small and medium size enterprises in the Gaza Strip practise competitive intelligence concept in their business activities?"**

And the study also attempts to answer the following sub questions:

1. To what extent do the managers of small and medium size firms in the Gaza have knowledge and awareness of CI definition?
2. What are the alternative expressions for CI commonly used in Gaza?
3. To what extent there are differences between sectors in practising CI concept?
4. What are the main variables that affect SME's (construction and IT Sectors) adoption of CI concept?
5. To what extent do the current political and economical circumstances affect adopting CI in SME's (construction and IT Sectors) in the Gaza Strip?

6. What are the sources of information do SME's managers in Gaza Strip use in collecting information needed for CI process and how do they analyze the gained information and benefit from the results in decision making process and to improve the performance?
7. What are benefits the company generally gain from practising CI in their activities? Does CI particularly affect the performance of those companies positively?

1.4 Study Variables

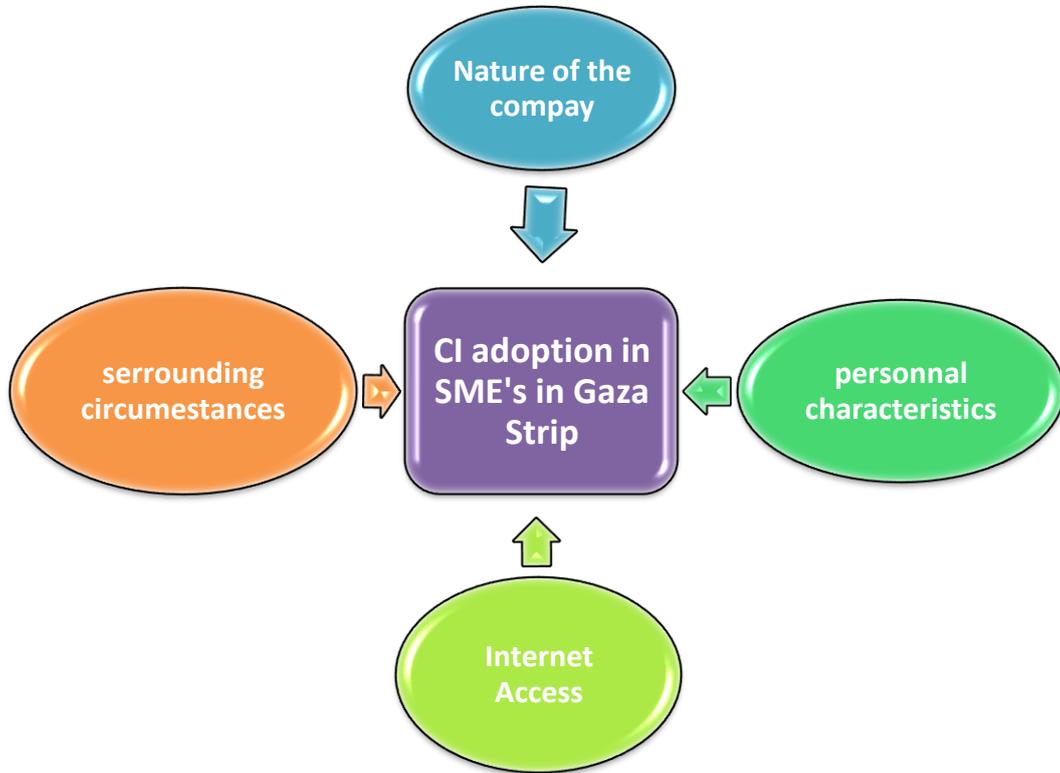


Figure 1.1 The Study Variables. (Conceptualized by the researcher)

1.5 Study Hypotheses

- There is a significant relationship, at 5% level of significance, between adopting (CI) concept in SME's in the Gaza Strip and **nature of the company (Number of employees, Speciality, Chief executive officer (CEO) qualifications, years in business, geographic location, company size, revenues)**
- There is a significant relationship, at 5% level of significance, between adopting (CI) concept in SME's in the Gaza Strip and **surrounding circumstances.**
- There is a significant relationship, at 5% level of significance, between adopting (CI) concept in SME's in the Gaza Strip and **internet access.**

- There is a significant relationship, at 5% level of significance, between adopting (CI) concept in SME's in the Gaza Strip and personal characteristics; (**Position, Age, Experience in Management, Qualifications, and joining strategic management courses**).
- There is a significant relationship, at 5% level of significance, between adopting (CI) concept in SME's in the Gaza Strip and **the company's performance**.

1.6 Objectives of the study

- The primary objective of this study is to evaluate the practices of CI in small firms in Gaza strip and to determine the extent to which they are aware of adopting of competitive intelligence concept in its activities.
- The study also aims to identify the variables that increase the probabilities of their adaption.
- The study tries to investigate the relationship between practising CI concept in firm's business activities and the performance of the firms.

This is done through:

1. Introducing the concept of CI and the idioms commonly used in Gaza.
2. Illustrating the importance of CI to those firms and how it can help them strategically.
3. Studying and analysing the variables that affect the adoption of CI in small businesses.

1.7 Significance of the Study

1. This study is going to enrich the literature in the economics and management of CI and to provide new insights for promoting this research area.
2. This study will offer the theoretical foundations and methods of competitive intelligence practices through the relevant literature to the concerned.
3. Findings could interest small business practitioners and academicians who consider the need and importance of competitive intelligence in strategic management.
4. The results may also benefit small business development centres, small business

administration officials, and management consultants who assist entrepreneurs and small business owners to manage their businesses effectively.

5. To the researcher's knowledge, the study will provide the Palestinian library with a first study in CI subject.
6. The study will offer valuable recommendations to the small businesses owners in order to benefit from CI concept in their business activities.

1.8 Study limitation

1. According to the researcher's knowledge, this topic is the first time to be studied in Arab World generally and in Palestine particularly, so that further studies could be done to enrich the field of study and to reinforce the results of the study.
2. Lack of previous studies, references, books discusses the subject of CI in small and medium size companies in the available Palestinian libraries.
3. The participants of this study were the senior manager into two different sectors; construction and IT whom were registered as members of Construction Industries Union and (PITA) respectively so a comprehensive survey was conducted based on the numbers of registered companies as small and medium size company. For sure, there are other SME's in the same sectors but there are not registered members in the two bodies.
4. IT companies participants and due to the nature of their field of business, they were too busy and they travel many times a month, so long time was speeded to retrieve the questionnaire.
5. The study was conducted on SME's in IT and construction sectors and was limited to the companies working in Gaza Strip, so that it will be a good chance for further researches to survey the same targets in West Bank and compare results.

Chapter (2)

THE THEIORITICAL FRAMEWORK

CHAPTER 2:

The Theoretical Framework

2.1 Competitive intelligence concept

2.1.1 Introduction

The aim of this study is not just to provide the concerned readers with the theoretical information and the history of competitive intelligence. The chief goal of the study is to help the readers understand the essence of CI as necessary and important elements of managing successful enterprises. Viviers and Muller (2004) argued that Competitive intelligence has long been recognised as a strategic tool and is one of the fastest growing in the business world. In accordance with the view of Porter (1980) CI is rapidly becoming a major technique for the achievement of competitive advantage.

According to Tarraf and Molaz (2006) there were few studies on CI. These have focused on the companies' micro or macro-economic environments, such as company size or a particular industry. They explained that the studies showed the manner in which CI functions, for example, which departments are involved and what resources are typically allocated to the function. However, they argued that little is known about how the perceptions and attitudes of decision-makers toward the business environment affect the formation of competitive intelligence.

Most surveys and studies in CI have focused on large corporations and the wealthiest 500 companies with formal, working CI units (Wright et al., 2002; Breeding, 2000; Lackman et al., 2000; Tao and Prescott, 2000; and Prescott and Smith, 1989).

Groom and David (2001) surveyed CI practice in 44 small US enterprises. They found that 32 percent tried to collect information on competitors, using techniques and methods of CI. Noticeably, 36 % of them recognized the necessity of CI. Their research also identified the obstacles to the implementation of CI. 50% of the sample reported that their companies had no formal process for making the information available in the company. As a result, there was a problem in the flow and exchange of information. According to their results, more than a third had no formal CI function because the funding was unavailable or they believed that no one in the organisation had been capable of analysing the information. Strikingly, almost two-thirds, 61 per cent, relied

on their customers as sources of information. It is clear that small companies in the USA want to take advantage of CI, but they faced real or perceived problems that did not allow them to do so.

Kahaner (1997) provided evidence that, in other industrialized countries such as Japan, Germany, Sweden and France, large enterprises adopt CI strategies in order to acquire competitive advantage. In the UK, Wright et al. (1999, 2002) have found that it is still in developing form, but gradually becoming part of the strategy of big companies. In a pilot research between December 1996 and February 1997 in 39 small and medium-sized firms, they observed that no company had an official CI department. Twenty-one regarded CI a simple market research, but 30 considered it important to the success of the firm. In the absence of formal CI, they typically tried to find alternative ways of achieving the same general goal, such as watching competitor's premises, employing market research agencies to study the competition, and head hunting competitor's staff (Wright et al., 1999).

One of the main differences between small and large companies is that the strategy at small companies is driven to a large extent by the character of the decision maker (Burke and Jarrat, 2004; McCarthy, 2003). Therefore, significant differences between companies' reliance on CI are expected, depending on the attitudes, perceptions, and characters of the decision-makers at those companies, so that the study focus on this SME's companies which form the majority of the industrial sector in Palestine.

Vedder et al. (1999) found that CEOs who gave the most importance to CI were at companies actively engaged in it. Wright et al. (2003) in a study of competitive intelligence in the U.K. found that managerial attitudes toward business had a direct influence on CI activity. Wright et al. (2003) differentiated between four attitudes. The first perceived the company to be immune to competition, thus viewed CI as a simple waste of resources. The second viewed the need to resort to CI as task-specific, giving CI a reactive connotation rather than a proactive one. (In this case, senior management was less interested in CI than department level management.) The third attitude viewed CI in good light on a tactical level, yet failed to see the benefit of CI long term. The fourth attitude sought to integrate CI into the different processes, including strategic decision-making (Tarraf, P. and Molaz, R. 2006).

2.1.2 Competitive intelligence definition:

Different authors give their own definition of the CI concept. **Competitive intelligence** is a formal program of gathering information on a company's competitors. (Whaleen and Hunger, 2012). Rouach and Santi (2001) believed that CI has the following characteristics: (1) It is an art of collecting, processing and storing information to be made available to people at all levels of the firm to help shape its future and protect it against current competitive threat: it should be legal and respect codes of ethics. And (2) It involves a transfer of knowledge from the environment to the organisation within established rules.

Deschamps and Nayak (1995) categorise three types of competitive intelligence:

- *Market Intelligence*. This is needed to provide a road map of current and future trends in customers' needs and preferences, new markets and creative segmentation opportunities, and major shifts in marketing and distribution.
- *Competitors' Intelligence*. This is needed to evaluate the evolution of competitive strategy over time through changes in competitors' structure, new product substitutes and new industry entrants.
- *Technological Intelligence*. This is needed to assess the cost/benefit of current and new technologies and to forecast future technological discontinuities.

Calof and Skinner (1999) provided a simple definition of competitive intelligence. According to them, it is an actionable recommendations arising from a systematic process involving planning, gathering, analysing and disseminating information on the external environment for opportunities, or developments that have the potential to affect a company's or country's competitive situation.

According to the Society of Competitive Intelligence Professionals (SCIP, 2004) competitive intelligence is a systematic and ethical program for gathering, analysing and managing external information that can affect company's plans, decisions and operations.

In line with the above definitions, Fleicher (2004) defined CI the systematic process by which organizations ethically gather and analyze actionable information about competitors and the competitive environment and, ideally, apply it to their decision-

making and planning processes to improve their performance.

David (2011) agreed upon that the Competitive intelligence (CI), as formally defined by the Society of Competitive Intelligence Professionals (SCIP), was a systematic and ethical process for gathering and analyzing information about the competition's activities and general business trends to further a business's own goals, and added that good competitive intelligence in business, as in the military, is one of the keys to success. The more information and knowledge a firm can obtain about its competitors, the more likely it is that it can formulate and implement effective strategies. Major competitors' weaknesses can represent external opportunities; major competitors' strengths may represent key threats.

Wheelen and Hunger (2012) defined CI as a formal program of gathering information on a company's competitors and often called business intelligence, it is considered one of the fastest growing fields within strategic management. They added that research indicates that there is a strong association between corporate performance and competitive intelligence activities.

Based on the existing literature, CI is considered to include any type of activity aimed at monitoring competitors, potential and current, and gathering information of all types, including human resource practices, sales and marketing, research and development (R&D) and general strategy. Moreover, CI also covers activities that involve attempts to process this information, analyze it, and store or communicate it. In this respect, competitive intelligence can be considered a subset of environmental scanning, which is a broader topic that involves scanning for economic, political, and social trends extending beyond the immediate competitive environment.

2.1.3 Benefits and importance of competitive intelligence

The primary output from CI is the ability to make forward-looking decisions. Therefore, CI drives strategic decision-making and market leadership. Executives at companies with top-notch CI programs state that they have a better understanding of the competitive landscape such as having a universal view of where competitive threats and opportunities lie (Vedder et al., 1999). That helps them quickly get on the same page with regard to competitive understanding and move more quickly toward devising

strategies and plans to maximize competitive advantage. CI can help inform and strengthen the entire strategic planning process as well, yielding sound strategic plans that are more in tune with competitive circumstances and better able to withstand external pressures (Wright and Calof, 2006). Every strategic decision is typically made based on certain assumptions. CI can help a company to test and validate these assumptions. CI can also fill in gaps, covering areas that a company failed to consider in its assumptions. And of course, CI can yield several basic benefits as well. It can help formulate strategy through an understanding of the company's industry, the company itself, and its competitors. CI therefore is the essence of strategic business analysis. It can also help identify areas of improvement as well as risks and opportunities (Bose, 2007).

The most common benefit of CI however is its ability to build information profiles that helps a company identify its competitor's strengths, weaknesses, strategies, objectives, market positioning and likely reaction patterns. These information profiles include data needed to effectively identify, classify and track competitors and their behaviour. Using them, a company begins to look for points of comparison regarding its strengths and weaknesses versus its competitors.

The value of the intelligence, produced through a CI program, can possibly be measured across one or more of the following attributes: (Bose, 2007).

- *Accuracy* – all sources and data must be evaluated for the possibility of technical error or misperception.
- *Objectivity*.
- *Usability* – must be in a form that facilitates ready comprehension and immediate application;
- *Relevance* – its applicability to a decision maker's requirements, with potential consequences and significance of the information made explicit to the decision maker's circumstances;
- *Readiness* – CI systems must be responsive to the existing and contingent intelligence requirements of decision makers for all levels of the organization.
- *Timeliness* – intelligence must be delivered while the content is still actionable under the decision maker's circumstances.

2.1.4 The competitive intelligence process

The process of CI is the action of gathering, analyzing, and applying information about products, competitors, suppliers, regulators, partners, and customers for the short- and long-term planning needs of an organization (Kahaner, 1998). An effective CI process, according to the Society of Competitive Intelligence Professionals (SCIP), is run in a continuous cycle, called the CI cycle as illustrated in Figure 2.1.

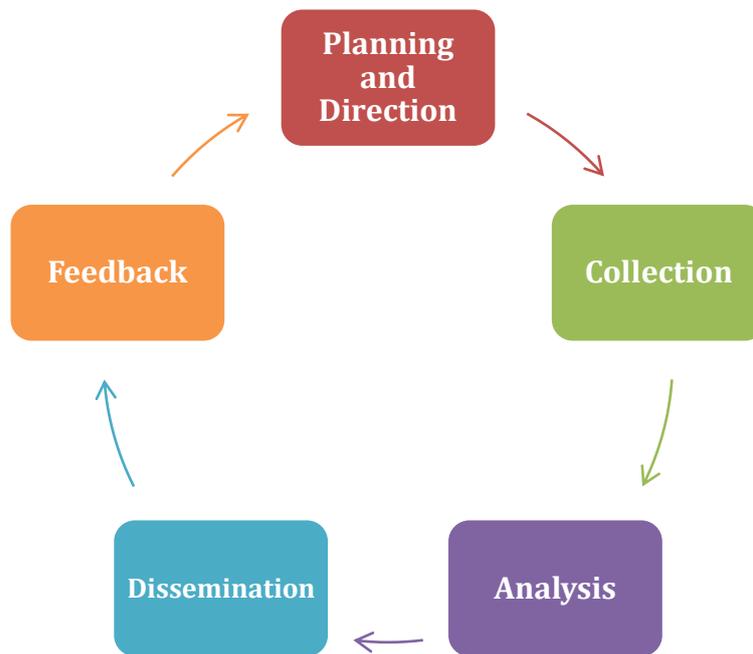


Figure 2.1 Competitive intelligence cycle (SCIP)

The SCIP describes the CI cycle as the process by which raw information is acquired, gathered, transmitted, evaluated, analyzed and made available as finished intelligence for policymakers to use in decision making and action. There are five phases which constitute this cycle:

1. Planning and direction: Both refer to defining the company’s needs in terms of what information is needed, why it is needed and when it is due. Too, planning and direction are performed iteratively involving both the CI analysts and decision makers. The process of planning and direction comprise working with decision makers to discover their intelligence needs and then translating those needs into their specific intelligence requirements or “key intelligence topics” (KITs) (Krizan, 1999; Weiss,

2002). KITs are those topics identified as being of greatest significance to an organization's senior executives, and which provide purpose and direction for CI operations.

2. Collection: This refers to the collection of activities including identification of all potential sources of information and then researching and gathering the right data legally and ethically from all available sources and put them in an ordered form.

3. Analysis: That includes encompasses a systematic examination of relevant data, information, and knowledge collected, for applicability or significance, and the transformation of the results into actionable intelligence that will improve planning and decision making or will enable the development of strategies that offer a sustainable competitive advantage. The most profitable or beneficial analysis calls for creativity and insight; and ability to look beyond the obvious. Sometimes it is referred to as strategic analysis. The analysis phase must therefore produce a recommendation for a specific action.

4. Dissemination: It encompasses reporting and informing about the finished product or the CI communicated back to the decision makers in a format that is easily understood (Miller, 2001; Krizan, 1999). Often, dissemination or communication of the findings takes the form of a report, a dashboard, or a meeting. These findings are used as inputs to conduct further analyses such as competitor profiling, scenario planning, and scenario analysis.

5. Feedback: This term indicated the activities involve measuring the impact of the intelligence that was provided to the decision makers, whether CI was used, how; and whether it resulted in making a deal or saved money in boosting the company's reputation. Finally, how the process can be fine-tuned. They, therefore provide the analyst with important areas for continuous improvement or further investigation (Bose, 2007).

2.1.5 Competitive intelligence information topics and innovation

Tanev et al. (2007) indicated that for being effectively competitive, it is very important that small companies use a broader range of CI information. CI information practices lay the foundation of firms' innovation processes and competitiveness. Gordon (2002) developed a competitor-targeting framework dealing with a broader range of CI information topics. The framework represents an integration of Porter's (1980, 1985) five-forces model and the customer relationship management (CRM) approach (Gordon, 1998) and builds on four individual assessments (industry, customer, competitor and firm) to arrive at a set of strategic issues that are critically important for the marketing and competitive strategy of a firm within the context of its own internal capabilities. Following Gordon, specifically regarding to customers; the CI information topics are:

- Who are the customers that are the most profitable for the company?
- History and evolution in terms of mission, objectives and strategy.
- Competitive forces and pressures presently acting upon the firm's competitors.
- Distinctive capabilities – people, processes technologies, knowledge.
- Dependency on key accounts, key people, customers, suppliers, regions and financial institutions.
- Competitors' innovation capacity in terms of ability to introduce new products, processes and services.
- State of competitors' finances, their current performance and potential.
- Competitors' technology, including their in-house R&D capabilities and their ability to adopt external technology.
- Competitors' production in terms of current and potential capacity and quality.
- Competitors' marketing capabilities Current focus and priorities.
- Competitors' sales force.

2.1.6 Sources of Competitive intelligence

Most corporations use outside organizations to provide them with environmental data. Firms such as A. C. Nielsen Co. provide subscribers with bimonthly data on brand share, retail prices, percentages of stores stocking an item, and percentages of stock-out

stores. Strategists can use this data to spot regional and national trends as well as to assess market share. Many business corporations have established their own in-house libraries and computerized information systems to deal with the growing mass of available information (Wheelen and Hunger, 2012).

The Internet has changed the way strategists engage in environmental scanning. It provides the quickest means to obtain data on almost any subject. Rumors with no basis in fact are spread via chat rooms and personal Web sites. This creates a serious problem for researchers, so that how could one evaluate the information had been found on the Internet and what are the ways to evaluate intelligence information (Teo, Th. And Choo, W.Y. ,2001).

Some companies choose to use industrial espionage or other intelligence-gathering techniques to get their information straight from their competitors. According to a survey by the American Society for Industrial Security, PricewaterhouseCoopers, and the United States Chamber of Commerce, Fortune 1000 companies lost an estimated \$59 billion in one year alone due to the theft of trade secrets. By using current or former competitors' employees and private contractors, some firms attempt to steal trade secrets, technology, business plans, and pricing strategies (Wheelen and Hunger, 2012).

2.1.7 Counter Competitive Intelligence

On the other side protecting corporate information became as a counter mechanism as well. Organizations defense mechanisms evolve in order to protect information from competitors. Some of these procedures are given as sample below:

- Training employees not to give sensitive information.
- Strictly screen prospective employees and contract workers so that they should possess good references and stable work backgrounds.
- Require key executives to sign non-disclosure agreements.
- Hire an outside counterintelligence specialist to investigate the company's practices.
- Apply extreme caution while posting information on the company's intranet.
- Be wary of using automated log on procedures for remote access.

- Assign someone to monitor references to the company on the web.

Key value of counter competitive intelligence is creating and developing consciousness about recognizing competitive intelligence activities. As mentioned above most of the research of CI is done without conscious efforts during social activities. Guarding companies against competitors learning about their operations is important as specializing in CI. The reason of this is; employees no longer have the kind of loyalty they had to corporations in the past (Fleisher, C. and Blenkhorn D. 2001).

