



Marketing Management

Elixir Marketing Mgmt. 67C (2014) 21462-21467

Elixir
ISSN: 2229-712X

Comparing the effect of emotional intelligence on the marketing of economic firms and marketing intelligence of managers (Case study: Bu Ali industrial estate of Hamadan)

Alireza Bahmanzadeh and Reza Aghadjaan Nashtaaei

Department of Business Management, Rasht Branch, Islamic Azad University, Rasht, Iran.

ARTICLE INFO

Article history:

Received: 6 January 2014;

Received in revised form:

4 February 2014;

Accepted: 4 February 2014;

Keywords

EQ (EQ),

Marketing intelligence,

Success in business and marketing,

Industrial Estate,

Bu Ali,

Hamadan.

ABSTRACT

This study, entitled "Investigating the Effect of EQ and marketing intelligence on the success of marketplaces in marketing" was conducted with an overall objective and 5 sub-objectives in the Bou_Ali industrial estate of Hamadan in 2013. This research is a descriptive-analytic study in the form of a causal - comparative survey. The research population consists of 180 individuals and includes all the managers and persons in charge of the manufacturing and service factories in Bu Ali industrial estate. The sample size was measured at 123 by Cochran's formula and it was randomly selected. Data were collected through three questionnaires. One standardized Sherring EQ questionnaire with 33 questions and two researcher-made questionnaires for marketing intelligence and marketing success, and were analyzed using SPSS software version 19 and by multivariate regression. Face and content validity of three questionnaires were measured and then assessed by Cronbach's alpha coefficient, which in all questionnaires was 0/70. Results showed that EQ had effect on the success of marketers and marketplace. Accurate results suggest regarding the three factors of the overall success in marketing, analyzing the market, and selecting target markets, the EQ was stronger than the marketing intelligence. But the marketing intelligence functions more strongly than EQ only in two factors: fusion of marketing elements and efforts in marketing

© 2014 Elixir All rights reserved

Introduction

One important resource in any company, which is undoubtedly one of the main bases of development, is its human resources which encompass a collection of individuals with countless needs. These individuals would use their talent, ability and skills to serve the organization in question in case their needs are met and they are sufficiently motivated. If individuals do not operate well in the company then the company will be faced with many problems in reaching its goals, carrying out the critical tasks, and taking responsibility. Since the staff of marketing and sales unit play a fundamental role in creating an efficient business in the organizational units, therefore, to meet their material and spiritual needs as well as to create an motivational atmosphere in the workplace which is more likely to underlie the efficient development, is most imperative. Mention should be made that intelligence is different from data in that the former involves analyzing, whose aim is to give sense to the data which are possibly latent in any organization (Bose, 2008).

Nowadays, the concept of intelligence is considered to be a procedure which enhances competitiveness and strategic planning (Saayman et al, 2008). Kotler believes that marketing is not a random phenomenon, but is the result of an accurate planning, designing, and execution. The marketing activities are improving constantly in all industries so as to raise the chance of success, yet to achieve a perfect marketing is difficult (Kotler and Keller, 2006).

Marketing intelligence is not just market research but a practical intelligence to help the managers of the organization. On the other hand, like all activities and managerial concepts,

this activity should be manipulated by skilled individuals and specialists in the organizations and companies. Not only should these individuals enjoy the specific marketing skills but also they should possess efficient personal characteristics for successfully operating this system. Among these characteristics are other dimensions of intelligence such as EQ. Nowadays the theory of EQ has found much more popularity due to the importance of human communication, and is among the most popular issues for business organizations and companies. EQ, as one of the most important human skills, plays a significant role in staff's efficiency. Nowadays, in addition to the distinction among individuals regarding their IQ, psychologists pay notable attention to EQ as a distinctive quality among individuals, in a way that it is possible that individuals be different from each other regarding their EQ and this difference manifest itself in various ways. With respect to the universal competitive atmosphere and the speedy changes happening over the world, the companies take action and set the stage for the efficient performance of their units and sections. In the complicated and fast-changing world, the companies can succeed in enhancing the EQ of their staff, and especially their marketing unit as a key unit in the company, and in coordinating their chief units so as to accomplish their main missions and aims and to promote the unit's efficiency (Bartlett and Ghoshal, 2002).

As the world gets more complicated, the theoretical formulae are changing in a way that most of the previous plans in different areas are inefficient today and their uselessness has been proved. One of these areas is business and economical activities. Observing more carefully, we can conclude that today, the economical activities build the foundation of human

Tele:

E-mail addresses: kamrann0156@yahoo.com

and social life in a way that it subordinates other aspects of human life such as culture, politics, and even religion and art.

Nowadays, the third wave of changes in the global trade has begun; changes for which human intelligence has set the ground. The organizations are facing several environmental changes. The changes are so fast that unless the organizations are prepared for them, they won't survive. One of the novel tools which helps organizations to rise to a good status in such unstable conditions as of today, is the use of human intelligence. Yet, this parameter has many dimensions and each dimension is applicable in a specific place, because every tool is made for a specific solution. Two dimensions of human intelligence, save for IQ, are EQ and marketing intelligence. Since there is no precise conception of these two types of intelligence, in many books and scientific societies across the country, the marketing intelligence is taken synonymously for market information or market research, and EQ for general knowledge or public affairs (Esomar, 1998).

Various studies suggest that in marketing and customer attraction, the more specialized intelligence the individuals have, the better results they will come to; because, as the market has gone through a change more than past, the methods of treating customers, promoting goods, attracting customers, and maintaining their custom has, too, changed. Therefore, in today's economical world, it is not possible to have economical activities using old methods and strategies, and the more the economical activities move toward an international market, the more critical and complicated will be the issue because the international market is full of scientific methods for economical affairs and activities.

The two parameters of marketing intelligence and EQ are among items that are almost newly introduced to the literature. Different definitions have been proposed for the two by the experts. Kotler's definition is as follows: the up-to-date information about the changes in the marketing sphere which help the managers in drawing up and collating marketing plans (Priporas et al, 2005). Jeff – as one who was most active in this area – deems marketing intelligence the data collection from outside and the set of activities inside the company (Song & Jeff, 2009).

There have been introduced various, and at times complicate, definitions for EQ which is applied mostly in psychology and was first introduced to other scientific areas from this very area. According to Saloy and Meyer, who have introduced a revised a more complicated definition of EQ, four dimensions are attributable to this structure; emotion and manifestation of excitement, facilitation of thinking through excitements, understanding and analyzing excitements, and finally revision of excitements. According to this definition, we can see the central qualifications of the EQ as including: manifestation of the excitement in oneself and others, understanding these excitements, and management of the excitements. Goleman deems EQ the ability of self-motivation, consistency against the failures, control of impulses and tendencies, postponing and fulfilling tendencies, disciplining spiritual states, resistance and hope. Based on this theory, whatever can anticipate the success of the individual in the future is the ability of EQ (Benjamini& Solomon, 2005).

In this study, the independent variables include two variables of EQ and Marketing intelligence of the respondents. The dependent variable of the study is the success of the marketplace in marketing in four dimensions of analyzing the market, and selecting target markets, fusion of marketing elements, and efforts in marketing. The thesis is that whether

EQ and marketing intelligence impact on the success of companies in economical activities in different ways, and if they do, on what dimension in question they have the less or the more impact?

Review of Literature

In a research project titled "the executive managers' appreciation of the value of marketing intelligence", Grooms and Fletcher (2001) seek to show that individual, environmental, and organizational factors directly impact on the managers' appreciation of the value of marketing, and that this value impacts on the organization's performance. This research was conducted based on a questionnaire distributed to managers of 352 companies. The researcher has claimed in his objectives that this is the first study to deal with the factors impacting managers' appreciation of the value of marketing. Also, it is the first study to investigate the correlation between EQ and marketing intelligence. Among the strong points of this study are its novel view of marketing intelligence and use of appropriate data-collecting tools. Among its weak points is the limited number of samples and questions.

In his study titled "the impact of culture in creation of marketing intelligence through internet and value creation in B2B organizations and regarding the growing value of internet for companies", Karayanni (2006) investigates the ways to gain marketing intelligence via internet and the correlation between the acquired intelligence and value creation for it and variables such as communication with customers, innovation, performance, efficiency, and the value of these communications. According to the findings of this research, T shows that internet has penetrated into the internal living of organizations as a virtual business network and has provided many opportunities for the organizations. Also, it has determined that the value that organizations attach to this parameter has been beneficial. The sampling and its analysis and the attention to the importance of internet are among its strong points. Among the weak points are that it is not determined why these variables are selected, and that the number of samples, regarding its range, is small.

In a research titled "A search for marketing, competitive, and business intelligences", Wright and Calof (2006) attended to investigating the introduced framework on marketing intelligence in different countries. This research seeks to compare the frameworks which have been prepared by the author and investigate the intelligence of the organization with regard to three aspects: process and structure, culture, awareness and insight, and cycle of competitive intelligence. This comparison has been conducted in the European countries, Canada, and England. The high range of samples, good comparison of the results, appropriate statistical analysis as well as attention to the factors other than factors of intelligence cycle are among the strong points of this research. The introduced model suffers from some defects such as neglect of the concept of intelligence, and the fact that the heterogeneity of the sample population shakes the certainty of the results.