Colakoglu, T. (2011) argued that financial losses from CI intrusions are consistently increasing in U.S. There are several competitive counter intelligence (CCI) programs in U.S. firms that estimated about \$250 billion annually in 1998 (Fitzpatrick and Burke 2003: 21). A seven stage CCI program is consisting of seven issues starting with letters FOG-PACT. These stages are (Fitzpatrick and Burke 2003: 34-40):

- F: FBI and the ANSIR program: The FBI's Awareness of National Security Issues and Response Program constitute a potential early warning mechanism against economic espionage.
- O: Outsourcer Security Issues: In order to develop Effective CCI programs, all organizations and especially virtual organizations have to focus on security issues that deals with extensive use of subcontractors and other strategic partners.
- G: Minimizing CI Losses Attributable to Government Filings: The firm's legal and security staffs review and verify that all filings contain the minimum amount of documentation required by specific governmental agencies.
- P: Personnel Security Issues: Extensive background investigations should be a beginning since this stage is accepted as the weakest link.
- A: Auditing Corporate Security: Routinely corporate security penetration exercise using outside experts may give good results for companies.
- C: Computer Security: Security management hardware and software often used to hinder cyber attacks.
- T: Telecommunication Security: Technological CI problems (like electronic monitoring of computer screens and telecommunication systems) may solved with technological solutions.

2.2 Small Businesses in Gaza Strip

2.2.1 Introduction

Small and medium enterprises (SME's) play an important role in the economic and social developmental process in both developed and developing countries of the world. This is due to their effective role in working out developmental problems such as the absorption of surplus labour, reduction of unemployment rate, mitigation of the trouble of poverty and income increases. Small and medium-sized projects offer a lot of job opportunities with small invested capital and thus contribute effectively in employing the domestic savings in the economic development process (Souise, 2010).

The (SME's) also contribute greatly to developing the remote regions due their abilities to establish decentralized productive activities in the rural areas. They can spread and give focus where workforce was in order to achieve some sort of justice in the distribution of economic development benefits through balancing regional development. Furthermore (SMEs) do not require huge funds or sophisticated techniques; they fit the developing countries which have lack of many of these elements (Institute for Palestinian Economic Policy Research (MAS), 2006).

2.2.2 Importance of small and medium enterprises

In accordance with Sauce (2010) although there is a big and uneven difference among countries, they are unanimous on the importance of these projects. This due to their role in laying the foundations for economic and social development, where the SMEs are considered the backbone and the key driver in the development of the economy, as they are the starting point to increase the production capacity. They also contribute to decreasing the problems of poverty and unemployment. Therefore, many countries give them a maximum concern especially in the last four decades, by offering aids and assistance in various ways, as many facilities, exemptions and helping them to develop and modernize their production and opening of export markets. Moreover, they provide them with the protection from foreign products competition with focus on developing form and content and improving the quality of production and attention to achieve specialization in order to have competitive advantages. This undoubtedly has led to wide growth in the numbers of small projects and small enterprises in various countries around worldwide.

2.2.3 Definition of small and medium size enterprises:

There is no specific or standard definition for small and medium enterprises. The definition of small and medium enterprises differs from one country to another according to their different capabilities, economic and social conditions. They include the nature of the production components and factors, and quality of existing industries, population size, availability of manpower and their qualifications, the general level of wages and income, Gross Domestic Product (GDP) and the volume of import and export ...etc and other economic and social aspects that determine the economic development of the country. Hence the definition also varies according to its purpose, and whether it is for statistical, financing, or for any other purposes (Nasrallah and Awad, 2004).

According to Al-Atoum (2009), choosing the criteria that define and classify these small projects depends on one or more of the following factors:

1. Government policies that encourage the establishment of small and medium enterprises.
2. The country's degree of economic development and technological progress.
3. The role played by these projects in economic development process.
4. The size of the domestic market and the volume of import and export activities.

2.2.4 Criteria used in the classification of industries:

The words 'small' and 'medium' are words of its relative concepts vary from one country to another and even from one region to another within the country. A study done by the Institute of the State of Georgia indicated that there are more than (55) definitions of small and medium-sized projects in (75) countries. Most countries use number of workers as a standard to distinguish between projects, because of its flexibility to measure in addition to its consistency and uniformity and the insensitivity to price changes, as in invested capital standard. Some countries use the amount of the invested capital as a standard or both number of workers and invested capital as criteria to distinguish between projects. However, some countries use other criteria such as: turnover of sales, market share of the project, the registered capital, the value of fixed assets (excluding land and buildings), the operational power of the Machines used in

production(Horse power), employment sector or economic activity and sphere of activity (souse, 2010).

2.2.5 International classifications of SMEs:

Classifying small and medium industries differs between countries based on the industrial and technological development here or there, and differences in the relative importance to the standards used in classifying these projects: (Shimi, 2008)

1. **Japan:** the economic projects which classified as small or medium industrial projects, are those with fewer than 300 workers, and invest less than 100 million in fixed assets.
2. **United States** - the small projects are those with less than \$ 20 million capital and less than 500 workers.
3. **Korea:** less than 300 workers in the manufacturing industry, and less than \$ 6.7 million in fixed assets.
4. **Australia:** less than 100 workers in the industry, and fewer than 50 workers in the services sector.
5. **France:** less than 250 workers.
6. **Canada:** less than 500 workers in the industry, less than 50 workers in the services sector.
7. **Malaysia:** less than 150 workers, less than 25 million RM (6.5 million \$).
8. **Philippines:** 10-20 workers (small), and (medium) 21-99 workers.
9. **World Bank and the International Labour Organization (ILO):** small and medium projects are that employ fewer than 50 workers in developing countries, and fewer than 500 workers in developed countries. It is also consider the projects that employ fewer than 10 workers, as micro-projects, and the organizations that employ from 10 and 50 employees as small businesses, while the organizations that employ from 50 to 100 workers known as medium enterprises.
10. **European Union countries (EU):** micro - less than 9 employees, small enterprises: 10-100 workers, medium-sized enterprises 100-500 workers.
11. **United Nation Industrial Development Organization (UNIDO):** projects are classified by the criterion of number of workers, in addition to the economic development of the countries, developing countries and developed countries.

Developed countries: (small) -less than 100 employees, (medium) - less than 500 workers.

Developing countries: (Micro) - Less than 5 workers, (small) - less than 5-19 worker, (medium) - 20-99.

2.2.6 Definition of small enterprises in the Arab Countries:

The Arab Organization for Industrial Development and Mining define small enterprises as follows: (Narreallah and Surani, 2005)

Very small _ (Micro) - employs less than 5 workers and the capital invested in fixed assets (excluding land and buildings and working capital) is less than \$ 5000.

Small _ (small industries): employ 6-15 workers, and the capital invested in fixed assets is less than \$ 15,000.

Medium industries _ (Medium): employ 15-50 workers, and invested in fixed assets 15000-25000 \$.

As shown previously, it can be noticed that the criteria used to identify small projects vary from one country to another and depend mainly on the countries economic situation and its progress and growth attained, so that the Projects that may considered large in a developing country can be considered small or medium-sized enterprises in developed countries.

2.3 The Palestinian Industrial Sector

2.3.1 Industry Overview

The sector is represented by the Palestinian Federation of Industries (PFI). The PFI advocates for better industrial policies and regulations and works on developing and upgrading industrial performance. The federation started its work in 1999 with a representation of six industrial associations. Today, thirteen different industrial associations are members of the federation.

PFI has published a report, (2010) where it has been stated that the Palestinian industrial sector is categorized by its wide variety of products and inter-related sub sector branches. The sector lacks severely the adequate continuously available raw materials for the sustainability of the sector. But it has a great advantage of the dedicated hard working and resilient business community. The business community, as a driving force for the industry, was able to achieve several successes during difficult uncertain conditions. One of the main features of industry was its connectivity to the Israeli economy. On one side this is a fatal threat to industry because its success is subject to the Israeli priorities, not the Palestinian priorities, and it is a known fact that most of these priorities are not business related and highly politicized. On the other hand, industry has benefited from Israeli business connections elsewhere in the world.

It also showed that industry is playing an important role in the economic and social well being of the Palestinian society. It employs about 13% of the total workforce and it contributes 16% to the GDP. Exports were (and still are) a good economic ambassador for the entire Palestinian cause. The rapid growth of industry was notable during the nineties, the political uncertainty and turbulences have affected the industrial sector negatively.

The report was updated (2012) and it has been noticed that a slight shift in the structuring of industry that is related to both political changes and international economic changes and globalization sequences. For example, the leather and shoe making industry and the garment and textile industry are examples of badly affected industries. Contrary to that, Pharmaceutical industries and marble and stone industries were good examples of positive change.

2.3.2 Definition of SME's in Palestine:

Souse (2010) explained that small and medium enterprises in Palestine face considerable difficulties because of the lack of a uniform definition for these projects. There are various interpretations from various institutions in formulation and adoption of standard definition, but it has not succeeded to find a uniform national definition of these projects.

The impact of the absence of uniform definition is the absence of supportive government policies, and the official dealing with these projects by the private sector and non-profit organizations. For example, and depending on Rowedah (2013), the Ministry of National Economy used the following classification of industrial projects for the purpose of industrial license only, depending on the value of invested capital, regardless of the number of employees:

- Small and medium: When the value of the invested capital is less than 50,000 \$.
- Large projects: When the value of the invested capital is more than \$ 50,000 dollars.

Palestinian Central Bureau of Statistics PCBS (2002) used the following classification of economic projects, depending on the size of employment.

- Micro projects: employ 1-4 workers.
- Small projects: employ 5-19 workers.
- Medium Projects: employ 20-49 workers.
- Large projects: employ more than 50 workers.

2.3.3 Characteristics of small and medium enterprises in Palestine

Al Souse (2010) showed that the Characteristics of small and medium enterprises in Palestine were as follows:

1. Projects that employ less than 5 workers form 90.5% of the total project operating in the Palestinian economy. The small size- projects reflect the striking fact of the unstable political and economic situation in the region. In such a volatile environment, these projects struggle for survival not for development!
2. Most of these projects produce only one product, which limits the possibility of

distributing risk, and this increases their sensitivity to economic fluctuations.

3. The non-wage workers in small enterprises and micro enterprises form about 32% of the total workers in this sector.
4. The family ownership dominated the small and medium enterprises, where 67% of small and micro enterprises are family owned, while less than this ratio in the medium-sized enterprises and up to 37% only. In other words, the partnership prevails at 63%.
5. 80% of small and medium-sized projects depend on personal savings to establish the business and to cover the operating expenses.
6. Weak backward and forward integration between the small and medium industrial projects, where 70% of these projects sell their products directly to the consumer.
7. 22% of medium-sized industrial projects work as subcontractors to other major companies in clothing, leather and food sectors.
8. Small and medium- Projects form 97% of the total number of industrial enterprises operating in the manufacturing sector, and 99% of the total number of projects in the industrial sector as a whole.
9. Small and medium enterprises employ about 82% of the total number of employees in the industrial sector.
10. Small and medium Industrial enterprises are concentrated densely in three main sectors: the textile industry, food industry and furniture industry, which form 60% of the total projects in the industrial sector, while much lesser projects are specialized in producing intermediate goods.

2.3.4 Construction Industries

Construction industries are unique in their multi-disciplinary linkages and relations with other sectors in the economy. Some of these linkages are: building and contracting, engineering works and design, metal industries, furniture industries, marble and stone industries, chemical industries, plastic industries, financial services and transportation. This industry is directly related to the housing trends in the economy. Currently, there are two major projects for establishing more housing units. The first is the rehabilitation and reconstruction processes that will take place in Gaza Strip after the (2008) war. It is

estimated that 35000 apartments need urgent renovation or reconstruction. Moreover the need is greater in building public health, academic, civic institutions and destroyed industrial facilities besides the need for rehabilitation of infrastructure networks and facilities is of high priority. Second, there are some huge construction projects for new cities or compounds in Gaza Strip. That will depend mainly on local suppliers and will increase the domestic sales of local construction materials, and hence increase production that will be associated with more labor generation. Any assistance to the construction industries will have its major influence on employment generation and raising the living standards of workers. Also, it has its effects on encouraging the rate of establishing new start ups and small businesses in different fields (PFI, 2010).

The most direct related construction industries are; ready mix concrete, precast concrete for infrastructure, ceramic and floor tiles, street sidewalks pavements, curbs stones and asphalt construction. The anticipated housing projects are assumed to raise production to average levels of about 80%, which in turn will increase employment by at least 20%. Moreover, the construction industry will have similar multiplier effect on the development of other industries. These are: paints industries, plastic industries, sanitary wear, aluminum and wood, furniture and similar industries (Paltrade and Palestinian Contractor Union, 2008)

2.3.5 Information and Communications Technology Sector

According to PITA reports (2008), the Information and Communications Technology (ICT) sector has had a significant influence on the development of Palestine's infrastructure, quality of life, state of education, recognition of its rich, cultural history, and the emergence of its startup economy.

The global media including The Guardian and the New York Times, have all pointed to the emergence of Palestine's ICT sector. Global outsourcing experts have attested in a recent published PITA study that the Palestinian outsourcing industry is capable of sustaining multiple concurrent IT development projects at levels of quality, timeline and customer satisfaction as buyers would expect from a global IT outsourcing services provider.

As of 2007 year end, ICT sector contributed about 10-12% of the GDP with a market size of around \$500 million, with approximately 250 ICT companies. Palestinian ICT companies cover wide spectrum of the ICT market including hardware distributors,

software development firms, office automation vendors, and internet service providers, and telecommunications companies, ICT consulting and training companies.

In offices, universities, and coffee houses, Palestinian entrepreneurs are looking at a vast, global market of opportunity, often partnering with other Palestinians in other regions of the world. Many Palestinian startups have been inspired by returning citizens, who have studied and in some cases, created startups of their own in places like Silicon Valley.

PITA has published the following realities about ICT sector (2013):

- ICT Sector Growth rate 8% in 2009 and 10% in 2010.
- About 530M\$ Economic value – added.
- About 8% contributions to the national GDP.
- Expected growth to 10% of GDP
- 5000 direct employees, 15,000 indirect employees.
- 50% of companies work in software development, consulting and online services.

Chapter (3)

PREVIOUS STUDIES

CHAPTER 3:

Previous Studies

3.1 Introduction:

Many of foreign studies considered the concept of CI and the use of strategic information environment. By contrast, according to the researcher's knowledge; it was not attempted in the Arab world, except for two Tunisian studies (Chellouf et al., 1999, Chouk-Kamoun and Salles, 1998) under a title of Environmental Scanning and an Egyptian - Jordanian study (Abdalla and Sammy 1995).

The research of Chouk-Kamoun and Salles (1998) studied the requirements of environmental scanning in (24) Tunisian companies, where the study proved that the informational environmental strategy has not yet received the attention of the managers as they were not being aware of the value of that information. The study of Chellouf et al. (1999) dealt with the causes of interest to discuss the environmental scanning and how to apply it in a sample of Tunisian companies. Similarly, the Egyptian- Jordanian study investigated the correlation between the activity of environmental scanning and the type of strategy used. The sample comprised (300) managers from Egyptian companies, and (161) managers from Jordanian companies. The study found that, on the one hand, the companies that followed a strategy of differentiating products or services were more involved to take advantage of expansion opportunities and met the needs of customers and thus became leading (Proactive) companies. On the other hand, it found that the companies that followed a strategy of reducing prices tended to follow competitors threats and the new legislation which limited their spread, and so they were follower (Reactive) companies.

However, the above-mentioned studies in the Arab world did not address the quality of information collected and they didn't show its importance to the companies' managers for feeding their Strategic decisions.

3.2 Local studies

1. Farra, M. (2003) “Opinions on the Strategic Managerial Behavior of Palestinian Manager: Case Study from the Gaza Strip”

This research analyzed the characteristics of strategic management practices from Palestinian managers' point view in the Plastic industrial establishments in the Gaza Strip. The study concluded that, the tactical managerial practices dominated strategic ones. The study also revealed that, there was a positive relationship between strategic management practices from one side and education level and experience of managers from the other. Furthermore, the study proved positive relationship between strategic management practices and the establishment size.

The Palestinian managers in Gaza Strip were not aware enough to their competitors, the senior management of the companies surveyed consider to competitors as a medium important factor in the success of the enterprises to achieving its objectives, there was a lack of adequate attention from the senior management about their competitors, also they are not concerned enough to competition as a factor that affects the industrial company's ability to make a profit, and there is less attention to invest in new technology to enhance the competitive position of the company. The Palestinian managers were lacked of a comprehensive vision towards future, lacked of managerial strategic skills and lacked of convenient management information systems. At the end the study suggested some recommendations which may contribute in developing the managerial behaviour and strategic thinking of the Palestinian manager in the Gaza Strip.

2. Wadi, R. and Ashkar, I (2010) “The reality of strategic planning practised by the Local Non-Governmental Organizations managers in the Gaza strip”.

This study aimed to identify the reality of strategic planning in the nongovernmental organizations in the Gaza strip, through exploring the extent to which the directors of those organizations are aware of the scientific concept, the extent to which they practice and apply this concept. The study also aimed to identify the obstacles that might face the strategic planning from the directors' point of view, and identify if there ere impact

of some personal and organizational characteristics on the clarity of the concept, and identify if there were statistical differences between directors in practicing strategic planning due to the clarity of strategic planning concept .

The results showed that %66.7 from the NGO's directors have an understanding of the concept of strategic planning, they tend to practice it. It also showed that those directors don't view the obstacles stated in the questionnaires as factors hindering the strategic planning process, whereas, some pointed out other obstacles such as changing the staff frequently, lack of facilities and support from the Palestinian Authority. The study also showed no statistical differences between directors in practicing strategic planning due to the clarity of the strategic planning concept.

3.3 Arab Studies

1. Wadie, N. (2010) “Competitive intelligence in Tunisian companies”.

This study was considered the first to investigate competitive intelligence in Tunisia. The purpose of this study was to investigate the degree of knowledge of competitive intelligence in Tunisian companies. This exploratory study was conducted using semi-in-depth interviews and focus group with six executives in six companies in Tunisia. Three sectors were chosen for this study: communication technologies, manufacturing and commercial retailing. These companies were prevalent in Tunisia and were very different. The results showed that, firstly, Tunisian managers were conscious of the importance of competitive intelligence in the management of their companies. Second, managers believed that internal sources of information were more valuable than external sources information and personal source information was regarded most valuable. Third, the findings of the process and structure questions indicate that companies may not yet be investing appropriately in building the internal infrastructure required for fully effective intelligence efficacy. Finally, this practice was not organised in a separate department and, if it is mostly done in the marketing department.

Based on the results of the study, the researcher recommended that competitive intelligence should be developed in Tunisian companies. Various methods were proposed including awareness and training program; these would make managers

realized the value of competitive intelligence as an important instrument in the development of competitiveness.

2. Rouibah, K. (2007) “Environmental scanning and perceived problems in the state of Kuwait”.

Strategic information is currently considered by proactive companies in the West as a real strategic resource, the same as corporate assets and human resources. Scanning information systems created for this purpose have become a real decision support system to cope with information that informs about unexpected events and turbulent changes, called "weak signals". Rouibah and Ould-Ali (2002) have proposed a process that eases weak signal management in the West. In order to translate this process in the Arab region, this study identified 24 issues and their perceived importance in a Middle East country and a less developed country (LDC). An instrument was then developed and validated in term of reliability and validity in a pilot phase. Data collected from 194 Kuwaiti executives revealed the three most important issues facing the respondents are identification of the company's requirements in term of scanning activities, inadequate management education and training, and selection of relevant and crucial information. The three least and unimportant issues are: problem of legal and ethical issues of environmental scanning, lack of resources to conduct scanning activities and non integration of collected information into strategic decision making. In addition, results revealed significant difference in three problems (difficulty to analyze quality of collected information, difficulty to analyze the quality of information sources and lack of data sources where weak signals can be found) with regard to availability of R&D scanning activities. This paper discussed these results as well as their implications for practitioners and researchers.

3. Rouibah, K. (2004) “Study of the Awareness of Executives in the Kuwaiti Companies towards the Use of Strategic Information” - field study.

The article investigated the awareness of the use of strategic information among (347) Kuwaiti executives. The study focused on the significance of environmental information as a source to gain competitive advantage. The study had the following findings:

1. “Environmental scanning” and “vigilant information system” were the most preferred concepts that referred to this operation.
2. Executive’s knowledge about strategic information management was average.
3. There was a lack in systematic collection of strategic information.
4. There was a positive relationship between knowledge of environmental scanning and knowledge of weak signals and strategic information; in addition, there was a positive relationship between knowledge of weak signals and their collection.
5. There was no significance difference in the behavior of strategic information collection between small and large companies.

The study concluded that there was a need to rely on information management strategies and to develop information systems to assist in decision-making.

4. Rouibah, K. and Ould-ali S. (2002) “PUZZLE: a concept and prototype for linking business intelligence to business strategy”

Business intelligence (BI) is a strategic approach for systematically targeting, tracking, communicating and transforming relevant weak signs¹ into actionable information on which strategic decision-making is based. Despite the increasing importance of BI, there is little underlying theoretical work, which directly can guide the interpretation of ambiguous weak signs. This paper gives an insight into the issue through a new strategic business intelligence system called **PUZZLE**. We describe this system and validate it by designing a prototype, test the system using in-depth interviews, and hold learning sessions in order to further knowledge about BI. The main results from tests show that: interpreting weak signs is potentially important for senior managers, consultants, and researchers; interpretation can be achieved gradually by bringing the weak signs together using a tracking form based upon the concept of actor/theme/weak signs/enrichment /links; interpreting weak signs is a complex process of establishing links between the weak signs. Final results show that the individual cognitive process appears heuristic when interpreting weak signs. Implications for strategic management practice and research are addressed.

3.4 Foreign Studies

1. Colakoglu, T. (2011) “The Problematic Of Competitive Intelligence: How To Evaluate& Develop Competitive Intelligence?”

The research aimed to investigate the literature and applications in business world about the competitive intelligence, and especially evaluating and developing competitive intelligence. As a result, wide literature review was done in this paper.

The researcher introduced a brief literature review regarding to competitive intelligence concept, so that literal view of theorists were given. Then, samples and application models of competitive intelligence applications were introduced.

The literature knowledge and application results used in the research are gained from random academic studies. Over (50) studies were reviewed. With these reviews the fundamental definitions were generated; samples were collected and comparisons were done. Both theory and application models were given in order to compare them easily.

Finally, comparison between the literature and applications was done and the results of comparison stated that the recent studies showed that successful CI practitioners were learning CI through active listening, reading, discussing and performing. Practitioners should possess specific competencies, knowledge, skills and abilities to effectively execute the sustainable intelligence cycle. It also mentioned that CI development and evaluation process would get better by carrying out CI practices. Benchmarking current applications would also help in both issues as well. Systematic studies may have also provided success in both goals. Finally, leadership with consistent support would sooner or later give results eventually.

The researcher recommended that the legal frame work of CI should be obtained according to CI experiences; CI issues were developing and that the future of CI needed to find legal solutions for new problems so that the consistent development be vital in order to survive in this competitive era.

2. Franco, M., Magrinho, A., and Ramos Silva, J. (2011) “Competitive intelligence: a research model tested on Portuguese firms”.

The aim of this paper was to evaluate the practices of economic intelligence used by Portuguese firms and to identify the attributes that may increase the probability of their

adoption. It introduced a design of a conceptual model proposal integrating business and public policy approaches connected to the competitive intelligence and, consequently, the capacity to formulate entrepreneurial strategies and public policies geared for the adoption of competitive intelligence procedures.

A questionnaire was designed and targeted the CEOs of Portuguese firms. The authors used the mixed logit method to select a number of significant variables that influenced the use of economic intelligence by firms in the sample.

From the results, the authors concluded that firm size, information and environmental scanning connected to the markets, social networks, economic diplomacy and public policies, namely clusters and industrial policies in the context of competitive intelligence, were some of the attributes relevant in this study. It was concluded that the probability of firms adopting competitive intelligence practices lied in two aspects: in orientations of business policy and strategy and in public policies that improved business context in the perspective of competitive intelligence. The recommendations of this research for public policies and firms' strategies may be summarized in the following terms:

1. SME's should have inter-firm strategies that increment their potential through the creation of a critical mass.
2. The need to stimulate investment in intensive knowledge associated with new markets, particularly external ones, recognizing their greater pro-activity.
3. To encourage the formation of external social networks (including inter-firm cooperation), and internal to the firms (presupposing the adequate use of ICT) with the aim of improving the flow (and sharing) of information linked to clients/markets.
4. The incentive of an industrial policy that stimulates the production of traded goods and outward activities (favoring the value chain of the economy, innovation and internationalization, and greater proactivity in respect of asymmetrical information).
5. To make the mechanisms of economic diplomacy more proactive, leading to increased interaction between diplomatic branches and the firms' needs to make better use of the international institutions in which the country participates.

3. Santos, M. and Correia, A. (2010) “Competitive Intelligence as a Source of Competitive Advantage: an Exploratory Study of the Portuguese Biotechnology Industry”.

The paper aimed to study the level of awareness of CI and to identify and describe CI best practices in biotechnology industry sector in Portugal for its economic importance. An exploratory study was carried out to examine how organizations in the Portuguese biotechnology industry use CI in order to obtain sustainable competitive advantage. Additionally, this research was designed to create hypotheses that could be tested in further studies. Case studies were carried out in two companies and a literature review was conducted to help develop a theoretical framework that would support further analysis.

Research showed that the terminology and concept of CI were not well-known inside the two companies, probably because of the prevailing scientific-technical background of their personnel, as distinct from one of management; they therefore lacked the specific, dedicated infrastructure and personnel to perform CI. Yet, CI is carried out in an informal way, mostly by the decision makers themselves. Additionally, the findings suggested that organizations tend to focus on developing information management processes primarily oriented to internal information assets, such as Business Intelligence or Knowledge Management. The resources provided for these processes tend to reinforce and support the intelligence cycle, thereby improving the overall awareness of CI. Differences in the level of informality of CI activities were also found between the two organizations; the larger and older organization tended to be more formal in its approach to CI activities.

4. Pellissier, R. and Kruger, J. P. (2010) “A study of strategic intelligence as a strategic management tool in the long-term insurance industry in South Africa”.

The purpose of this paper was to explore the extent to which strategic intelligence is utilised within the South African long-term insurance industry and whether it could be used to identify opportunities or threats within the global environment to remain

competitive, create greater innovation, and corporate advantage.

The paper identified the extent to which strategic intelligence was utilised in the South African long-term insurance industry, and the benefits or problems that were experienced by implementing and using strategic intelligence as an input to the strategic management process and value strategic intelligence added in the decision-making process. Data collection was limited to the (82) long-term insurance companies which were registered with the South African Financial Services Board, with a focus on the organizations listed on the Johannesburg Securities Exchange within the Life Assurance Sector, within which a final response rate of (36.1) percent was achieved, including the (100) percent response rate from the six listed organizations.

The researchers found that there were marked differences in the conformity and usage of strategic intelligence and its components between the organizations surveyed, with a measurable difference between large and small organizations, however, it was generally viewed that the use of a strategic intelligence framework could greatly enhance decision making.

5. Johns, P. and Van Doren, D. C. (2009) “Competitive intelligence in service marketing_ A new approach with practical application”.

The paper aimed to give a new look at (CI) and the resulting benefits to growing companies. A total of 20 questions were presented, competitive information sources were listed, and the four core components of CI were displayed to explain how a company can implement CI into the business planning. Two practical applications showed the importance of CI in strategic planning and offer a real world look at how a company profits from the time and money spent. Each case represented the role of CI in making a major decision for the company. A geotechnical firm which offers technological services and a Chicago-based IT firm. Both examples answered serious questions about the future direction of the business and present managerial implications for use by a company. This research could inspire marketers to take a look at their CI and reactivate it based on what is presented; the overall practice of CI showed the benefits a company that develops this program can gain.

6. M. Z. Elbashir, et al. (2008) “Measuring the effects of business intelligence systems: The relationship between business process and organizational performance”.

The purpose of this study was to measure the effects of business intelligence systems by investigating the relationship between business processes and organizational performance. The research explained that Business intelligence (BI) systems improves the ability to analyse business information in order to support and improve management decision making across a broad range of business activities. They strengthen data infrastructure investments made by firms, and have the potential to realise the substantial value locked up in a firm's data resources. While substantial business investment in BI systems is continuing to accelerate, there is a complete absence of a specific and rigorous method to measure the realised business value, if any.

The researchers developed a new measure that was based on an understanding of the characteristics of BI systems in a process-oriented framework, by exploiting the lessons learned from prior attempts to measure business value of IT-intensive systems. The researchers then employed the measure in an examination of the relationship between the business process performance and organizational performance.

The researchers found significant differences in the strength of the relationship between industry sectors. This study reinforced the need to consider the specific context of use when designing performance measurement for IT-intensive systems, and highlighted the need for further research examining contextual moderators to the realisation of such performance benefits.

7. Zangouinezhad A. and Moshabaki, A. (2008) “The role of structural capital on competitive intelligence”.

This paper attempted to explore the role of structural-organizational capital (or intelligence) in gathering, producing and transmitting (CI) to enhance organization competitive advantage. A questionnaire-oriented survey covering 200 Iranian companies as samples was conducted to collect data for the study.

The researchers relayed on Information systems, content factor and Competitive

advantage as study variables and the findings indicate that the information systems (as the structural capital) and the content factors (as the organizational capital) of the structural-organizational intelligence (SOI) are significantly related in attaining CI. The study also offered empirical evidence that attaining CI is positively related to organization competitive advantage.

The restrictions of this research were that: (1) the companies chosen for the study were mainly large companies. Thus, the results may not be applicable to smaller companies. (2) The survey was limited to one country (Iran). (3) 40 percent of the respondents were from state companies, which because of using state budget and being active at the monopolistic markets inside the country might be a negative effect on the amount of using SOI.

The paper focused into development of structural capital concept and its effects on organization. Previous studies were independent of structural-organizational capital (intelligence). This study aimed to fill that gap by studying downstream impact of SOI application on both the admission of CI information and organization competitive advantage.

8. Ranjit Bose, R. (2007) “Competitive intelligence process and tools for intelligence analysis”.

The purpose of this survey research was to study and report the process that was commonly used to create and maintain a (CI) program in organizations and to provide an analysis of several emergent text mining, web mining and visualization-based CI tools, which were specific to collection and analysis of intelligence.

A range of recently published research literature on CI processes, applications, tools and technologies to collect and analyze competitive information within organizations was reviewed to explore their current state, issues and challenges learned from their practice.

The paper offered executive decision makers and strategic managers a better understanding of what methods were available and suitable to the decisions they must make and the steps involved in CI undertaking.

The findings of this research provided the managers of CI programs a context for

understanding which tools and techniques were better suited to their specific types of problems; and help them develop and evaluate a usable set of tools and best practices to apply to their industry.

9. Tanev, S. and Bailetti, T. (2007) “Competitive intelligence information and innovation in small Canadian firms”.

The paper attempted to examine the relationship between the number of (CI) information topics used by small Canadian firms and their innovation performance, measured by the number of newly launched products, processes and services. The research proposed that the number of CI information topics used by IRAP-funded firms was positively related to their innovation performance.

A CI information framework was applied including 42 information topics classified into four groups, i.e. industry, competitors, customers and firm. The 45 firms in the sample were classified into three types, i.e. new technology-based, specialized supplier, and service firms. Statistical analysis was used to analyze the relationship between CI information and innovation.

Analysis of the results suggested that there was a clear relationship between the CI information firms used and their innovation performance, specialized suppliers firms were the most efficient users of CI information, information about industry and competitors was the least used but highly relevant for firms’ innovation performance, and information about customers was found to be highly used and relevant for the innovation of all firms.

10. Qiu, T. (2007) “Scanning for competitive intelligence: a managerial perspective”.

The purpose of this paper was to investigate empirically how entrepreneurial attitude and normative beliefs influenced managerial scanning for (CI) and how managerial scanning efforts subsequently impacted managerial interpretation of organizations’ strengths and weaknesses in the competitive arena.

A structural equation model was tested with survey data from 309 managers in the USA. The results indicated that entrepreneurial attitude orientation and market

orientation significantly impacted managerial scanning for (CI), which in turn leads to managerial representations of competitive advantage.

This paper showed that scanning for (CI) is more an entrepreneurial activity than a routine activity for managers and that managerial scanning effort can be maximized in highly market-oriented organizations that value competitive intelligence collection and dissemination. Proactive scanning for (CI) enables managers to develop fuller and clearer picture of the superiority or deficiency of their organizations. The researcher recommended making future research to address the inherent cyclicity of the managerial sense-making process. It also showed that scanning cycle was the relationships between managerial business motivation, intelligence scanning and sense-making. It offered strategic guides to both academicians and practitioners on how to achieve a better understanding of the complex and dynamic market through proactive scanning activities.

11. Fleisher, C. (2007) “Using open source data in developing competitive and marketing intelligence”.

The paper attempted to show how the increasingly popular use of data and information acquired from open sources (OS) impacted competitive and marketing intelligence (C/MI). The study was a descriptive, conceptual paper that utilized and developed arguments based on the search of three unclassified bodies of literature in competitive and marketing intelligence, intelligence processing and marketing analysis.

The study found that open sources are useful in marketing analyses because they can be easily accessible, inexpensive, quickly accessed and voluminous in availability. The researcher pointed that there were several conceptual and practical challenges the analyst face in employing them. These could be addressed through awareness of these issues as well as a willingness to invest resources into studying how to improve the data gathering/analysis interface. The researcher showed that marketing analysts increasingly rely on open sources of data in developing plans, strategy and tactics. This article offered a description of the challenges they face in utilizing this data, as well as a discussion of the effective practices that some organizations have demonstrated in applying and fusing open sources in their C/MI analysis process.

12. Do Nascimento Me'lo, M. A. and de Medeiros, D. D. (2007) "A model for analyzing the competitive strategy of health plan insurers using a system of competitive intelligence".

The purpose of this research was to present an up-to-date and responsive to an area of study formulation of the System of (CI) which enabled the constant upgrading and improvement of business management practices, so that a competitive edge may be maintained and a market differentiation established.

This comprised a study of the existing literature and a review of articles of criticism related to the particularities of competitive strategy, systems of (CI), and the quality of service submitted by health insurance companies of health services, with a view to identifying the main elements needed to attain competitive advantage. From the results gathered, a model was constructed and then commented upon its strong and weak points. It was observed that the Model of System of Competitive Intelligence could guarantee the survival of a company, through analyzing information quickly and in an integrated way, thus permitting well-founded decisions to be made in real time.

The model was based on literary research and it was directed only to one sector of service industry. The suggestion was that this model should be applied to confirm its effectiveness.

This work attempted to went toward making it possible for health insurers in the City of Recife – Brazil to obtain competitive advantage in the health service, through service provided with greater quality that satisfactorily meets the needs of their clients, besides promoting technological advances in this sector. It also aimed to assist other companies in the health area who wish to adopt the model proposed.

13. Tarraf, P. and Molz, R. (2006) "Competitive intelligence at small enterprises".

This research attempted to study CI specifically among small companies, it also showed the differences between companies in various industries. Each industry functions according to a different business model, and that model affected all aspects of day-to-day business, including how companies view competitors and interact with them. The research highlighted some of those differences. In additions, it also helped companies'

to understand their own business and industry (from practical perspective), even small and medium-sized enterprises that have few financial resources can develop low-budget approaches to CI, such as reviewing competitors Web sites or engaging in probing questioning of competitors at conferences or social events.

The study reported that Competitors' clients and suppliers can also be good sources of (CI) and emphasis that while the Internet may be a valuable tool for marketing products and services, it can also be used by rivals to gain (CI) on the firm.

The limitation of the study was the selection of in-depth interviews. As a consequence, the sample was limited to multimedia and nightlife companies. In spite of that, the research may have discovered some factors related to CI that could certainly be related to other industries and which undoubtedly hold potential for further investigation.

The researcher recommended that making future studies could expand the research and investigate whether some of the findings can be applied in other industries. He also recommended further investigation and clarification in small businesses' perceptions of leader-follower and innovator-imitator issues, and how these related to CI.

14. Wright, Sh. and Calof, J. L. (2006) “The quest for competitive, business and marketing intelligence_ A country comparison of current practices”.

This conceptual paper attempted to examine three empirical studies carried out in Canada, the UK and Europe with comparisons drawn on their approach and findings.

The studies were compared using a framework, developed by the authors, along four central elements and two influencing drivers.

The researchers found that little measurement consistency or output value was evident. They discouraged focusing on isolated studies, carried out at a macro level, so that future studies need greater severity, and consequently might be of more value to academics and practitioners.

The researchers recommended stronger adhesion with other disciplines to develop a strong agenda because of the lack of research consistency.

15. Frates, J. and Sharp, S. (2005) “Using Business Intelligence to Discover New Market Opportunities”.

The paper discussed how companies could discover who the atypical customers; customers of which they are only minimally aware, people who started using a given product while seeking a solution for an apparently unrelated need , These atypical customers represent an untapped opportunity to grow the business in a new direction at minimal risk and cost, thereby achieving competitive advantage, then study them as a test market then find more customers like them; and find a continuing customer discovery process into the firm’s business intelligence activities.

16. Wilma Viviers, W., Saayman, A. and Muller, M.L. (2005) “Enhancing a competitive intelligence culture in South Africa”.

The aim of this paper was to assess the development of the CI culture since the late 1990s in South Africa and to make recommendations to enhance this culture.

The results of two previous research projects were used for the empirical evidence; Questionnaires were used in these projects. The questions covered all areas of the intelligence cycle: planning and focus, collection, analysis, communication, process and structure, awareness and culture and attitudes towards CI. Data of the sample population to perform a sample selection was gathered from three sources, namely Reed Inc., the Kompas Southern African and the membership lists of the respective Export Councils. The results of observations and research projects showed a sustained level of awareness of CI and a CI culture within South African companies since 1999. However, research into the CI practices of South African companies (both descriptive and empirical) and specifically into the CI practices of South African exporters showed certain areas in which local companies lag behind other countries.

The researchers mentioned that, In particular, in terms of the extent and depth of education, training and consulting services, South Africa was far behind most developed countries. they found that with better training and education opportunities available, particularly, in terms of strategic and competitive analysis and the management of CI, these weak areas of the discipline will be improved with time.

The research was built around the six key areas that, collectively, from the intelligence model as identified by Calof and Breakspear in 1999, i.e. planning and focus, collection, analysis, communication, process and structure, and organisational awareness and culture. Some of the key findings were that South African companies showed a general lack of appropriate processes and structures for CI; that there was little evidence that systems in companies assist the CI activities; that few companies could claim that CI was embedded in the whole company; little information sharing took place and people in the company in general did not know the focus of the intelligence activity.

The paper offered recommendations on ways to enhance a competitive or CI culture in South Africa including CI awareness and training sessions for industry, company managers recognising the value of CI as a tool to enhance competitiveness and appropriate CI related training programmes.

17. Guimaraes. T. (2000) “The impact of Competitive intelligence and IS support in changing small business organizations”.

The research aimed to show the impact of (CI) and information systems (IS) support for effectively implementing change in small business organizations. The researcher found that a lot of literature on the management of change, including sub-areas such as Business Process Reengineering (BPR), Total Quality Management (TQM), and product improvement, implicitly or explicitly proposed that company strategic intelligence was a pre-requisite for change, and that effective information systems (IS) support was a critical requirement for implementing change. While these two hypotheses were exceedingly important, the existing literature contained no empirical evidence supporting them. A field test of how effectively small business organizations were identifying strategic problems and opportunities, how effectively they implement business changes, and use IS technology to do so, was undertaken to empirically test their relationships.

Despite the relatively small sample size, the results showed clear evidence about the importance of (CI) and (IS) support for effectively implementing change in small business organizations.

18. Walle, A. H. (1999) “From marketing research to competitive intelligence: useful generalization or loss of focus?”

The aim of this article was to discuss the history of (CI); as an organizational function; and its evolution out of marketing research. Based on a straight historical overview, the researcher found that the transition from marketing research to competitive intelligence was analyzed in order to point to both the potential strengths and weaknesses of having intelligence form an independent free standing discipline.

The article browsed the summarized history of (CI) and how it became a distinct field, but the two fields expanded and similarities was created between CI and marketing research.

19. Wright, Ph. C. and Roy, G. (1999) “Industrial espionage and competitive intelligence: one you do; one you do not”.

This paper considered the difference between industrial espionage and (CI) ,so that practising managers would be more able to formulate policy in this critical area. As well, procedures for securing information as part of a (CI) process were outlined.

The paper began to define both idioms and finally clarify the difference between them, then it investigates (CI) as a growing phenomenon. It also showed the role of the human resource management in preventing the company from industrial espionage and its (CI) experts.

Finally, the authors suggested how to develop a system of three phases to secure information as part of a (CI) process.

3.5 Conclusion and comments

CI concept has been studied by many researchers as a new branch arising in strategic planning and the late versions of many books in strategic management added the topic to its content and refer to the CI success stories into an attempt to prove that companies will gain a lot if it invests on CI.

The past studies covered the topic theoretically and practically into Europe, UK, Canada, USA, and many of other countries. The majority of them focused on large scale companies there, but few study the concept on small and medium size companies. Differences could be noticed according to the different culture and background of nations or the sector being studied.

Comparison and generalisation between studies is not possible owing to significant differences in study design. For example, the European and UK studies focused more on larger firms, while the Canadian study had a significant number of small firms responding. Further, the Canadian study focused exclusively on technology firms while the other two studies were broader. Different approaches were evident also in the questions asked and questionnaire design. In short, the research methodology of the studies was very different. The questionnaires themselves were extremely different. The Canadian study used dichotomous variables, while the UK and European studies used a mix of Likert, true/false, and category choices. The questions themselves were also different.

Although all attempted to measure the total intelligence process, each had a greater or lesser focus on individual components. Different measures, different foci, different sample frames and different questions, yet each study attempted to measure the same thing. The researcher created here own questionnaire based on the knowledge and read about the topic from rational perspective to fit with the special nature of the Palestinian SME's and Gaza Strip in particular. The main aspects were determined based on the conceptual framework which specifies the factors that affect the adoption of CI in the SME's in Gaza Strip. Following approximately the same model (Process and structure- Culture, awareness and attitude- Planning and focus- Collection- Analysis- Communication) made it possible to have factors in common as company size, number of employees.

This study -to the knowledge of the researcher- is the first to discuss the topic in Palestine. The study targeted two important and vital sectors in Gaza Strip, and introducing the concept to them and beginning to practise it in these firms will be an advantage to them. It compared the results between the two sectors and tried to develop their current competitive intelligence processes.

Chapter (4)

RESEARCH METHODOLOGY

CHAPTER 4:

Research Methodology

4.1 Introduction

This chapter illustrates the framework of the study and the steps performed in conducting it, it also defines the population and the sample, followed by a detailed explanation of the methodologies adopted.

The research method is also described to illustrate the importance of selecting the most suitable approach for research. The study used the analytical descriptive method where it tries to measure the extent to which do the SME's in Gaza Strip aware to practise CI in their business activities and targeted the construction and information technology as a case study. Each step in the questionnaire; beginning with questionnaire design, then, conducting pilot study, distribution to the study sample, response rate, the validity and reliability of questionnaire, data gathering procedures, and the procedure of statistical analysis are mentioned in the this chapter. The detailed approaches, methods, and techniques used in this research are also explained in this chapter.

4.2 Research Framework

This section presents the procedures conducted in this study to answer the research questions. The framework of the study includes finding factors/variables which affect adopting CI in SME's activities in Gaza Strip for both IT companies as well as construction companies. Figure 4.1 shows the framework of the study.

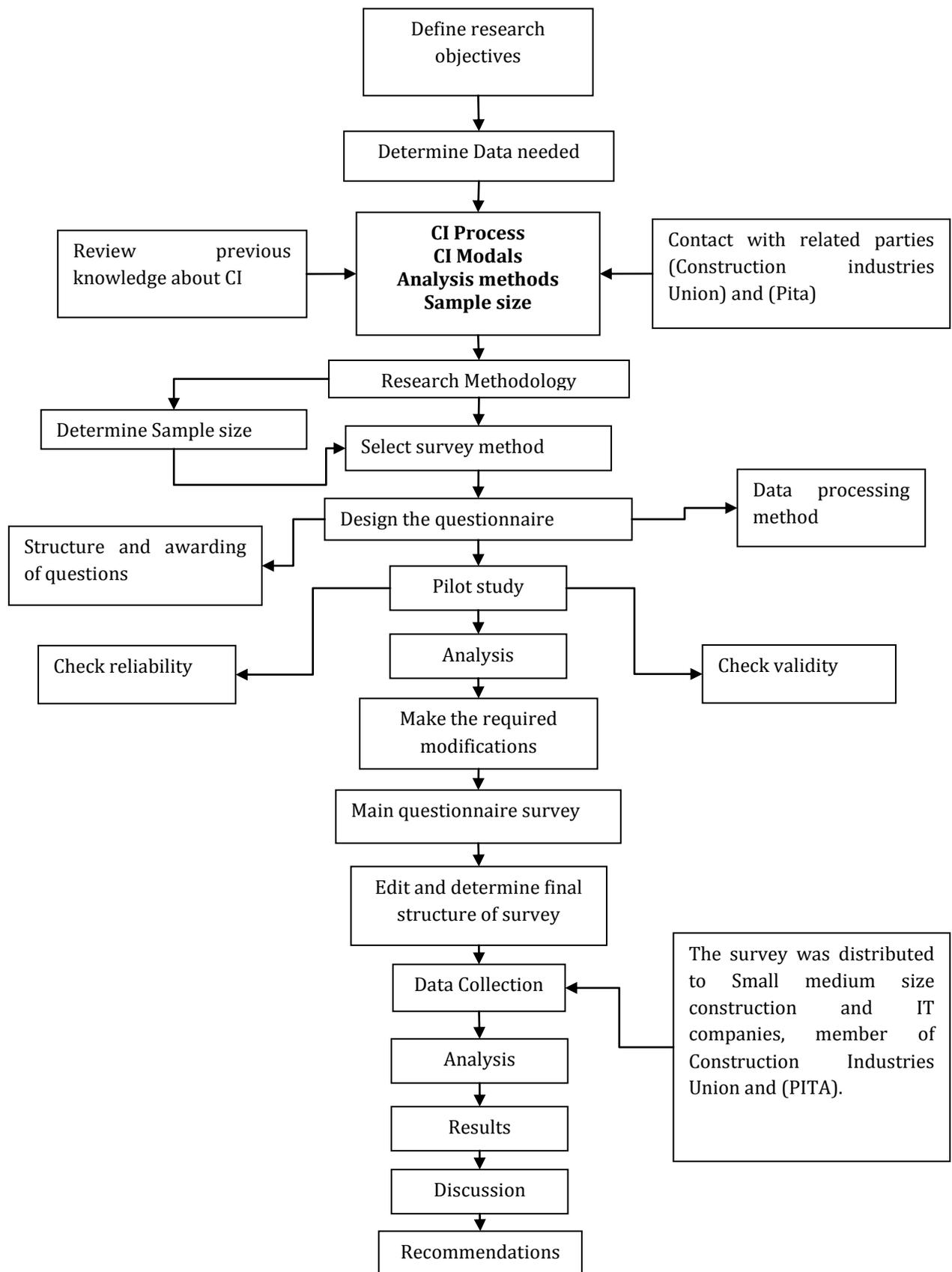


Figure 4.1The framework of the research (developed by the researcher).

4.3 Research Methodology

The study follows the analytical descriptive approach as the most used in business and social studies, this research is categorized under applied researches that depend mainly on data collection from primary sources through a designed questionnaire distributed to the target sample for research purposes. The data was collected by distributing a questionnaire on the target population which was the senior management of SME's working in Gaza Strip in IT and construction sector (CEO) or equivalent and those in charged in strategic planning, R&D, marketing or share in decision making process.

The researcher used secondary sources such as Business journals, books, previous research papers and business letters related to the research topic, then the questionnaire was designed in a simple form that can be understood quickly and a definition of the concepts was illustrated as needed to minimize the misunderstanding amongst the participants. Next, Statistical analysis was carried out on the recollected questionnaires. Frequencies and percentages were calculated with accuracy conditions, then results were examined and the final research conclusion and recommendation were formulated based upon, and finally the researcher suggested the further direction for next studies.

4.4 Questionnaire Design

The survey questionnaire is a set of questions used to gather data from respondents. Its one of the main tools used in data gathering process.

According to Bird (2009), a questionnaire consists of a set of questions prepared and distributed by the researcher to obtain information from relevant respondents. In this study, questions were designed simply and easily to help the respondents to choose the best answer fit their situation and practises.

4.4.1 Components of the questionnaire

This questionnaire consists of (7) main sections, as illustrated in Table 4.1

Table 4.1: Questionnaire's Sections

No.	Section	No. of Questions
1.	personal Data	5
2.	Data about the firm	7
3.	Competitive Intelligence Concept	3
4.	Competitive intelligence process	18
5.	Surrounding factors affecting the increase of the effectiveness of applying competitive intelligence activities	5
6.	Internet role	12
7.	The benefits of applying competitive intelligence in your company	16

4.4.2 Factors considered in designing the questionnaire

The questions were being formulated in a way that introduces the concept to participants simply and smoothly in order to gain the needed responses to answer the main research questions and to achieve the research objectives. first the main section of the questionnaire were formulated depending on research objectives and the study variables conceptualized by the researcher as shown in Figure 4.2, then a set of appropriate question were formulated in each section to cover the area being researched. To achieve this target, a wide range of previous literature have been revised and the most related ones were studied in depth and learn from its research approaches and any questionnaires they depend on to collect data according to the target group of population. Drafts and ideas were prepared to be discussed with the supervisor for his advice.

The structure of the Questionnaire considered all the factors involved, as summarized in Figure 4.3.

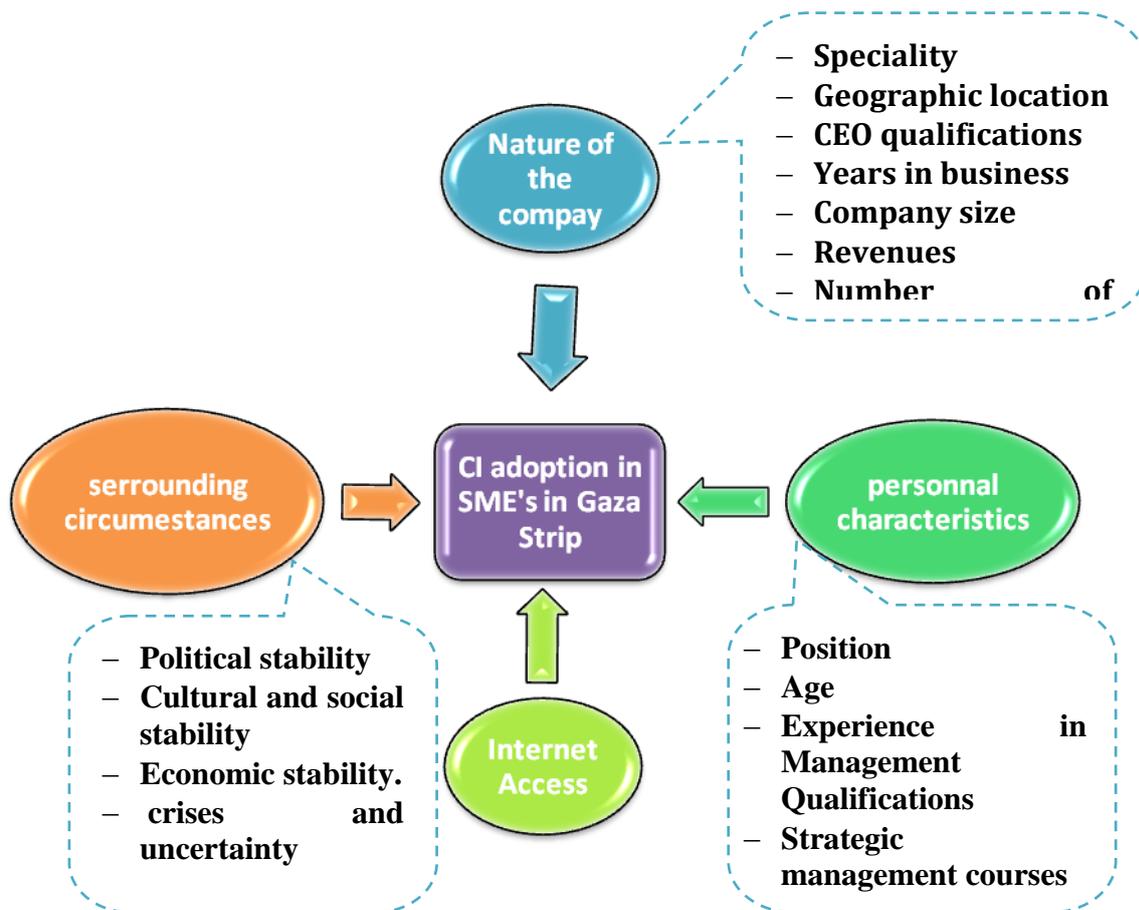


Figure 4.2 Main factors affect CI adoption in SME's (developed by the researcher).

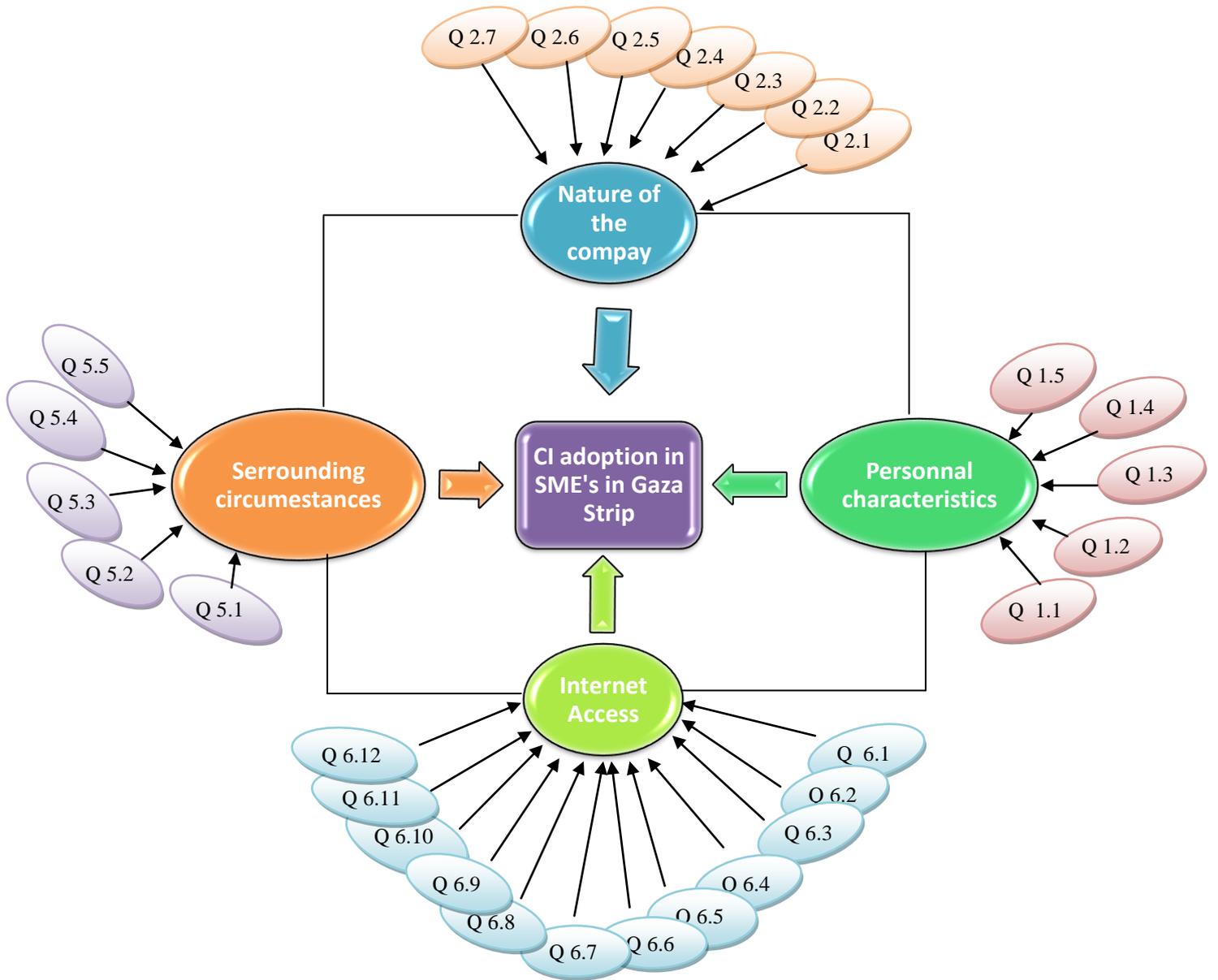


Figure 4.3 The summary of the sructure of the questionnaire (developed by the researcher)

4.5 Data Collection

4.5.1 Introduction

A 7-item survey was developed and distributed to (95) small businesses, which can be classified into two categories: IT companies, Construction companies. Companies involved in the survey include concrete; asphalt; tiles and interlock; hardware; software; and services. All participants in the survey had less than 50 employees, were independently owned and operated, and had less than \$250,000 in revenues. Ninety-three questionnaires were returned (97.9% response rate). Most questionnaires were distributed via personal interview and some of them by internet (e-mail). The majority were distributed by actually visiting the company's location in Gaza City, South and North. These companies were selected from the registered companies in PITA and construction Union for IT companies and Construction companies respectively.

4.5.2 Secondary Data

In this study, the researcher uses different types of secondary data resources. These resources are to introduce the theoretical literature of the study topic. These resources are as the following:

- Data bases such as Emerald and Science Direct.
- Books and references in English about (CI) and strategic planning.
- Periodicals, articles, published papers and referred previous studies in different countries which have been conducted on the same subject.
- The published reports, magazines, and newspaper from IUG about the topic.
- Articles, internet sites and the available electronic versions.
- Scientific journals and academic magazines such as Knowledge Management.
- Interviews with some key participants.

4.5.3 Primary Data

Primary data are to analyze the qualitative and quantitative characteristics of (CI) concept. Also, it is to collect data about the relationship between applying (CI) into companies and the company's performance. Gathering data is represented by the questionnaire as a main tool for the study. This questionnaire focused on the senior management of SME's.

4.6 Population

The population of the study includes the senior management of SME's in Gaza Strip and those have the main role in decision making process in their company. The targeted key persons in the companies were general managers, managers, executive manager, director, deputy chief and any other managerial position.

The number of SME's working in Gaza Strip is not known as a figure, the ministry of National Economy has no rerecords for the latest numbers of SME's and that's because the lake of classification system and the absence of standard and clear criteria to be followed, so the researcher depended on the registered companies in Construction Industries Union for construction companies and the Palestinian Information Technology Association (PITA) for (IT) companies depending on number of employees to determine whether the company fall in the targeted research category and then make a comprehensive survey for the population, that's mean that Managers and decision makers of 95 small and medium size firms were the participants in this study; (48) IT company and (47) Construction company.

4.7 Response Rate

The questionnaire was distributed to the senior management of the companies listed as mentioned in section 4.5.

A total of (95) questionnaires were distributed divided into (48) questionnaire for (IT) companies and (47) for construction companies. (93) Questionnaires were filled and retrieved with approximately (3) months, the responds rate was 97.9%. The researcher insists to have answers from the companies' managers to the questionnaire's questions and visited them many times. Collecting date took much time because the researcher is concerned to have a comprehensive survey so that the researcher could relay on a representative results for the population.

4.8 Test Data validity and reliability

The questionnaire validity has been examined and measured through:

1. Arbitration from experts

The questionnaire was evaluated by a number of experts in the field from different universities (Islamic University, Al-Azhar University, and Private Sector). The final copy of the questionnaire was modified according to the experts' recommendations (see Appendix D).

2. Pilot Study

A pilot study was conducted to assess reliability and validity of the questionnaire by distributed the questionnaire on a random sample consists of (30) respondents from the study population. It provides a trial run for the questionnaire, which involves testing the wording of the questions, identifying ambiguous questions, and testing the techniques used to collect data. At the end, the questionnaire was appropriate to collect data, so that the (30) questionnaires used as a pilot study sample was added to the remained (63) questionnaires to have the final population of (93) SME's managers in IT and construction sectors.

4.8.1 Data Measurement

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method/s that can be applied and not others. In this research, ordinal scales were used. Ordinal scale is a ranking or a rating data that normally uses integers in ascending or descending order. The numbers assigned to the important (1,2,3,4,5) do not indicate that the interval between scales are equal, nor do they indicate absolute quantities. They are merely numerical labels. Based on Likert scale we have the following:

Item	V. strong Agree.	Strong Agree.	Medium Agree.	Little Agree.	Least Agree.
Scale	5	4	3	2	1

4.8.2 Test of Normality for each field:

Table 4.2 shows the results for Kolmogorov-Smirnov test of normality. From Table 4.2, the p-value for each field is greater than 0.05 level of significance, and then the distribution for each field is normally distributed. Consequently, parametric tests will be used to perform the statistical data analysis.

Table 4.2: Kolmogorov-Smirnov test

Field	Kolmogorov-Smirnov	
	Statistic	P-value
1. Competitive intelligence process	0.920	0.365
2. Surrounding factors affecting the increase of the effectiveness of applying competitive intelligence activities	1.255	0.086
3. Internet role	1.031	0.238
4. The benefits of applying competitive intelligence in your company	1.172	0.128
All paragraphs of the questionnaire	0.824	0.506

4.8.3 Validity of Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Validity has a number of different aspects and assessment approaches. Statistical validity is used to evaluate instrument validity, which include internal validity and structure validity.

1. *Internal Validity*

Internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. It is measured by a scouting sample, which consisted of 30 questionnaires through measuring the correlation coefficients between each paragraph in one field and the whole field.

Table 4.3 clarifies the correlation coefficient for each paragraph of the “Competitive intelligence process” and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.3: Correlation coefficient of each paragraph of " Competitive intelligence process " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	My organization is in a highly competitive industry/market.	.291	0.045*
2.	My company follows up and analyzes competitor’s activities regularly and up to date.	.492	0.001*
3.	My company has follow up records for each competitor.	.406	0.0098
4.	My company measures the effectiveness of its gathering information system by observing changes in market share.	.717	0.000*
5.	My company measures the effectiveness of its gathering information system by achieving financial goals.	.745	0.000*
6.	My company measures the effectiveness of its gathering information system by developing new product or service.	.621	0.000*
7.	My company revises and updates its activities correspondence with changes in competitor’s activities.	.650	0.000*
8.	My company follows new technology related to its field of business.	.664	0.000*
9.	The top management receive the collected information about competitors on the appropriate decision making time.	.759	0.000*
10.	Competitive intelligence is part of my company and being subjected to monitoring and evaluation process within the company’s performance evaluation process.	.627	0.000*
11.	My company analyze intelligence competitive information (CI) through analyzing the strengths and weaknesses, opportunities and threats (SWOT Analysis)	.653	0.000*
12.	My company analyzes intelligence competitive information (CI) through industry analysis; which includes the study of the threat of substitute products, the threat of entry of new competitors, competition from rivals and the competitive strength of customers and suppliers.	.732	0.000*
13.	My company has the necessary capabilities to ensure the continued application of competitive intelligence activities.	.736	0.000*
14.	My organization would rate its intelligence system in collecting information as being highly effective.	.812	0.000*

* Correlation is significant at the 0.05 level

Table 4.4 clarifies the correlation coefficient for each paragraph of the " Surrounding factors affecting the increase of the effectiveness of applying competitive intelligence activities " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.4: Correlation coefficient of each paragraph of " Surrounding factors affecting the increase of the effectiveness of applying competitive intelligence activities " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	I think that crises and uncertainty affect the competitors the same as it affect my company.	.581	0.000*
2.	During times of crisis, it is essential that companies remain awake and directly monitor their competitor's activities more than natural conditions.	.744	0.000*
3.	Increasing competitive intelligence activities in my company is affected by political stability in Gaza strip.	.515	0.001*
4.	Increasing competitive intelligence activities in my company is affected by economic stability in Gaza strip.	.661	0.000*
5.	Increasing competitive intelligence activities in my company is affected by cultural and social stability in Gaza strip.	.585	0.000*

* Correlation is significant at the 0.05 level

Table 4.5 clarifies the correlation coefficient for each paragraph of the “Internet role” and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.5: Correlation coefficient of each paragraph of " Internet role "

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	I think that Internet is useful to obtain important information about the activities of competitors.	.819	0.000*
2.	My company uses the Internet to update the activities of my company to excel on the activities of competitors.	.718	0.000*
3.	My company uses the Internet to monitor online mailing groups, discussion groups and news groups of competitors.	.680	0.000*
4.	My Company uses the Internet to get feedback on products / services of the competitors.	.710	0.000*
5.	My company uses the Internet in auditing the annual financial reports of the competitors.	.651	0.000*
6.	My company uses the Internet in analyzing online websites of the competing companies.	.741	0.000*
7.	My company uses the Internet in analyzing online job applications of the competing companies.	.698	0.000*
8.	My company uses the Internet in reviewing competitor’s marketing policies.	.862	0.000*
9.	My company used Internet to obtain information about characteristics and specifications of competitor’s products / services.	.704	0.000*
10.	My company uses the Internet in analyzing, exchanging and share competitive smart information with other departments in the company.	.763	0.000*
11.	My company used the Internet in exchanging the competitive smart information with parties outside the company (Consultants / experts / suppliers / customers).	.566	0.000*
12.	Using the Internet helps to increase the quality of competitive information.	.653	0.000*

* Correlation is significant at the 0.05 level

Table 4.6 clarifies the correlation coefficient for each paragraph of the " The benefits of applying competitive intelligence in your company " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.6: Correlation coefficient of each paragraph of “The benefits of applying competitive intelligence in your company” and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Applying competitive intelligence activities in my company helps to increase its market share.	.774	0.000*
2.	Applying competitive intelligence activities in my company helps to improve the product/service differentiation.	.860	0.000*
3.	Applying competitive intelligence activities in my company helps to increase the profit margin.	.861	0.000*
4.	Applying competitive intelligence activities in my company helps to improve the return on investment ROI (a way to measure profitability and management performance = (Net profit) \ Total investment costs.	.786	0.000*
5.	Applying competitive intelligence activities in my company helps to improve organizational flexibility for the company.	.854	0.000*
6.	Applying competitive intelligence activities in my company helps to accelerate, increase quality and accuracy of the decisions taken.	.760	0.000*
7.	Applying competitive intelligence activities in my company helps to accelerate responses to customer needs.	.777	0.000*
8.	Applying competitive intelligence activities in my company helps to accelerate adjustments in production processes.	.769	0.000*
9.	Applying competitive intelligence activities in my company helps to increase focusing on Research and Development efforts (R&D)	.811	0.000*
10.	Applying competitive intelligence activities in my company helps to improve coordination with suppliers.	.708	0.000*
11.	Applying competitive intelligence activities in my company helps to improve coordination with customers.	.782	0.000*
12.	Applying competitive intelligence activities in my company helps to improve coordination with work partners.	.784	0.000*
13.	Applying competitive intelligence activities in my company helps to improve coordination internally.	.760	0.000*
14.	Applying competitive intelligence activities in my company helps to study market and to identify its trends.	.922	0.000*
15.	Applying competitive intelligence activities in my company helps managers to identify strategic alternatives and gives them a clearer view to the best strategies to be followed.	.816	0.000*
16.	Applying competitive intelligence activities in my company helps to improve its competitive advantage and creativity.	.834	0.000*

* Correlation is significant at the 0.05 level

2. Structure Validity of the Questionnaire

Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of liker scale.

Table 4.7 clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at $\alpha = 0.05$, so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the study.

Table 4.7: Correlation coefficient of each field and the whole of questionnaire

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Competitive intelligence process	.842	0.000*
2.	Surrounding factors affecting the increase of the effectiveness of applying competitive intelligence activities	.344	0.020*
3.	Internet role	.805	0.000*
4.	The benefits of applying competitive intelligence in your company	.915	0.000*

* Correlation is significant at the 0.05 level

4.8.4 Reliability of the Research

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring. The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (Polit & Hunger, 1985).

4.8.5 Cronbach's Coefficient Alpha

This method is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

Table 4.8 shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range

from 0.541 and 0.969. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.944 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire.

Table 4.8: Cronbach's Alpha for each field of the questionnaire

No.	Field	Cronbach's Alpha
1.	Competitive intelligence process	0.888
2.	Surrounding factors affecting the increase of the effectiveness of applying competitive intelligence activities	0.541
3.	Internet role	0.912
4.	The benefits of applying competitive intelligence in your company:	0.969
	All paragraphs of the questionnaire	0.944

Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the population sample (Poilt and Hungler, 1985)

4.9 Statistical analysis Tools

The researcher has used data analysis both qualitative and quantitative data analysis methods. The Data analysis will be made utilizing (SPSS 20). The researcher has utilized the following statistical tools:

- 1) Kolmogorov-Smirnov test of normality.
- 2) Pearson correlation coefficient for Validity.
- 3) Cronbach's Alpha for Reliability Statistics.
- 4) Frequency and Descriptive analysis.
- 5) Parametric Tests (One-sample T test).
- 6) Chi-Square test.

T-test is used to determine if the mean of a paragraph is significantly different from a hypothesized value 3 (Middle value of Likert scale). If the P-value (Sig.) is smaller than or equal to the level of significance, $\alpha = 0.05$ then the mean of a paragraph is significantly different from a hypothesized value 3. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 3. On the other hand, if the P-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then the mean a paragraph is insignificantly different from a hypothesized value 3.

Chapter (5)

RESULTS AND DISCUSSION OF DESCRIPTIVE ANALYSES

CHAPTER 5:

Results and Discussion of Descriptive Analysis

5.1 Introduction

The study was designed to answer the main question, to achieve objectives and to test the hypotheses stated in the first chapter. This chapter presents the results, interpretations, and discussions of the study outcomes. The analysis was based on the data collected through the participant's survey. The researcher defines the factors that may influence the adoption of CI in SME's in Gaza Strip. Then the following sections present the data, analysis, findings, and discussions, and then wafi's results were compared to the findings of other researchers in the previous studies.

5.2 Responses of participants:

This section discusses the results obtained on the respondents of the study.

5.2.1 Personal characteristics:

1. Position:

- Construction field : Table 5.1 shows that %28.3 of the sample are General Manager, 19.6% of the sample are executive manager, 37.0% of the sample are manager and 15.2% of the sample have other Positions.
- (IT) field : Table 5.1 shows that %27.7 of the sample are General Manager, 19.1% of the sample are executive manager, 48.9% of the sample are manager and 4.3% of the sample have other Positions.

The questionnaire mainly targeted the senior management and those share in decision making process, regardless the job title so that the researcher insists to have responses from the target sample (construction and IT sectors) and found that 84.8 %, 95.7%

occupies the position of general manager and manager respectively.

Table 5.1: Position

Position	Construction		IT	
	Frequency	Percent	Frequency	Percent
General Manager	13	28.3	13	27.7
Executive manager	9	19.6	9	19.1
manager	17	37.0	23	48.9
Other	7	15.2	2	4.3
Total	46	100.0	47	100.0

2. Age

- Construction field : Table 5.2 shows that %26.1 of the sample are less than 35 years old, 50.0% of the sample are from 35 - less than 45 years old and 23.9% of the sample are 45years and more.
- IT field : Table 5.2 shows that %40.4of the sample are less than 35 years old, 51.1% of the sample are from 35 - less than 45 years old and 8.5% of the sample are 45years and more.

The participants are from different age categories, but the majority of participant mangers located in the middle age more than 50% of them are less than 45 years old. In particular, IT mangers are younger than Construction managers and that's because construction companies are older in business than IT companies which are more recent and prospered in the last 10 years. The percentage of construction managers_ older than 45 years_ is more than those of IT. These are the ancient construction companies in the field which started its work long years ago.

Table 5.2: Age

Age	Construction		IT	
	Frequency	Percent	Frequency	Percent
less than 35	12	26.1	19	40.4
from 35 - less than 45	23	50.0	24	51.1
45years and more	11	23.9	4	8.5
Total	46	100.0	47	100.0

3. Experience in Management

- Construction field: Table 5.3 shows that %8.7 of the sample have less than 5 years experience in management, 47.8% of the sample have 5 - less than 10 years experience in management, 23.9% of the sample have 10 - less than 15 years experience in management and 19.6% of the sample have 15 years and more experience in management .
- IT field: Table 5.3 shows that %23.4 of the sample have less than 5 years experience in management, 21.3% of the sample have 5 - less than 10 years experience in management, 42.6% of the sample have 10 - less than 15 years experience in management and 12.8% of the sample have 15 years and more experience in management .

Table 5.3: Experience in Management

Experience in Management	Construction		IT	
	Frequency	Percent	Frequency	Percent
<5 years	4	8.7	11	23.4
5 - <10	22	47.8	10	21.3
10 - < 15	11	23.9	20	42.6
15 years and more	9	19.6	6	12.8
Total	46	100.0	47	100.0

The companies' managers experience in management are fluctuated between more than 15 years and less than 15 years and that's due to the years the company spent on business, some companies are old and some are recent and that's reflected to the years managers experience decision making. IT companies are younger than construction ones so that they have less years experience in management.

4. Qualifications

- Construction field: Table 5.4 shows that 10.9% of the sample are Board Examination Exam (Tawjihi) holders, 15.2% of the sample are Diploma holders, 69.6% of the sample are Bachelor holders and 4.3% of the sample are Postgraduate Studies holders.
- IT field: Table 5.4 shows that 6.4% of the sample is Diploma holders, 76.6% of the sample are Bachelor holders and 17.0% of the sample are Postgraduate Studies holders.

Table 5.4: Qualifications

Qualifications	Construction		IT	
	Frequency	Percent	Frequency	Percent
Board Examination Exam (Tawjihi)	5	10.9	–	–
Diploma	7	15.2	3	6.4
Bachelor	32	69.6	36	76.6
Postgraduate Studies	2	4.3	8	17.0
Total	46	100.0	47	100.0

There are high percentages of Board Examination Exam (Tawjihi) holders or less in construction companies being studied compared to IT companies and that because number of them are managers by just owning the capital of the company and they employ an engineer or executive manger to direct the company. On the other hand, there are high percentage of Postgraduate degree holders in IT companies and that natural phenomenon because most of IT engineers continue their Postgraduate studies to develop his knowledge to be in line with continuous development in the IT field.

5. Do you join any strategic management courses?

- Construction field: Table 5.5 shows that %45.7 of the sample joined strategic management courses and 54.3% of the sample don't join any strategic management courses.
- IT field: Table 5.5 shows that %63.8 of the sample joined strategic management courses and 36.2% of the sample don't join any strategic management courses.

Table 5.5: Do you join any strategic management courses?

Do you join any strategic management courses?	Construction		IT	
	Frequency	Percent	Frequency	Percent
Yes	21	45.7	30	63.8
No	25	54.3	17	36.2
Total	46	100.0	47	100.0

The construction sector divided to approximately equal portions between those whom join strategic management courses and whom not and that's because they vary according to age and direction; part of them are old mangers who consider that they are experts and already have the needed knowledge and experience to manage their company, on contrary to new companies in the sector with its young mangers who try to

follow up the scientific approaches in management by joining courses to develop their expertise.

Generally speaking, NGO's and Public Sector concern to training more than private sector and pay more attention as well as money, but on the private sector the selection criteria of employees at any level depends on the applicants steps to develop themselves by joining training courses. That's agrees with (Hamed, 2005) and (Sultan , 2004) who stated that training have the needed attention and its programs had the needed concern from senior management in their study which was applied governmental and NGO/s sectors respectively. The reason for that will be understood if we think of money or financial issues, where money is existed and available, training as well as missions will be available and budgets planned to cover training in public sector (Governmental) as well as for NGO's but here the donor spend for it.

5.2.2 Information about the firm:

1. Company's H.Q

- Construction field: Table 5.6 shows that %23.9 of the companies locate in the North H.Q , 37.0 % of the companies locate in Gaza H.Q, 15.2% of the companies locate in Middle H.Q , 6.5% of the companies locate in KhanYounis H.Q and 17.4% of the companies locate in Rafah H.Q.
- IT field: Table 5.6 shows that 97.9% of the companies locate in Gaza H.Q and 2.1 % of the companies locate in Middle H.Q.

Table 5.6: Company's H.Q

Company's H.Q	Construction		IT	
	Frequency	Percent	Frequency	Percent
North	11	23.9	-	-
Gaza	17	37.0	46	97.9
Middle	7	15.2	1	2.1
KhanYounis	3	6.5	-	-
Rafah	8	17.4	-	-
Total	46	100.0	47	100.0

Most of (IT) company's H.Q located in Gaza City and that's normal because Gaza City is the central city of Gaza Strip. Most of Software and services companies have many

branches in the main five governorates all around the Strip to have maximum reach to the customer. While Construction companies were distributed into governorates and the same factory may have more than one branch and most likely targeted the near market or open new branch to serve new markets.

2. Company's field

- Construction field: Table 5.7 shows that %60.9 of the Construction companies work in Concrete field, 8.7% of the Construction companies work in Asphalt field and 30.4% of the Construction companies work in Tiles & Interlock field.
- IT field: Table 5.7 shows that %48.9 of the IT companies work in Hardware field, 31.9% of the IT companies work in Software field and 19.1% of the IT companies work in Services field.

Table 5.7: Company's field

Construction			IT		
field	Frequency	Percent	field	Frequency	Percent
Concrete	30	60.9	Hardware	23	48.9
Asphalt	4	8.7	Software	15	31.9
Tiles & Interlock	12	30.4	Services	9	19.1
Total	46	100.0	Total	47	100.0

The researcher perform comprehensive survey for the study community and the population was selected according to the companies registered in Construction Companies Union and Palestinian Information Technology Association (PITA) which follow the constraints of SME's Definition according to Number of employees.

3. Number of employees in the company:

- Construction field: Table 5.8 shows that %6.5 of the companies has less than 10 employees, 82.6% of the companies have 11 - 20 employees and 10.9% of the companies have 21 - 50 employees.
- IT field: Table 5.8 shows that %38.3 of the companies have less than 10 employees , 36.2% of the companies have 11 - 20 employees and 25.5% of the companies have 21 - 50 employees.

Table 5.8: Number of employees in the company

Number of employees in the company	Construction		IT	
	Frequency	Percent	Frequency	Percent
< 10 employees	3	6.5	18	38.3
11 - 20	38	82.6	17	36.2
21 - less than 50	5	10.9	12	25.5
Total	46	100.0	47	100.0

The study targeted the small and medium size companies working in IT and construction sectors which employ less than 50 worker/ employee. The results show that majority (93.5%) of the construction companies surveyed employ more than 10 workers/employers comparing with (61.7%) for IT companies and that's because the nature and size of the work in construction companies. On contrast, high number of IT companies employ less than 10 and that's natural because many of those companies use the technology (their field of business) to automate systems and therefore decrease human activities in their business process.

According to number of employee's criteria, it can be concluded that (89.1%) of construction companies are classified as small companies and (10.9%) are medium while (74.5%) of IT companies are classified as small companies and (25.2%) are medium as it employ larger number of employees distributed in its branches across the governorates of Gaza Strip but the employees in construction sectors are part time workers and their existence depends on the heaviness and size of work.

4. Years in business

- Construction field: Table 5.9 shows that %17.4 of the company have less than 5 years in business, %28.3 of the company have 5 - 10 years in business, %37 of the company have 10 - 15 years in business, and %17.4 of the company have 15 and more years in business.
- IT field: Table 5.9 shows that %12.8 of the company have less than 5 years in business, %42.6 of the company have 5 - 10 years in business, %40.4 of the company have 10 - 15 years in business, and %4.3 of the company have 15 and more years in business.

Table 5.9: Years in business

Years in business	Construction		IT	
	Frequency	Percent	Frequency	Percent
< 5 years	8	17.4	6	12.8
5 - <10	13	28.3	20	42.6
10 - <15	17	37.0	19	40.4
15 and more	8	17.4	2	4.3
Total	46	100.0	47	100.0

The results show that construction companies scattered into different categories, some of them were old companies since coming of Palestinian National Authority (PNA) to Gaza Strip and others are new and the owner of these companies have a capital to invest in construction sector after his recovery after wars, but most of them are 5-15 years.

The majority if IT companies were less than 15 years in business because this sector was recently prospered in Gaza and was developed in the last years enormously and investors consider it good field to enter especially services and software fields because selling the service doesn't need much capital and having business and reasonable profit with the least capital is an advantage to most of investors.

5. The company's capital

- Construction field: Table 5.10 shows that %4.3 of the sample has less than \$10,000 company capital, %2.2 of the sample has \$10,000- 20,000 company capital, %6.5 of the sample has \$20,000- 50,000 company capital, and %87 of the sample has \$50,000 and more company capital.
- IT field: Table 5.10 shows that %4.3 of the sample has less than \$10,000 company capital, %38.3 of the sample has \$10,000- 20,000 company capital, %29.8 of the sample has \$20,000- 50,000 company capital, and %27.7 of the sample has \$50,000 and more company capital.

Table 5.10: The company's capital

The company's capital	Construction		IT	
	Frequency	Percent	Frequency	Percent
<10,000 \$	2	4.3	2	4.3
10,000 - < 20,000\$	1	2.2	18	38.3
20,000 - < 50,000\$	3	6.5	14	29.8
50,000 \$ and more.	40	87.0	13	27.7
Total	46	100.0	47	100.0

Most of construction companies have high capitals (more than 50,000\$) and that's because this sector of industry need huge equipments and machinery to start work especially concrete and asphalt factories, so that the companies need large amount of money to start the business, the remaining few companies may be small businesses work into tiles. On the other hand most of IT companies, especially service and software companies depend on smaller capitals due to the nature of their products, in fact the service doesn't cost much and doesn't need much but mind and innovation.

Based on the above results, and from the researcher's point view, it could be concluded that the criteria the difference between small and medium size and large companies regarding to invested capital could be differs according to the nature of the industry sector, for construction companies: small- capital < 50,000\$, medium - 50,000-<100,000\$, large-100,000\$ and more. For IT companies: small- capital < 20,000\$, medium - 20,000-<50,000\$, large-50,000\$ and more.

6. Average annual profit

- Construction field: Table 5.11 shows that %34.8 of the sample has less than \$50,000 Average annual profit, %56.5 of the sample has \$50,000- 100,000 Average annual profit, %4.3 of the sample has \$100,000- 250,000 Average annual profit, and %4.3 of the sample has \$250,000 and more Average annual profit.
- IT field: Table 5.11 shows that %55.3 of the sample has less than \$50,000 Average annual profit, %34.0 of the sample has \$50,000- 100,000 Average annual profit, %6.4 of the sample has \$100,000- 250,000 Average annual profit, and %4.3 of the sample has \$250,000 and more Average annual profit.

Table 5.11: Average annual profit

Average annual profit	Construction		IT	
	Frequency	Percent	Frequency	Percent
<50,000 \$	16	34.8	26	55.3
50,000 - <100,000 \$	26	56.5	16	34.0
100,000 - <250,000 \$	2	4.3	3	6.4
250,000\$ and more.	2	4.3	2	4.3
Total	46	100.0	47....	100.0

The participants respond about this sensitive question, and there is doubt about the validity of the answers. Depending on the responds of the participants constructions companies have average profit compared with little to IT companies and the comparison is logical related to the amount of the invested capital.

5.2.3 Competitive Intelligence Concept

Table 5.12 shows that the study population was divided regarding to hearing about the concept of CI, approximately equal percentages for construction companies, but those who hear about CI from participants of IT sector are more, and that difference refers to personal characteristics of the managers who care more about the new and scientific approaches in management and their try to follow every advances in IT field as well as management.

Table 5.12: CI Concept

	Construction				IT			
	Yes		No		Yes		No	
	N	%	N	%	N	%	N	%
Have you ever heard about CI concept?	22	47.8	24	52.2	35	74.5	12	25.5
Have you ever practiced (CI) in your company?	21	87.5	3	12.5	28	84.8	5	15.2
Do you know the previous definition under the same idiom?	12	26.1	34	73.9	33	70.2	14	29.8

It could be considered that the manager’s knowledge about the concept was moderate and that agree with (Rouibah, 2004) who mentioned that the sample of managers he studied had a moderate knowledge of CI concept. And disagree with (Pellissier and Kruger, 2010) who indicated that business intelligence is to a large extent utilized within organizations in the long-term insurance industry, but when knowing that the studied companies could be classified as large companies. Larger organizations make greater use of business intelligence than smaller organizations, and therefore have a much greater competitive advantage due to their: access to valid, reliable, and actionable business intelligence; redefined dashboard views of their organizations; and software applications used. From the researcher’s point of view the contrast refers to difference in culture between the studied populations where in the Arab study the

researcher found that there were no differences between large and small companies which also contradicts the study of strategic intelligence as a strategic management tool in the long-term insurance industry in South Africa done by Pellissier and Kruger, (2010), Returning back to SME's definition, their criteria about small and medium size companies differs from ours; the medium size companies there is considered large in Arab world and Palestine.

High percentages of those whom hear about CI really practice it into their business activities. For strange, some of those whom don't hear about CI or practiced it they answer positively to questions about applying CI in business activities, so that, from the researcher's point of view, most of the managers of companies from both sectors applied the concept to some level; increasing or decreasing; depending on the manager's knowledge and culture. It could be added here that from the Palestinian people deep culture is their showmanship; they don't like to admit their lack of knowledge, so that in most cases they pretend knowledge and they answer the question of hearing about the concept by yes even if they don't. Keeping that in mind, the researcher doesn't depend only on this question but follow their answers in the questions of CI process to find their real application of the concept.

Some participants who know the concept introduces many terms that they hear close to the definition of CI and they are business intelligence; market research; environmental scanning; scanning and analyzing market. These terms intersect with CI into many main points, but in fact CI is something different and more specific. The participant knowledge came from their business experience, attending strategic planning courses, and media and internet.

The results here agree with (Rouibah, 2004) who stated that some people know the concept under different idiom as "Environmental scanning" and "vigilant information system". Again here we turn back to insure that CI differs from general environmental planning, or any other term in management. Terms must be named by its specific meanings, not to be mixed with each others, and to keep its specificity and privacy.

5.2.4 Competitive intelligence process

1. *Monitoring competitors:*

Table 5.13 shows that the majority of participants from both studies sectors monitor their competitors' activities and that reflects their awareness to the importance of monitoring competitor's activities in order to be prepared to the possible changes.

Table 5.13: Does your company monitor its competitors' activities?

Does your company monitor its competitors' activities?	Construction		IT	
	Frequency	Percent	Frequency	Percent
Yes	43	93.5	40	85.1
No	3	6.5	7	14.9
Total	46	100.0	47	100.0

The most useful reason to monitor the competitors is to learn what they have discovered and find the tactics they use in their business activities; do they offer features or services different from other companies? Do they use an unconventional marketing approaches? Do they sell or distribute through a non-traditional channels? Or do they target an atypical customer? It's important for companies to find out what the especial thing that distinguish their competitors and learn from their tactics then to specify specifically the competitors offerings they appeal to customer and why, and that must be done to the direct (companies with similar products or services, selling to the same or similar customers), indirect (companies in related businesses or with related capabilities) and substitutes competitors (companies selling replacement products/ services).

2. *Sources of information for (CI):*

Table 5.14 shows the sources that companies use to get information about competitors, for construction companies; the most used sources are customers, suppliers, personally and socially, company employees, internet, publications and handouts and experts respectively. For IT companies; increase concern to internet and publication was notices; the sources were arranged in the following order: internet, publications and handouts, personally and socially, customers, company employees, experts and finally suppliers. IT companies and according to the nature of the sector itself, there are a massive attention to internet and technology, so the internet and publications and handouts are main sources of information about their competitors.

Table 5.14: How likely does your organization use the following sources of information?

How likely does your organization use the following sources of information?	Construction		IT	
	Frequency	Percent	Frequency	Percent
<input type="checkbox"/> Publications and handouts	3	2.2	25	17.1
<input type="checkbox"/> Experts	3	2.2	14	9.6
<input type="checkbox"/> Customers	42	30.7	23	15.8
<input type="checkbox"/> Personally and Socially	31	22.6	24	16.4
<input type="checkbox"/> Company employees	16	11.7	17	11.6
<input type="checkbox"/> Internet	3	2.2	31	21.2
<input type="checkbox"/> suppliers	35	25.5	11	7.5
<input type="checkbox"/> Others	4	2.9	1	0.7
Total	137	100.0	146	100.0

The results here differs with (Wadie and Nasri , 2010) who stated that interior information were of better value than exterior and that information has been gathered personally was the best. And also it disagree with (Pellissierand Kruger, 2010) who indicated that the majority of organizations utilize external sources of information for market research, with the most important sources for the collection of competitive intelligence including the analysis of competitor’s products (86 per cent), web sites (86 per cent), annual reports (77 per cent), and research reports (72 per cent). And disagree with (Tarraf and Molz, 2006) who reported that Competitors' clients and suppliers could be good sources of CI and emphasized that while the internet may be a valuable tool for marketing products and services, it can also be used to collect information about rivals. That’s could be refered to the nature of the people in the country the study thake place, people differs in their culture and attitudes.

3. Location of competitor

Table 5.15 shows the companies attitude toward monitoring their competitors based on their location. The two studied sectors agreed that they monitor the activities of the closed competitor to their location, but the percentage of construction companies that monitor the activities of the far away competitor is high than those of IT sector. IT companies are specially closed and they have branches which are closed too, so most of them consider the competition inside the strip is closed competition.

Table 5.15: location of the monitored competitor

My company monitor the competitors activities	Construction		IT	
	Frequency	Percent	Frequency	Percent
<input type="checkbox"/> who are closed to my location	41	53.2	38	56.7
<input type="checkbox"/> Who are far away	34	44.2	25	37.3
<input type="checkbox"/> others	2	2.6	4	6.0
Total	77	100.0	67	100.0

4. Environmental scanning

Table 5.16 shows that the majority of the participants from both construction and IT sectors answered that they make environmental scanning (that's identifying Political-legal forces; Economic forces; Technological forces; and Socio-cultural forces in the surrounding environment) in order to identify strengths, weakness, opportunities and threats. The participant knowledge came from their business experience, strategic planning courses, and media and internet.

Table 5.16: Environmental scanning

Do you make environmental scanning to identify strength, weakness, opportunities and threats?	Construction		IT	
	Frequency	Percent	Frequency	Percent
Yes	40	87.0	40	85.1
No	6	13.0	7	14.9
Total	46	100.0	47	100.0

Some studies equate between CI and environmental scanning business intelligence, marketing research, These are familiar expressions in management, but it's important to define the borders and separation lines between them. They may intersect in some points, but it's important for every term to keep its speciality and privacy and the special features. Sharp (2004) stated that CI is not only intelligence about competitors; on the contrary, it focuses on the entire competitive (external) environment, which more accurately reflects the forces a company faces when competing. This includes customers, suppliers, distributors, and competitors (that's environmental scanning!!). Rouibah (2004) conducted a field study to investigate the awareness of executives of the Kuwaiti companies towards the use of strategic information. The study showed that "Environmental scanning", "vigilant information system", "competitive intelligence", and "commercial intelligence" were the most familiar concepts that referred to the process of collecting information.

5. Topics to be collected

Table 5.17 defines the degree of companies concerning to collect data about their competitors. The answers of construction sector's participants shows that their extreme concern are to collect information about competitor's prices, competitor's production power, quality of competitor's soled products; competitor's sales power; competitor's dependence on key persons, customers, suppliers, specific financial institutions ; respectively rather than others; while IT participants concern about competitor's prices, competitor's activities, competitor's marketing plans, competitors research and development abilities, competitor's innovation abilities (providing new product, service, technology).

Table 5.17: CI topics

How much your company concerned to collect information about the following topics?	Construction		IT	
	Frequency	Percent	Frequency	Percent
- Competitors Research and Development abilities	6	4.1	21	10.2
- Competitor's activities	8	5.4	23	11.2
- Competitor's history, mission and goals	2	1.4	11	5.3
- Competitor's sales power	14	9.5	11	5.3
- Competitor's innovation abilities (providing new product, service, technology)	5	3.4	21	10.2
- Competitor's prices	34	23.0	25	12.1
- Competitor's dependence on key persons, customers, suppliers, specific financial institutions	13	8.8	15	7.3
- Competitor's production power	27	18.2	11	5.3
- Competitor's unique potentials and capabilities (Human resources, knowledge,).	7	4.7	11	5.3
- Quality of competitor's soled products	19	12.8	15	7.3
- Competitor's competency and their company's ability to influence other companies.	4	2.7	20	9.7
- Competitor's marketing plans.	9	6.1	22	10.7
Total	148	100.0	206	100.0

The frequency of topics about competitors which have the most concern to be collected differs between the two sectors, the construction sector focus heavily on the previous mentioned topics. This is the traditional competition where they concern mostly about competitor's prices and production power and sales. In contrast, the frequencies of the IT sector choices were more diverse and wider and they almost concern about most of topics mentioned and give it the same concern. It obvious that they concern about prices, sales as traditional, but in the same time they give the same attention to

competitor's marketing plans, competitor's research and development abilities, competitor's innovation abilities (providing new product, service, technology) as well as competitor's unique potentials and capabilities (human resources, knowledge,); competitor's competency and their company's ability to influence other companies and competitor's history, mission and goals. That could be referred to their knowledge and qualifications and the nature of the sector itself which is developed continuously so that companies must be in line with new technology.

5.3 Analysis for each field

5.3.1 Competitive intelligence process

Table 5.18 shows the following results:

- Construction field: The mean of the field "Competitive intelligence process" equals 3.56 (71.17%), Test-value = 6.33, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to field of "Competitive intelligence process".
- IT field: The mean of the field "Competitive intelligence process" equals 3.89 (77.81%), Test-value = 12.09, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to field of "Competitive intelligence process".

Based on the answers of the participants, it can be stated that the studied companies apply competitive intelligence process in their business activities.

Construction companies recognize and agreed that they work in highly competitive industry/market, and stated that their companies follow new technology related to their field of business, revise and update its activities correspondence with changes in competitor's activities, the top management receives the collected information about competitors on the appropriate decision making time, and measures the effectiveness of its gathering information system by observing changes in their market share.

Table 5.18: Means and Test values for “Competitive intelligence process”

	Item	Construction					IT				
		Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	My organization is in a highly competitive industry/market.	4.72	94.35	23.22	0.000*	1	4.28	85.65	12.64	0.000*	2
2.	My company follows up and analyzes competitor’s activities regularly and up to date.	3.26	65.22	1.63	0.055	10	3.89	77.83	6.91	0.000*	7
3.	My company has follow up records for each competitor.	2.20	44.09	-6.41	0.000*	14	3.34	66.82	1.86	0.035*	14
4.	My company measures the effectiveness of its gathering information system by observing changes in market share.	3.57	71.30	3.66	0.000*	8	3.61	72.17	4.33	0.000*	13
5.	My company measures the effectiveness of its gathering information system by achieving financial goals.	3.64	72.89	4.31	0.000*	5	3.68	73.62	4.87	0.000*	12
6.	My company measures the effectiveness of its gathering information system by developing new product or service.	3.50	70.00	3.00	0.002*	9	3.91	78.30	7.33	0.000*	6
7.	My company revises and updates its activities correspondence with changes in competitor’s activities.	4.15	83.04	7.91	0.000*	3	3.98	79.56	7.58	0.000*	5
8.	My company follows new technology related to its field of business.	4.47	89.33	10.70	0.000*	2	4.43	88.51	15.01	0.000*	1
9.	The top management receive the collected information about competitors on the appropriate decision making time.	3.89	77.78	6.94	0.000*	4	4.18	83.56	10.17	0.000*	3
10	Competitive intelligence is part of my company and being subjected to monitoring and evaluation process within the company’s performance evaluation process.	3.09	61.74	0.54	0.296	12	3.87	77.45	6.32	0.000*	8
11	My company analyze intelligence competitive information (CI) through analyzing the strengths and weaknesses, opportunities and threats (SWOT Analysis)	3.60	72.00	3.99	0.000*	7	3.77	75.32	6.46	0.000*	9
12	My company analyzes intelligence competitive information (CI) through industry analysis; which includes the study of the threat of substitute products, the threat of entry of new competitors, competition from rivals and the competitive strength of customers and suppliers.	2.83	56.52	-1.09	0.141	13	3.70	74.04	5.31	0.000*	11
13.	My company has the necessary capabilities to ensure the continued application of competitive intelligence activities.	3.24	64.78	1.86	0.035*	11	3.74	74.89	6.67	0.000*	10
14.	My organization would rate its intelligence system in collecting information as being highly effective.	3.61	72.17	4.68	0.000*	6	4.06	81.28	8.64	0.000*	4
	All paragraphs of the field	3.56	71.17	6.33	0.000*		3.89	77.81	12.09	0.000*	

* The mean is significantly different from 3

It can be obviously notice that construction companies have a weakness in some items in the chain of practicing CI process in their business activities, they don’t have any follow up records for their competitors also they just use SWOT analysis as analysis tool the competitors and don’t use industry analysis as analysis tool for the intelligence

competitive information they have collected; which includes the study of the threat of substitute products, the threat of entry of new competitors, competition from rivals and the competitive strength of customers and suppliers.

IT companies shows their practice of CI process by following new technology related to their field of business, and noticing the highly competitive industry/market they work in, top management receives the collected information about competitors on the appropriate decision making time. IT companies rate its intelligence system in collecting information as being highly effective, they revises and updates its activities correspondence with changes in competitor's activities, but they have the less concern to have a record system for their competitors.

It can be said here that both construction and IT companies practice CI in their own way and as they think, and they recognize its importance but have modest steps toward improving their practices by investing more in training, employ specialists, insert CI in the company's organizational structure and have a division responsible for CI tasks.

The results here agree with (Rouibah, 2004) who stated that the majority of studies indicated that most companies didn't invest in CI as much as it must; and (Pellissier and Kruger, 2010) who indicated that competitive intelligence activities were more prevalent in a formalized manner in larger organizations in the long-term insurance industry, while smaller organizations made much greater use of competitive intelligence on a ad hoc, or when required basis.

5.3.2 Surrounding factors affecting the increase of the effectiveness of applying competitive intelligence activities

Table 5.19 shows the following results:

- **Construction** field: The mean of the field "Surrounding factors affecting the increase of the effectiveness of applying competitive intelligence activities" equals 4.51 (90.26%), Test-value = 15.50, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to field of "Surrounding factors affecting the increase of the

effectiveness of applying competitive intelligence activities ".

- **IT** field: The mean of the field “Surrounding factors affecting the increase of the effectiveness of applying competitive intelligence activities” equals 3.91 (78.21%), Test-value = 11.13, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to field of “Surrounding factors affecting the increase of the effectiveness of applying competitive intelligence activities ".

Table 5.19: Means and Test values for “Surrounding factors affecting the increase of the effectiveness of applying competitive intelligence activities”

	Item	Construction					IT				
		Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	I think that crises and uncertainty affect the competitors the same as it affect my company.	4.39	87.83	10.41	0.000*	4	3.98	79.56	9.50	0.000*	2
2.	During times of crisis, it is essential that companies remain awake and directly monitor their competitor’s activities more than natural conditions.	4.73	94.55	18.37	0.000*	1	3.81	76.17	5.85	0.000*	5
3.	Increasing competitive intelligence activities in my company is affected by political stability in Gaza strip.	4.52	90.43	11.62	0.000*	3	3.87	77.45	7.04	0.000*	4
4.	Increasing competitive intelligence activities in my company is affected by economic stability in Gaza strip.	4.64	92.89	16.24	0.000*	2	4.00	80.00	8.79	0.000*	1
5.	Increasing competitive intelligence activities in my company is affected by cultural and social stability in Gaza strip.	4.35	86.96	9.00	0.000*	5	3.89	77.87	6.53	0.000*	3
	All paragraphs of the field	4.51	90.26	15.50	0.000*		3.91	78.21	11.13	0.000*	

* The mean is significantly different from 3

The answers of the participants show that the studied companies from both sectors agreed that applying competitive intelligence in their business activities effectively is affected by the surrounding circumstances.

Construction companies agreed totally that it is essential that companies remain awake

and directly monitor their competitor's activities during times of crisis, more than natural conditions, and that economic stability affects to increase the efficiency of competitive intelligence activities in Gaza strip.

IT companies stated that increasing competitive intelligence activities is affected by economic stability in Gaza strip. Due to the especial situation of Gaza Strip the economic, political, cultural and social stability are main factors that affect applying CI in IT companies.

5.3.3 Internet role

Table 5.20 shows the following results:

- Construction field: The mean of the field "Internet role" equals 2.77 (55.34%), Test-value = -2.24, and P-value=0.015 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 3. It can be concluded that the respondents disagreed to field of "Internet role".
- IT field: The mean of the field "Internet role" equals 4.07 (81.49%), Test-value = 11.86, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to field of "Internet role".

The participant responds shows that the majority of construction companies considered that internet has no role in increasing the efficiency of CI activities, and that's reflect the current situation where they use the internet into few works especially to obtain information about characteristics and specifications of competitor's products / services, to obtain important information about the activities of competitors. Although these companies disagreed the value of internet role, they stated that using the internet helps to increase the quality of competitive information. Construction companies are old in age and the age of the decision maker and his qualifications affected the results of this section. These people -in general- old fashioned, and don't follow technology so that they respond negatively to the items of the section except for using technology in the main tasks in their business as improving the characteristics and specifications of their

products or services over the competitors.

Table 5.20: Means and Test values for “Internet role”

	Item	Construction					IT				
		Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	I think that Internet is useful to obtain important information about the activities of competitors.	3.74	74.78	4.38	0.000*	3	4.62	92.34	17.20	0.000*	1
2.	My company uses the Internet to update the activities of my company to excel on the activities of competitors.	3.09	61.74	0.52	0.302	5	4.49	89.79	15.58	0.000*	2
3.	My company uses the Internet to monitor online mailing groups, discussion groups and news groups of competitors.	2.11	42.17	-5.71	0.000*	8	4.15	82.98	7.02	0.000*	5
4.	My Company uses the Internet to get feedback on products / services of the competitors.	2.17	43.48	-6.05	0.000*	7	4.04	80.85	7.67	0.000*	7
5.	My company uses the Internet in auditing the annual financial reports of the competitors.	2.00	40.00	-6.43	0.000*	10	3.64	72.77	3.43	0.001*	11
6.	My company uses the Internet in analyzing online websites of the competing companies.	1.89	37.83	-8.59	0.000*	11	3.91	78.30	6.16	0.000*	9
7.	My company uses the Internet in analyzing online job applications of the competing companies.	1.89	37.78	-7.10	0.000*	12	3.52	70.43	3.03	0.002*	12
8.	My company uses the Internet in reviewing competitor’s marketing policies.	2.04	40.89	-5.40	0.000*	9	3.71	74.22	5.18	0.000*	10
9.	My company uses Internet to obtain information about characteristics and specifications of competitor’s products / services.	3.89	77.83	5.95	0.000*	1	4.28	85.53	13.48	0.000*	4
10.	My company uses the Internet in analyzing, exchanging and share competitive smart information with other departments in the company.	3.09	61.74	0.55	0.292	5	4.04	80.85	7.49	0.000*	7
11.	My company uses the Internet in exchanging the competitive smart information with parties outside the company (Consultants / experts / suppliers / customers).	3.33	66.52	1.95	0.029*	4	4.06	81.28	8.64	0.000*	6
12.	Using the Internet helps to increase the quality of competitive information.	3.89	77.83	6.54	0.000*	1	4.36	87.23	13.25	0.000*	3
	All paragraphs of the field	2.77	55.34	-2.24	0.015*		4.07	81.49	11.86	0.000*	

* The mean is significantly different from 3

On the other hand, IT companies agreed that internet has a main role in increasing the efficiency of CI activities, and stated that the internet is used to monitor online mailing groups, discussion groups and news groups of competitors; to increase the quality of competitive information; to obtain information about characteristics and specifications of competitor’s products / services; to obtain important information about the activities of competitors; and to update the activities of their companies to excel on the activities

of competitors, the same agreement to the rest items. It can be considered a natural phenomenon because working on IT sector is related tightly to the internet.

In fact, comparing between the two sector regarding to internet usage may be understood as unfair comparison against construction companies, but the point here is to use technology to the extent the company need to develop its performance not to equate with other companies in different sectors.

The results here are in the same side to Teo And Choo (2001) where they studied the impact of the internet on CI and its subsequent effects on the organization. The finding indicated that research and external use of the internet was significantly related to the quality of CI information. It also agreed with Guimaraes (2000) in his study of “The impact of Competitive intelligence and IS support in changing small business organizations” where results showed clear evidence about the importance of (CI) and (IS) support for effectively implementing change in small business organizations.

5.3.4 The benefits of applying competitive intelligence in your company

Table 5.21 shows the following results:

- Construction field: The mean of the field “The benefits of applying competitive intelligence in your company” equals 4.14 (82.79%), Test-value = 12.10, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to field of “The benefits of applying competitive intelligence in your company ”.
- **IT** field: The mean of the field “The benefits of applying competitive intelligence in your company” equals 4.01 (80.28%), Test-value = 12.40, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to field of “The benefits of applying competitive intelligence in your company ”.

Table 5.21: Means and Test values for “The benefits of applying competitive intelligence in your company”

	Item	Construction					IT				
		Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Applying competitive intelligence activities in my company helps to increase its market share.	4.35	86.96	10.45	0.000*	2	4.00	80.00	10.40	0.000*	7
2.	Applying competitive intelligence activities in my company helps to improve the product/service differentiation.	4.24	84.78	11.92	0.000*	6	3.91	78.30	9.59	0.000*	12
3.	Applying competitive intelligence activities in my company helps to increase the profit margin.	4.31	86.22	11.52	0.000*	5	4.00	80.00	7.58	0.000*	7
4.	Applying competitive intelligence activities in my company helps to improve the return on investment ROI (a way to measure profitability and management performance = (Net profit) \ Total investment costs.	3.63	72.61	5.01	0.000*	16	3.74	74.89	6.44	0.000*	16
5.	Applying competitive intelligence activities in my company helps to improve organizational flexibility for the company.	3.87	77.39	5.88	0.000*	14	3.89	77.87	6.88	0.000*	14
6.	Applying competitive intelligence activities in my company helps to accelerate, increase quality and accuracy of the decisions taken.	4.20	83.91	9.44	0.000*	8	3.93	78.70	7.92	0.000*	11
7.	Applying competitive intelligence activities in my company helps to accelerate responses to customer needs.	4.13	82.61	8.21	0.000*	10	4.00	80.00	8.49	0.000*	7
8.	Applying competitive intelligence activities in my company helps to accelerate adjustments in production processes.	4.07	81.30	9.03	0.000*	13	4.00	80.00	8.22	0.000*	7
9.	Applying competitive intelligence activities in my company helps to increase focusing on Research and Development efforts (R&D)	3.80	76.09	5.32	0.000*	15	3.91	78.30	6.59	0.000*	12
10.	Applying competitive intelligence activities in my company helps to improve coordination with suppliers.	4.11	82.17	11.15	0.000*	12	4.02	80.43	8.95	0.000*	6
11.	Applying competitive intelligence activities in my company helps to improve coordination with customers.	4.13	82.61	10.24	0.000*	10	4.15	82.98	10.49	0.000*	4
12.	Applying competitive intelligence activities in my company helps to improve coordination with work partners.	4.22	84.35	9.82	0.000*	7	3.89	77.83	7.35	0.000*	15
13.	Applying competitive intelligence activities in my company helps to improve coordination internally.	4.15	83.04	9.00	0.000*	9	4.11	82.13	10.00	0.000*	5
14.	Applying competitive intelligence activities in my company helps to study market and to identify its trends.	4.33	86.52	11.81	0.000*	3	4.17	83.40	10.96	0.000*	2
15.	Applying competitive intelligence activities in my company helps managers to identify strategic alternatives and gives them a clearer view to the best strategies to be followed.	4.33	86.52	10.65	0.000*	3	4.17	83.40	11.44	0.000*	2
16.	Applying competitive intelligence activities in my company helps to improve its competitive advantage and creativity.	4.39	87.83	11.76	0.000*	1	4.30	86.09	10.88	0.000*	1
	All paragraphs of the field	4.14	82.79	12.10	0.000*		4.01	80.28	12.40	0.000*	

* The mean is significantly different from 3

The responses of the participants indicated that managers from both construction and IT sectors considered applying CI in their business activities are very valuable and important with a very high agreement to the items. It can be noticed that although construction companies value CI and believe on its importance; they don't practice it in their activities to the needed extent. While IT managers try to practice it as possible by following a model, to some extent, in collecting and analyzing information and then use it in decision making.

The results agree with (Pellissier and Kruger, 2010) who indicated that the majority of organizations in the long-term insurance industry agree that strategic intelligence is an important component to strategic decision making. Strategic intelligence can therefore provide their management with better information input that could lead to competitive advantage and innovation. Even so, only a few of the larger organizations have formalized processes or systems in place for the formation and use of strategic intelligence. It also go in line with Johns and Van Doren (2009) who stated the competitive intelligence has a positive effect to the companies in the field of service marketing. In addition to a study for Santos and Correia (2010) who proved that competitive intelligence is a source of competitive advantage.

5.4 Analyzing Hypotheses

H1: There is a significant relationship, at 5% level of significance, between adopting (CI) concept in SME's in the Gaza Strip and internet access.

Table 5.22 shows that the Chi-Square value equals 811.735 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the relationship is statistically significant at $\alpha = 0.05$. The researcher concludes that there exist a significant relationship between adopting (CI) concept in SME's in the Gaza Strip and internet access.

The results prove that there is a positive relationship between adopting CI concept in SME's in the Gaza Strip and internet access, where it helps to collect, exchange and analyze competitive information, and that help mangers to make the right decision. It

also improves coordination internally and externally, updates the company’s activities to excel on the activities of competitors, monitors online mailing groups, discussion groups and news groups of competitors, and gets feedback on products / services of the competitors.

According to what was discussed in the literature review about the role of the internet in CI, the results here confirms that internet is of a good value to increase the effectiveness of the adoption of CI in the company’s business activities and that agrees with (Teo And Choo, 2001) who studied the impact of the internet on CI and its subsequent effects on the organization and found that research and external use of the internet was significantly related to the quality of CI information. It also agreed with Guimaraes (2000) in his study of “The impact of Competitive intelligence and IS support in changing small business organizations” where results showed clear evidence about the importance of (CI) and (IS) support for effectively implementing change in small business organizations.

Table 5.22: Chi-Square test for relationship between adopting (CI) concept in SME’s in the Gaza Strip and internet access.

	Chi-Square value	P-Value (Sig.)
There is a significant relationship, at 5% level of significance, between adopting (CI) concept in SME’s in the Gaza Strip and internet access.	811.735	0.000

H2: There is a significant relationship, at 5% level of significance, between adopting CI concept in SME's in the Gaza Strip and nature of the company (Company's H.Q, Company's field, Number of employees, Years in business, Company's capital and Average annual profit)

Table 5.23 shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for all personal characteristics, so the relationship is statistically significant at $\alpha = 0.05$. The researcher concludes that there exist a significant relationship between adopting (CI) concept in SME's in the Gaza Strip and nature of the company.

The results of the study stated that there is a relationship between adopting CI concept in SME's in the Gaza Strip and nature of the company, and this means that practicing CI in the IT and construction companies in Gaza Strip is positively affected by company's head quarter position, company's field of business, number of employees working in the company, number of years the company work in its field of business, the company's capital and average annual profit.

Table 5.23: Chi-Square test for relationship between adopting CI concept in SME's in the Gaza Strip and nature of the company

Nature of the company	Chi-Square value	P-Value (Sig.)
Company's H.Q.	21.170	0.000
Company's field	34.710	0.000
Number of employees in the company:	10.569	0.005
Years in business	10.842	0.013
The company's capital	30.007	0.000
Average annual profit	9.717	0.021

The results of the study shows that there is relationship between adopting CI concept in SME's in the Gaza Strip and their performance, this variable was measured through connecting the answers of the participants who apply CI in their business activities and who value and recognize the benefits that the company gained when applying CI and their performance measured by profit and the flexibility of companies organizational structure and the ease and quick of work processes, and this agrees with Analoui and Karami (2001) who concluded that there is a significant relationship between increasing the environmental scanning of the firm (and CI is a part of it), and the success of the firm's performance in small and medium size enterprises. And as CI is asset of

environmental scanning, so that it can be said that CI affects the success of the SME's performance positively. And with Tajuddin and Ahmad (2013) in their paper about the impact of Environmental Scanning on the Organisational Performance_ Local Authorities (LAs) in Malaysia as a case study stated that the scope of general environmental scanning was seen as a prerequisite to the successful alignment of competitive strategies as a result of changing the needs and demands of the larger society, and the diverse nature of businesses. In the context of Malaysian LAs, there was a significant relationship between the environmental scanning (operation) and the overall achievement of the organisation's performance.

The results of the study show that there is relationship between adopting CI concept in SME's in the Gaza Strip and the companies' size represented by number of employees working in the company and that agreed with Franco, Magrinho and Ramos (2011) who concluded that firm size, information and environmental scanning connected to the markets, social networks, economic diplomacy and public policies, namely clusters and industrial policies in the context of competitive intelligence, were some of the attributes relevant to CI adoption in Portuguese firms.

H3: There is a significant relationship, at 5% level of significance, between adopting CI concept in SME's in the Gaza Strip and personal characteristics

Table 5.24 shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for all personal characteristics, so the relationship is statistically significant at $\alpha = 0.05$. The researcher concludes that there exist a significant relationship between adopting (CI) concept in SME's in the Gaza Strip and personal characteristics.

The results of the study stated that there is a relationship between adopting (CI) concept in SME's in the Gaza Strip and personal characteristics. This means that practicing CI in IT and construction companies in Gaza Strip is positively affected by the decision maker's position; age; experience in Management, qualifications and managerial training courses.

Table 5.24: Chi-Square test for relationship between adopting (CI) concept in SME's in the Gaza Strip and personal characteristics

personal characteristics	Chi-Square value	P-Value (Sig.)
Position	35.891	0.000
Age	24.516	0.000
Experience in Management	83.309	0.000
Qualifications	68.206	0.000
Do you join any strategic management courses?	5.322	0.021

H4: There is a significant relationship, at 5% level of significance, between adopting CI concept in SME's in the Gaza Strip and surrounding circumstances.

Table 5.25 shows that the Chi-Square value equals 76.615 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the relationship is statistically significant at $\alpha = 0.05$. The researcher concludes that there exist significant relationships between adopting (CI) concept in SME's in the Gaza Strip and surrounding circumstances.

The results of the study stated that there is a relationship between adopting (CI) concept in SME's in the Gaza Strip and surrounding circumstances. This means that practicing CI in IT and construction companies in Gaza Strip is positively affected by crises and uncertainties times, political stability, economic stability, and social stability and any changes in the surrounding atmosphere affects CI practices.

Table 5.25: Chi-Square test for relationship between adopting (CI) concept in SME's in the Gaza Strip and surrounding circumstances

	Chi-Square value	P-Value (Sig.)
There is a significant relationship, at 5% level of significance, between adopting (CI) concept in SME's in the Gaza Strip and surrounding circumstances.	76.615	0.000

Chapter (6)

CONCLUSION AND RECOMENDATIONS

CHAPTER 6:

Conclusion and Recommendations

6.1 Introduction

The final chapter reviews the finding of the research and the researcher makes here conclusion depending on the obtained results. The study aimed to evaluate the practices of CI in small firms in Gaza strip, to determine the extent to which they are aware of adopting of competitive intelligence concept in their activities, to find whether there are any differences between the industry sectors in dealing with CI process. The study also aimed to identify the variables that affect the probabilities of their adaption and to investigate the relationship between practising CI concept in firm's business activities and their overall performance.

6.2 Conclusion

Decision making process is the most important process in companies, executives make decisions constantly, all of which are based on information. They should look for any tool to support or validate their decisions. Generally, companies should take care about size of the market, growth trends, major competitors' products and revenues, product details, pricing, packaging, materials, distribution channels, customer demographics, opportunities.

According to the literature review and the analysis of the collected data, the major findings can be summarized as follows:

1. The studied companies apply the basics of CI process in their business activities at least. They follow new technology related to their field of business, revise and update its activities correspondence with changes in competitor's activities, the top management receives the collected information about competitors on the appropriate decision making time, and measures the effectiveness of its gathering information system by observing changes in their market share.

2. The SME's manager's knowledge about the concept was moderate.
3. The equivalent terms_ from the participant's point view_ close to the definition of CI are business intelligence; market research; environmental scanning; scanning and analyzing market. These terms intersect with CI into many main points, but in fact CI is something different and more specific. The participant knowledge came from their business experience, attending strategic planning courses, and media and internet.
4. Construction companies rely on customers, suppliers, personally and socially, company employees, internet, publications and handouts and experts respectively as sources of information, while IT companies use internet, publications and handouts, personally and socially, customers, company employees, experts and suppliers respectively .
5. The researcher assumed that **there is a significant relationship between adopting CI concept in SME's in the Gaza Strip and internet access**. The results proved that a positive relationship exists, and clearly indicates that the hypothesis is statically valid and the data compiled from respondents through the questionnaire revealed that:
 - There is a high agreement among IT companies that using internet helps to collect, exchange and analyze competitive information, help managers to make the right decision. It also improves coordination internally and externally, updates the company's activities to excel on the activities of competitors, monitors online mailing groups, discussion groups and news groups of competitors, and gets feedback on products / services of the competitors.
 - On the other hand, the construction companies agreed that using internet is useful to obtain important information about the activities of competitors, its useful to update the activities of my company to excel on the activities of competitors, to obtain information about characteristics and specifications of competitor's products / services, to analyze, exchange and share competitive smart information with other departments in the company as well as parties outside the company

(consultants / experts / suppliers / customers), and to increase the quality of competitive information. But they don't value the role of internet in monitoring online mailing groups, discussion groups and news groups of competitors, having feedback on their products / services, auditing the annual financial reports, analyzing online websites, analyzing online job applications, and reviewing competitor's marketing policies of the competitors.

6. The researcher assumed that **there is a significant relationship between adopting CI concept in SME's in the Gaza Strip and nature of the company**. The results showed that a positive relationship is exists, which indicates that the hypothesis is statically valid and the data compiled from respondents through the questionnaire revealed that:

- Practicing CI in both IT and construction companies in Gaza Strip are positively related to company's head quarter position.
- Practicing CI in both IT and construction companies in Gaza Strip are positively related to company's field of business, which means that different felid of business may have different attitude towards the concept.
- Practicing CI in both IT and construction companies in Gaza Strip are positively related to number of employees working in the company.
- Practicing CI in both IT and construction companies in Gaza Strip are positively related to number of years the company work in its field of business.
- Practicing CI in both IT and construction companies in Gaza Strip are positively related to the company's capital.
- Practicing CI in both IT and construction companies in Gaza Strip are positively related to its average annual profit so that it can be concluded that CI affects the overall performance of the company.

7. The researcher assumed that **there is a significant relationship between adopting CI concept in SME's in the Gaza Strip and personal characteristics**. The results proved that a positive relationship exists, that's practicing CI in IT and construction companies in Gaza Strip is positively affected by the decision maker's position; age; experience in Management,

qualifications and managerial knowledge gained through training courses.

8. The researcher assumed that **there is a significant relationship, at 5% level of significance, between adopting CI concept in SME's in the Gaza Strip and surrounding circumstances.** The results showed that a positive relationship is exists, which indicates that the hypothesis is statically valid and the data compiled from respondents through the questionnaire revealed that:
- IT companies agreed highly that increasing CI activities in the company is affected by economic stability in Gaza strip.
 - Construction companies agreed highly that it is essential for companies to remain awake and directly monitor their competitor's activities during times of crisis more than natural conditions, and its highly agreed that increasing CI activities in the company is affected by economic and political stability in Gaza strip.
 - IT companies had a moderate agreement that it is essential for companies to remain awake and directly monitor their competitor's activities during times of crisis more than natural conditions.
 - Both of Construction and IT companies had a moderate agreement that increasing CI activities in the company is affected by cultural and social stability in Gaza strip.
 - Both of Construction and IT companies had a moderate agreement that crises and uncertainty affect their competitors the same as it affect their own company.
 - IT companies had a moderate agreement that increasing CI activities in the company is affected by political stability in Gaza strip.
 - Construction companies had a moderate agreement that crises and uncertainty affect the competitors the same as it affect their own company.

6.3 Recommendations

Based on the findings of the study, here are some recommendations that help the SME's in Gaza Strip to more benefit from CI concept:

- **Nature of the company:**
 - CEOs of industrial companies ought to be assisted (trained) to develop a wider awareness of the importance of CI and how to benefit from environmental and market in which their firm operate, thus providing the necessary flexibility within their strategic organizational decision making processes so that changes in the competitor's activities as well as environment can be responded to promptly and proactively.

- **Internet access:**
 - Construction companies must pay more attention to the benefit of using internet to improve the coordination between company's department and branches internally and externally generally and especially regarding to competitor's activities.

- **Surrounding circumstances:**
 - Companies ought to improve their response to the surrounding circumstances as they affected by it greatly; they should have a prediction system to sense the coming economic and political crises and to prepare plans to deal with such crises.
 - Companies should remain awake and directly monitor their competitor's activities during times of crisis, as well as natural conditions.

- **Competitive intelligence process:**
 - Companies must concern to improve its system in watching competitors and collecting important information about them other than price such that competitor's research and development abilities, competitor's history, mission and goals, competitor's activities, competitor's sales power, competitor's production power, competitor's innovation abilities (providing new product, service, technology), and competitor's dependence on key persons, customers, suppliers, specific financial institutions, in addition to competitor's unique potentials and

capabilities (human resources, knowledge,), quality of competitor's soled products, competitor's competency and their company's ability to influence other companies and competitor's marketing plans.

- Companies should improve its internal system to monitor their competitors by having a documentation system by which they have a record for each competitor where the gathered information is kept to facilitate referring to the information in the proper time, and to study the future moving of the competitors by studying their history.
 - Enhancing the quality of the collected information about competitors by using variety of sources as publications and handouts, experts, customers, suppliers, company employees, Internet, and personally and socially, the collected data from more than a source give the decision maker a chance to compare and validate the collected information. Then it can be analyzed and being used safely in making the suitable protective plans or any other purpose.
 - Working into a rival industry imposes companies to monitor their close and far competitors, so companies must watch their close and far competitors in both geographic location as well as type of business.
- **The benefits of applying competitive intelligence:**
- Companies in Gaza Strip must pay more attention to the benefit of CI concept, so that they are invited to invest on CI and to start formal practical steps toward practicing the CI process cycle, and to think of having CI activity as a department in the organizational structure of the company.

6.4 Future Direction in the research

Practicing CI into SME's is not well studied into Arab worlds in general and in Palestine in particular and even internationally, so that more in depth researches can be done in this field. The following topics may be good research ideas in CI subject:

- Initiating *low cost* CI process for SME's working in the developed companies.
- Best models to follow in order to gain optimum benefit from CI concept.
- Search for a quantitative models to measure the benefits of applying CI in the companies business activities.
- Searching possibilities and benefits of applying CI into another industrial sectors and compare results.
- Identifying the internal and external factors that affect the optimal application of CI.
- Conducting comparison studies in the CI topic with some Arab and international countries.

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Appendices

- **Appendix A: Statistics about the sectors**
- **Appendix B: Arabic Questionnaire**
- **Appendix C: English Questionnaire**
- **Appendix D: Referees**

Appendix A

Statistics about the

sectors

Construction industries sectors ¹



❖ تعريف بالقطاعات الإنشائية في قطاع غزة

▪ قطاع البلاط والإنترلوك

المنتجات	الطاقة الإنتاجية	عدد العمال	عدد المصانع التي تعمل حالياً	العدد الإجمالي للمصانع
البلاط	25%	140	12	24
الإنترلوك	75%			

▪ قطاع الباطون

المنتجات	الطاقة الإنتاجية	عدد العمال	عدد المصانع التي تعمل حالياً	العدد الإجمالي للمصانع
الباطون الجاهز	75%	470	30	31

▪ قطاع الرخام والجرانيت

المنتجات	الطاقة الإنتاجية	عدد العمال	عدد المصانع التي تعمل حالياً	العدد الإجمالي للمصانع
الرخام والجرانيت	70%	850	140	145

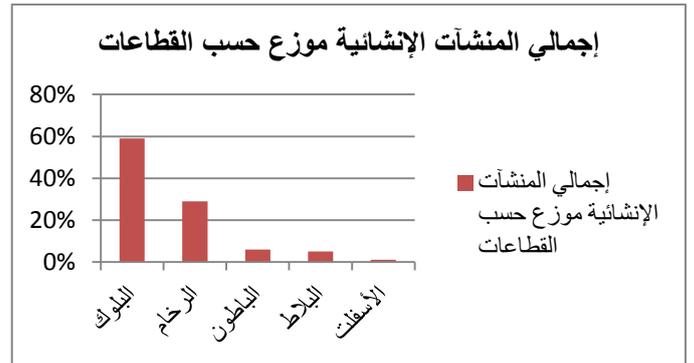
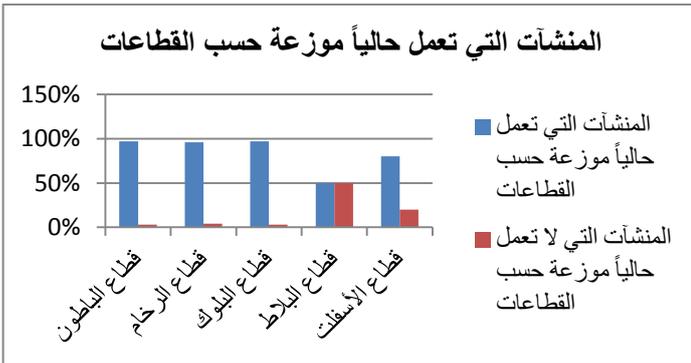
¹ المصدر: اتحاد الصناعات الإنشائية

■ قطاع البلوك

المنتجات	الطاقة الإنتاجية	عدد العمال	عدد المصانع التي تعمل حالياً	العدد الإجمالي للمصانع
البلوك	70%	1800	350	360

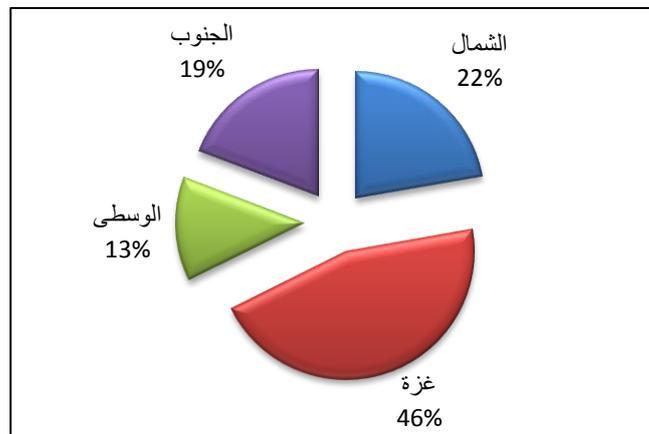
■ قطاع الأسفلت

المنتجات	الطاقة الإنتاجية	عدد العمال	عدد المصانع التي تعمل حالياً	العدد الإجمالي للمصانع
الأسفلت	20%	50	4	5



شكل 2 : المنشآت التي تعمل حالياً موزعة حسب القطاعات

شكل 1 : إجمالي المنشآت الإنشائية موزع حسب القطاعات



شكل 3 : التوزيع الجغرافي للمنشآت الإنشائية

Appendix B

Arabic

Questionnaire



الجامعة الإسلامية _ غزة
عمادة الدراسات العليا
كلية التجارة
ماجستير إدارة الأعمال

مدى إدراك الشركات الصغيرة والمتوسطة في قطاع غزة لممارسة وفوائد تطبيق مفهوم الذكاء التنافسي دراسة تطبيقية مقارنة على قطاعي الصناعات الإنشائية وتكنولوجيا المعلومات

أخي الكريم ،، أختي الكريمة ،،

تهدف هذه الدراسة لمعرفة مدى إدراك مدراء الشركات الصغيرة والمتوسطة في قطاع غزة لممارسة مفهوم الذكاء التنافسي في أنشطة شركاتهم، وما إذا كانت هناك فائدة من هذا التطبيق كزيادة كفاءة عملية اتخاذ القرار وتحسين مستوى الأداء.

نأمل تعاونكم معنا لانجاز هذه الدراسة وذلك بالإجابة عن أسئلة هذا الاستبيان بكل دقة ومصداقية مع التأكيد على أن المعلومات التي سنحصل عليها لن تستخدم إلا لأغراض البحث العلمي فقط.

شكرا لوقتكم ،، وحسن تعاونكم معنا ،،

الباحثة
وفاء رمضان وافي
ج / 0599805900
سلطان

فبراير / 2013

1. المعلومات الشخصية:				
1.1. الموقع الوظيفي:	<input type="checkbox"/> مدير عام	<input type="checkbox"/> مدير تنفيذي	<input type="checkbox"/> مدير	<input type="checkbox"/> غير ذلك، حدد (.....)
1.2. العمر:	<input type="checkbox"/> اقل من 35 سنة	<input type="checkbox"/> من 35 - اقل من 45 سنة	<input type="checkbox"/> 45 سنة فأكثر	
1.3. الخبرة في الإدارة:	<input type="checkbox"/> اقل من 5 سنوات	<input type="checkbox"/> من 5 - اقل من 10 سنوات	<input type="checkbox"/> من 10 - اقل من 15 سنة	<input type="checkbox"/> 15 سنة فأكثر
1.4. المؤهل العلمي:	<input type="checkbox"/> الثانوية العامة (توجيهي) فأقل	<input type="checkbox"/> دبلوم	<input type="checkbox"/> بكالوريوس	<input type="checkbox"/> دراسات عليا
1.5. هل تلقيت أي تدريب إداري في التخطيط الاستراتيجي؟	<input type="checkbox"/> نعم	<input type="checkbox"/> لا		
2. بيانات عن الشركة:				
2.1. موقع المقر الرئيسي للشركة:	<input type="checkbox"/> محافظة الشمال	<input type="checkbox"/> محافظة غزة	<input type="checkbox"/> المحافظات الوسطى	<input type="checkbox"/> محافظة خان يونس
2.2. مجال عمل الشركة:	<input type="checkbox"/> الصناعات الإنشائية		<input type="checkbox"/> تكنولوجيا المعلومات	
2.3. اختصاص الشركة:	<input type="checkbox"/> باطون	<input type="checkbox"/> اسفلت	<input type="checkbox"/> بلاط وانترلوك	<input type="checkbox"/> هاردوير (أجهزة)
	<input type="checkbox"/> أخرى: (.....)		<input type="checkbox"/> سيرفيس (خدمات)	
2.4. عدد العاملين في الشركة:	<input type="checkbox"/> 10 عمال فأقل	<input type="checkbox"/> من 11 - 20 عامل	<input type="checkbox"/> من 21 - 50 عامل	
2.5. سنوات عمل الشركة في هذا المجال:	<input type="checkbox"/> اقل من 5 سنوات	<input type="checkbox"/> من 5 - اقل من 10 سنوات	<input type="checkbox"/> من 10 - اقل من 15 سنة	<input type="checkbox"/> 15 سنة فأكثر
2.6. رأس مال الشركة: (بالدولار)	<input type="checkbox"/> اقل من \$ 10,000	<input type="checkbox"/> من \$ 10,000 - اقل من \$ 20,000	<input type="checkbox"/> من \$ 20,000 - اقل من \$ 50,000	<input type="checkbox"/> \$ 50,000 فأكثر
2.7. متوسط الأرباح السنوية (بالدولار)	<input type="checkbox"/> اقل من \$ 50,000	<input type="checkbox"/> من \$ 50,000 - اقل من \$ 100,000	<input type="checkbox"/> من \$ 100,000 - اقل من \$ 250,000	<input type="checkbox"/> \$ 250,000 فأكثر
3. مفهوم الذكاء التنافسي:				
يعرف الذكاء التنافسي على أنه: عملية جمع المعلومات (بشكل أخلاقي وقانوني) عن إمكانيات وقدرات ونوايا المنافسين في مجال العمل و تحليلها والاستفادة منها في عملية اتخاذ القرارات.				
3.1. هل سبق وأن سمعت عن مصطلح الذكاء التنافسي؟	<input type="checkbox"/> نعم	<input type="checkbox"/> لا		
إذا كانت إجابتك بنعم،				
3.1.1. هل قمت بتطبيق الذكاء التنافسي في شركتك؟	<input type="checkbox"/> نعم	<input type="checkbox"/> لا		
3.2. هل تعرف التعريف السابق تحت نفس المصطلح؟ إذا كانت إجابتك لا، حدد المصطلح الأقرب لمعرفتك (.....)	<input type="checkbox"/> نعم	<input type="checkbox"/> لا		
4. عملية الذكاء التنافسي:				
4.1. هل تقوم شركتك برصد أنشطة منافسيك؟	<input type="checkbox"/> نعم	<input type="checkbox"/> لا		
إذا كانت إجابتك بنعم،				
4.1.1. ما مدى استخدام شركتك للمصادر التالية في جمع المعلومات عن البيئة المحيطة والمنافسين بشكل خاص؟ (يمكن اختيار أكثر من إجابة):	<input type="checkbox"/> المطبوعات والمنشورات	<input type="checkbox"/> خبراء.	<input type="checkbox"/> الزبائن.	<input type="checkbox"/> بشكل شخصي واجتماعي.
	<input type="checkbox"/> موظفو الشركة.	<input type="checkbox"/> الانترنت.	<input type="checkbox"/> الموردين.	<input type="checkbox"/> أخرى، حدد (.....)
4.1.2. أقوم برصد أنشطة المنافسين: (يمكن اختيار أكثر من إجابة)	<input type="checkbox"/> القريبون مني في المنطقة	<input type="checkbox"/> البعيدون عن مقر شركتي نوعا ما	<input type="checkbox"/> أخرى، حدد (.....)	

4.2. هل تقوم شركتك بعمل مسح للبيئة المحيطة (التعرف على الفرص والمخاطر)؟		<input type="checkbox"/> نعم	<input type="checkbox"/> لا			
إذا كانت إجابتك بنعم، ما درجة اهتمام شركتك بجمع المعلومات في المواضيع التالية: (يمكن اختيار أكثر من إجابة)						
<input type="checkbox"/> إمكانيات البحث والتطوير لدى المنافسين.	<input type="checkbox"/> أنشطة المنافسين.					
<input type="checkbox"/> تاريخ الشركة المنافسة ورسالتها وأهدافها.	<input type="checkbox"/> قوة المبيعات لدى المنافسين					
<input type="checkbox"/> قدرة المنافسين الإبداعية (تقديم منتج/خدمة/تكنولوجيا جديدة)	<input type="checkbox"/> أسعار المنافسين.					
<input type="checkbox"/> اعتماد الشركات المنافسة على أفراد معينين، زبائن، موردين، أو مؤسسات مالية معينة.	<input type="checkbox"/> القدرة الإنتاجية للمنافسين.					
<input type="checkbox"/> الإمكانيات والطاقت التي تنفرد بها الشركة المنافسة (طاقات بشرية، معرفة،....)	<input type="checkbox"/> جودة المبيعات لدى المنافسين.					
<input type="checkbox"/> القوة التنافسية للمنافسين وقدرة شركتهم على الضغط والتأثير على الشركات الأخرى.	<input type="checkbox"/> الإمكانيات والخطط التسويقية للمنافسين.					
من فضلك، اجب عن الفقرات التالية:						
الرقم	الفقرة	درجة كبيرة جدا	درجة كبيرة	درجة متوسطة	درجة قليلة	درجة قليلة جدا
4.3	تعمل شركتي في سوق/صناعة تنافسية جدا.					
4.4	تقوم شركتي بمتابعة وتحليل أنشطة المنافسين بشكل مستمر ومحدث.					
4.5	لدى شركتي سجلات متابعة خاصة لكل منافس.					
4.6	تقوم شركتي بقياس كفاءة نظام جمع المعلومات الذي تعتمد عليه الشركة عن طريق ملاحظة التغيرات في الحصة السوقية.					
4.7	تقوم شركتي بقياس كفاءة نظام جمع المعلومات الذي تعتمد عليه الشركة عن طريق تحقيق الأهداف المالية.					
4.8	تقوم شركتي بقياس كفاءة نظام جمع المعلومات الذي تعتمد عليه الشركة عن طريق تطوير منتج أو خدمة جديدة.					
4.9	أقوم بمراجعة وتعديل أنشطة الشركة بما يتناسب مع التغيرات في أنشطة المنافسين.					
4.10	تتابع شركتي الجديد في التكنولوجيا التي تدخل في مجال عملها .					
4.11	ما يتم جمعه من معلومات عن المنافسين يصل إلى الإدارة العليا في الوقت المناسب لاتخاذ القرارات.					
4.12	الذكاء التنافسي هو جزء من الشركة يخضع لعملية مراقبة و تقييم ضمن عملية تقييم أداء الشركة.					
4.13	تقوم شركتي بتحليل معلومات الذكاء التنافسي (CI) عن طريق تحليل نقاط الضعف والقوة والفرص والتهديدات SWOT Analysis : ويعني تحليل أوضاع الشركات وتحليل بيئة العمل الداخلية والخارجية من موردين ومنافسين وعملاء وقوانين وغيرها، عبر تصنيف تلك العوامل إلى عوامل سلبية أو إيجابية، فإن كانت سلبية عالجتها وإن كانت إيجابية استغلتها.					
4.14	تقوم شركتي بتحليل معلومات الذكاء التنافسي عن طريق تحليل الصناعة ويشمل دراسة تهديد المنتجات البديلة و تهديد دخول منافسين جدد و حدة المنافسة من الخصوم و القوة التنافسية للعملاء وللموردين.					
4.15	لدى شركتي ما يلزم من إمكانيات لضمان استمرار تطبيق أنشطة الذكاء التنافسي.					

4.16. اعتبر نظام شركتي في جمع المعلومات ذا فعالية عالية						
5. العوامل المحيطة المؤثرة على زيادة فعالية تطبيق أنشطة الذكاء التنافسي:						
م	الفقرة	درجة كبيرة جدا	درجة كبيرة	درجة متوسطة	درجة قليلة	درجة قليلة جدا
5.1	اعتقد أن الأزمات وعدم التأكد تؤثر على المنافسين بنفس القدر الذي تؤثر على شركتي.					
5.2	اعتقد انه خلال أوقات الأزمات من الضروري أن تبقى شركتي على اطلاع ورصد مباشر لأنشطة المنافسين زيادة عن الأحوال الطبيعية.					
5.3	تتأثر زيادة أنشطة الذكاء التنافسي في شركتي بالاستقرار السياسي في القطاع.					
5.4	تتأثر زيادة أنشطة الذكاء التنافسي في شركتي بالاستقرار الاقتصادي في القطاع.					
5.5	تتأثر زيادة أنشطة الذكاء التنافسي في شركتي بالاستقرار الاجتماعي والثقافي في القطاع.					
عوامل أخرى تعتقد أنها تؤثر في زيادة فعالية تطبيق أنشطة الذكاء التنافسي:						
.....						
.....						

6. دور الانترنت:						
م	الفقرة	درجة كبيرة جدا	درجة كبيرة	درجة متوسطة	درجة قليلة	درجة قليلة جدا
6.1	اعتقد أن الانترنت ذو فائدة في الحصول على معلومات مهمة عن أنشطة المنافسين.					
6.2	استخدم الانترنت لتحديث أنشطة شركتي لتتفوق على نشاطات المنافسين.					
6.3	تستخدم شركتي الانترنت في مراقبة المجموعات البريدية ومجموعات النقاش والمجموعات الإخبارية للمنافسين.					
6.4	تستخدم شركتي الانترنت في الحصول على تغذية راجعة حول منتجات / خدمات المنافسين.					
6.5	تستخدم شركتي الانترنت في مراجعة التقارير المالية السنوية للمنافسين .					
6.6	تستخدم شركتي الانترنت في تحليل المواقع الالكترونية للشركات المنافسة.					
6.7	تستخدم شركتي الانترنت في تحليل طلبات التوظيف للشركات المنافسة.					
6.8	تستخدم شركتي الانترنت في مراجعة سياسات المنافسين التسويقية.					
6.9	تستخدم شركتي الانترنت في الحصول على معلومات عن خصائص ومواصفات المنتجات / الخدمات المنافسة.					
6.10	تستخدم شركتي الانترنت في تحليل وتبادل و مشاركة المعلومات الذكية التنافسية مع الأقسام الأخرى في الشركة.					
6.11	تستخدم شركتي الانترنت في تبادل المعلومات الذكية التنافسية مع جهات خارج الشركة (استشاريون/ خبراء/ موردين/ زبائن).					
6.12	يساعد استخدام الانترنت في زيادة جودة المعلومات التنافسية .					

7. فوائد تطبيق الذكاء التنافسي في شركتك:

م	الفقرة	درجة كبيرة جدا	درجة كبيرة	درجة متوسطة	درجة قليلة	درجة قليلة جدا
7.1	يساعد تطبيق أنشطة الذكاء التنافسي شركتي في زيادة الحصة السوقية.					
7.2	يساعد تطبيق أنشطة الذكاء التنافسي شركتي في تحسين تمييز المنتج/ الخدمة.					
7.3	يساعد تطبيق أنشطة الذكاء التنافسي شركتي في زيادة هامش الربح.					
7.4	يساعد تطبيق أنشطة الذكاء التنافسي شركتي في تحسين العائد على الاستثمار ROI (طريقة لقياس الربحية وأداء الإدارة = صافي الربح) \ إجمالي تكاليف الاستثمار					
7.5	يساعد تطبيق أنشطة الذكاء التنافسي شركتي في تحسين المرونة التنظيمية للشركة.					
7.6	يساعد تطبيق أنشطة الذكاء التنافسي شركتي في سرعة وجودة ودقة القرارات المتخذة.					
7.7	يساعد تطبيق أنشطة الذكاء التنافسي شركتي في سرعة الاستجابة لحاجات العملاء.					
7.8	يساعد تطبيق أنشطة الذكاء التنافسي شركتي في سرعة إجراء تعديلات في عمليات الإنتاج.					
7.9	يساعد تطبيق أنشطة الذكاء التنافسي شركتي في زيادة التركيز على جهود البحث والتطوير (R & D).					
7.10	يساعد تطبيق أنشطة الذكاء التنافسي شركتي في تحسين التنسيق مع الموردين.					
7.11	يساعد تطبيق أنشطة الذكاء التنافسي شركتي في تحسين التنسيق مع الزبائن.					
7.12	يساعد تطبيق أنشطة الذكاء التنافسي شركتي في تحسين التنسيق مع الشركاء في العمل.					
7.13	يساعد تطبيق أنشطة الذكاء التنافسي شركتي في تحسين التنسيق على الصعيد الداخلي في الشركة.					
7.14	يساعد تطبيق أنشطة الذكاء التنافسي شركتي في دراسة السوق وتحديد اتجاهاته.					
7.15	يساعد تطبيق أنشطة الذكاء التنافسي شركتي في يساعد المدراء في تحديد الخيارات الاستراتيجية و يعطيهم رؤية أوضح للاستراتيجيات الواجب إتباعها.					
7.16	يساعد تطبيق أنشطة الذكاء التنافسي شركتي في تحسين الميزة التنافسية والإبداعية للشركة.					

Appendix C

English

Questionnaire

The Islamic University Gaza
Dean of Post Graduate Studies
Faculty of commerce
MBA Program



**The Awareness of Small and Medium Size Businesses in Gaza
Strip to Practise and The Benefits of Competitive Intelligence
Concept**

Construction and Information Technology Sector

Dear Sir,

This study aims to measure the awareness of small businesses in Gaza Strip to practise competitive intelligence concept in their business activities, to what extent it is important and they benefit from it. Is it important in increasing the efficiency of decision making process?

We hope to cooperate with us to accomplish this study by answering the questionnaire's questions accurately and credibly. We promise to keep the data we get and not to be used except for research purposes.

Thanks for your time

Best wishes

Researcher

Feb. 2013

1. personal information:				
1.1. Position:	<input type="checkbox"/> General Manager	<input type="checkbox"/> executive manager	<input type="checkbox"/> manager	<input type="checkbox"/> Other. Specify (.....)
1.2. Age:	<input type="checkbox"/> less than 35	<input type="checkbox"/> from 35 - less than 45	<input type="checkbox"/> 45years and more	
1.3. Experience in Management:	<input type="checkbox"/> <5 years	<input type="checkbox"/> 5 - <10	<input type="checkbox"/> 10 - < 15	<input type="checkbox"/> 15 years and more
1.4. Qualifications:	<input type="checkbox"/> Board Examination Exam (Tawjihi)	<input type="checkbox"/> Diploma	<input type="checkbox"/> Bachelor	<input type="checkbox"/> Postgraduate Studies
1.5. Do you join any strategic management courses?	<input type="checkbox"/> Yes		<input type="checkbox"/> No	
2. Information about the firm:				
2.1. Company's H.Q.	<input type="checkbox"/> North	<input type="checkbox"/> Gaza	<input type="checkbox"/> Middle	<input type="checkbox"/> KhanYounis <input type="checkbox"/> Rafah
2.2. Company's field:	<input type="checkbox"/> Construction		<input type="checkbox"/> IT	
	<input type="checkbox"/> Concrete	<input type="checkbox"/> Asphalt	<input type="checkbox"/> Tiles & Interlock	<input type="checkbox"/> Hardware <input type="checkbox"/> Software
	Others: specify (.....)		<input type="checkbox"/> Services	
2.3. Number of employees in the company:	<input type="checkbox"/> < 10 employees.	<input type="checkbox"/> 11 - 20.	<input type="checkbox"/> 21 - 50.	
2.4. Years in business	<input type="checkbox"/> < 5 years.	<input type="checkbox"/> 5 - <10.	<input type="checkbox"/> 10 - <15.	<input type="checkbox"/> 15 and more.
2.5. The company's capital:	<input type="checkbox"/> <10,000 \$	<input type="checkbox"/> 10,000 - < 20,000\$	<input type="checkbox"/> 20,000 - < 50,000\$	<input type="checkbox"/> 50,000 \$ and more.
2.6. Average annual profit : (\$/year)	<input type="checkbox"/> <50,000 \$.	<input type="checkbox"/> 50,000 - <100,000 \$	<input type="checkbox"/> 100,000 - <250,000 \$	<input type="checkbox"/> 250,000\$ and more.
3. Competitive Intelligence Concept				
Competitive Intelligence (CI) is the process of gathering people (legally and ethically) about the competitor's capabilities and intentions in the business field then analyzed to be used in decision making process.				
3.1. Have you ever heard about CI concept?	<input type="checkbox"/> yes		<input type="checkbox"/> No	
if you answer is yes, then				
3.1.1. Have you ever practised (CI) in your company?			<input type="checkbox"/> yes	<input type="checkbox"/> No
3.2. Do you know the previous definition under the same idiom? If your answer is No, specify the more common concept (.....)			<input type="checkbox"/> yes	<input type="checkbox"/> No
4. Competitive intelligence process				
4.1. Do your company monitor its competitors' activities?	<input type="checkbox"/> Yes		<input type="checkbox"/> No	
If your answer is yes, then				
4.1.1. How likely do your organization use the following sources of information:				
<input type="checkbox"/> Publications and handouts	<input type="checkbox"/> Experts	<input type="checkbox"/> Customers	<input type="checkbox"/> Personally and Socially	
<input type="checkbox"/> Company employees	<input type="checkbox"/> Internet	<input type="checkbox"/> suppliers	<input type="checkbox"/> Others, specify (.....)	
4.1.2. My company monitor the competitors activities: (can choose more than one answer)		<input type="checkbox"/> who are closed to my location		
		<input type="checkbox"/> Who are far away.		
		<input type="checkbox"/> Others, Specify (.....)		
4.2. Do you make environmental scanning to identify strength, weakness, opportunities and threats?	<input type="checkbox"/> yes		<input type="checkbox"/> No	
If your answer is yes, then				
4.2.1. How much your company concerned to collect information about the following topics?				
<input type="checkbox"/> Competitors Research and Development abilities.			<input type="checkbox"/> Competitor's activities	
<input type="checkbox"/> Competitor's history, mission and goals.			<input type="checkbox"/> Competitor's sales power.	
<input type="checkbox"/> Competitor's innovation abilities (providing new product, service, technology).			<input type="checkbox"/> Competitor's prices.	
<input type="checkbox"/> Competitor's dependence on key persons, customers, suppliers, specific financial institutions.			<input type="checkbox"/> Competitor's production power.	

<input type="checkbox"/> Competitor's unique potentials and capabilities (Human resources, knowledge,		<input type="checkbox"/> Quality of competitor's sole products.				
<input type="checkbox"/> Competitor's competency and their company's ability to influence other companies		<input type="checkbox"/> Competitor's marketing plans.				
Please, answer the following items:						
No.	item	5 V. strong Agree.	4 Strong Agree.	3 Medium Agree.	2 (ittle Agree.	1 Least Agree.
4.3.	My organization is in a highly competitive industry/market.					
4.4.	My company follow up and analyze competitor's activities regularly and up to date.					
4.5.	My company have follow up records for each competitor.					
4.6.	My company measure the effectiveness of its gathering information system by observing changes in market share.					
4.7.	My company measure the effectiveness of its gathering information system by achieving financial goals.					
4.8.	My company measure the effectiveness of its gathering information system by developing new product or service.					
4.9.	My company revise and update its activities correspondence with changes in competitor's activities.					
4.10.	My company follow new technology related to its field of business.					
4.11.	The top management receive the collected information about competitors on the appropriate decision making time.					
4.12.	Competitive intelligence is part of my company and being subjected to monitoring and evaluation process within the company's performance evaluation process.					
4.13.	My company analyze intelligence competitive information (CI) through analyzing the strengths and weaknesses, opportunities and threats (SWOT Analysis)					
4.14.	My company analyze intelligence competitive information (CI) through industry analysis; which includes the study of the threat of substitute products, the threat of entry of new competitors, competition from rivals and the competitive strength of customers and suppliers.					
4.15.	My company has the necessary capabilities to ensure the continued application of competitive intelligence activities.					
4.16.	My organization would rate its intelligence system in collecting information as being highly effective.					
5. Surrounding factors affecting the increase of the effectiveness of applying competitive intelligence activities:						
5.1.	I think that crises and uncertainty affect the competitors the same as it affect my company.					
5.2.	During times of crisis, it is essential that companies remain awake and directly monitor their competitor's activities more than natural conditions.					
5.3.	Increasing competitive intelligence activities in my company is affected by political stability in Gaza strip.					
5.4.	Increasing competitive intelligence activities in my company is affected by economic stability in Gaza strip.					
5.5.	Increasing competitive intelligence activities in my company is affected by cultural and social stability in Gaza strip.					

5.6.	Other factors you think that it may affect the increase of the effectiveness of applying competitive intelligence activities:					
6. Internet role:						
6.1.	I think that Internet is useful to obtain important information about the activities of competitors.					
6.2.	My company uses the Internet to update the activities of my company to excel on the activities of competitors.					
6.3.	My company uses the Internet to monitor online mailing groups, discussion groups and news groups of competitors.					
6.4.	My Company use the Internet to get feedback on products / services of the competitors.					
6.5.	My company uses the Internet in auditing the annual financial reports of the competitors.					
6.6.	My company uses the Internet in analyzing online websites of the competing companies.					
6.7.	My company uses the Internet in analyzing online job applications of the competing companies.					
6.8.	My company uses the Internet in reviewing competitor's marketing policies.					
6.9.	My company uses Internet to obtain information about characteristics and specifications of competitor's products / services.					
6.10.	My company uses the Internet in analyzing, exchanging and share competitive smart information with other departments in the company.					
6.11.	My company uses the Internet in exchanging the competitive smart information with parties outside the company (Consultants / experts / suppliers / customers).					
6.12.	Using the Internet helps to increase the quality of competitive information.					
7. The benefits of applying competitive intelligence in your company:						
7.1.	Applying competitive intelligence activities in my company helps to increase its market share.					
7.2.	Applying competitive intelligence activities in my company helps to improve the product/service differentiation.					
7.3.	Applying competitive intelligence activities in my company helps to increase the profit margin.					
7.4.	Applying competitive intelligence activities in my company helps to improve the return on investment ROI (a way to measure profitability and management performance = (Net profit) \ Total investment costs.					
7.5.	Applying competitive intelligence activities in my company helps to improve organizational flexibility for the company.					
7.6.	Applying competitive intelligence activities in my company helps to accelerate, increase quality and accuracy of the decisions taken.					
7.7.	Applying competitive intelligence activities in my company helps to accelerate responses to customer needs.					
7.8.	Applying competitive intelligence activities in my company helps to accelerate adjustments in production processes.					
7.9.	Applying competitive intelligence activities in my company helps to increase focusing on Research and Development efforts (R&D)					
7.10.	Applying competitive intelligence activities in my company helps					

	to improve coordination with suppliers.					
7.11.	Applying competitive intelligence activities in my company helps to improve coordination with customers.					
7.12.	Applying competitive intelligence activities in my company helps to improve coordination with work partners.					
7.13.	Applying competitive intelligence activities in my company helps to improve coordination internally.					
7.14.	Applying competitive intelligence activities in my company helps to study market and to identify its trends.					
7.15.	Applying competitive intelligence activities in my company helps managers to identify strategic alternatives and gives them a clearer view to the best strategies to be followed.					
7.16.	Applying competitive intelligence activities in my company helps to improve its competitive advantage and creativity.					

**If you want to get the abstract and results from the study then please contact:
 Researcher: Wafaa Ramadn Wafi wafi_76@hotmail.com
 Supervisor: Dr. Akram Samour as asmour@iugaza.edu.ps**

Appendix D

Referees



الجامعة الإسلامية _ غزة
عمادة الدراسات العليا
كلية التجارة
ماجستير إدارة الأعمال

التاريخ: ___ / ___ / 2012

السيد / المحترم،

السلام عليكم ورحمة الله وبركاته ...

الموضوع / طلب تحكيم استبانة

أتوجه إليكم بالتقدير والاحترام راجية تعاونكم في تحكيم هذه الاستبانة التي تهتم بدراسة الشركات الصغيرة والمتوسطة، بعنوان: "مدى وعي الشركات الصغيرة والمتوسطة في قطاع غزة لممارسة وتطبيق مفهوم الذكاء التنافسي". حيث ستقوم الباحثة باستطلاع آراء عينة من مدراء الشركات الصغيرة والمتوسطة في قطاع غزة لتحديد مدى وعيهم لممارسة وتطبيق مفهوم الذكاء التنافسي في أنشطة شركاتهم، وما إذا كانت هناك فائدة من هذا التطبيق كزيادة كفاءة عملية اتخاذ القرار وتحسين مستوى الأداء.

ولقد أعدت الباحثة استبانة أولية كأداة رئيسية لجمع المعلومات والتي تتكون من سبعة محاور رئيسية، ولإيماننا العميق بأنكم الأكثر معرفة في هذا المجال، كونكم أهل خبرة واختصاص، يسرنا أن نضع بين أيديكم هذه الاستبانة لإبداء ملاحظاتكم ومقترحاتكم حولها .

وتفضلوا بقبول فائق الاحترام والتقدير

الباحثة

وفاء رمضان وافي

0599347296

مرفق:

- مشكلة الدراسة .
- فرضيات ومتغيرات الدراسة .
- الاستبانة .

Referees

#	Name	Sector
1.	Dr. Majed Al-Farra	Islamic University of Gaza
2.	Dr. Samir Safi	Islamic University of Gaza
3.	Dr. Marwan Al Agha	Al- Azhar University
4.	Dr. Yousif Bahar	Islamic University of Gaza
5.	Dr. Sami Abu AlRoss	Islamic University of Gaza
6.	Dr. Nafiz Barakat	Islamic University of Gaza
7.	Dr. Yousef Ashour	Islamic University of Gaza