Fleisher (2008) began his research as titled "use of open sources for developing marketing and competitive intelligence. The development of marketing and competitive intelligence calls for information resources by analyzing which we can help the company gain intelligence and gain competitive edge in the market. Though market research furnishes marketing intelligence, use of open sources can be more contributing for the company. The companies which manage to climb to such a position as to where and how to effectively collect the information, organize it, and operate competitive or marketing intelligence, will suffer the least confusion in decision-making

and the least risk-taking. With all this, the researcher seeks to show how the information gained from open sources impacts on the competitive and marketing intelligence. At the end, the researcher has come to the conclusion that open sources are very useful for the experts of marketing intelligence because they can easily avail themselves of the information as it is inexpensive and fast accessible. Accordingly, for better attainment of the competitive or marketing intelligence in the organization, the company should make these resources widely available for the staff, as they are not only a tool for more intelligence but also a competitive edge for the organization. Among the strong points of this study are the attention to the importance of open sources, presentation of a solution, and use of different resources for its population. Among the weak points is the fact that regarding the selection of statistical population, this research is defected. Using the other three researches cannot meet the needs of this research.

In their research titled "competitive intelligence: a multistage method for marketing strategy", Dishman and Calof searched for a method for formulation and structuring the marketing intelligence in the organizations. The purpose of the study was to find a method to formulate and structure the marketing intelligence in the organizations. The questionnaires of this study were sent to 3080 companies and 1280 companies responded them. The research population consisted of the Canadian companies and the questions were of Yes – No type. The findings of the research suggest that these companies embraced culture and showed a tendency to create an intelligence structure in their organization but lack the real practices to attain it. Among the strong points of the study is the fact that sampling has been carried out logically and reasonably and the statistical population is appropriate. Also, the researchers have determined a model for intelligence. Among the weak points is the fact that they have not tried to explain why the companies have come up to such culture. The questionnaires furnish only Yes – No questions. It is not stated in the research whether the model itself has adequate validity or not. Also, there is neglect of the personal characteristics as well as an attempt to find a fixed formula for intelligence.

In a study titled "A success predictor better than IQ", Goleman investigates the role of EQ in succeeding in different affairs and especially in working. He remarks that to achieve success in the working and business environment, the IQ can impact on your success to a certain extent whereas EQ, having the same effectiveness as IQ, enjoys other advantages too. Although IQ is the best predictor in maintaining your working level – for professions such as medicine, education, accounting and the like, one requires an appropriate IQ about 115 or higher which has nearly a normal standard deviation – IQ does not guarantee your success in its performance, and does not distinguish you as a leader. The reason for the superiority of EQ over IQ is that when you are competing with others, they already recognize you as intelligent, and this EQ adds to your existing asset. The results of a meta-analysis of more than 200 separate studies show that in regard to the curricula based on EQ, the students showed 10% improvement in positive behavior and their negative behavior has been reduced at 10%, and the grades of the students with EQ improved up to 11%.

Materials and Methods

Method: This research is a causal – comparative survey.

Statistical population and sample: The research population includes all the managers and persons in charge in the manufacturing and service factories in Bu Ali industrial estate and is 180 individuals. The sample size was measured at 123 by

Cochran's formula and the statistical units were randomly selected.

Tools of data collection: for data collection we used three questionnaires. The first one is the standardized Shiring EQ questionnaire with 33 questions which measures the EQ of the managers regarding the parameters: self awareness, self-control, self-motivation, coordination, and social skills. This questionnaire is designed as a five-rank ordinal scale (Always, often, sometimes, seldom, and never). The rating is done as follows: always =5, often=4, sometimes=3, seldom=2, and never=1. The face and content validity of these tools have been measured and confirmed in the previous researches, and its reliability has been confirmed in the domestic and foreign researches. Mansouri (2001) has used the Cronbach's alpha for investigating the reliability of this test whose internal consistency was 0/85. The reliability quotient measured in Shokabadi's research (2008) was 0/85 too.

Also, in this study, we used two self-report 30-question questionnaires for marketing intelligence and a 25-question questionnaire for success in business. The face and content validity of both questionnaires were confirmed by the supervisor professor, the advisor professors, and a few experts. For reliability measurement of these tools, we used the results of the preliminary study and the reliability of the two questionnaires was measured at 0/70. For analyzing the data, we used SPSS software. The data were used through the indices of descriptive statistics: frequency, percentage, cumulative percentage, mean, and comparing the mean... and in the inferential statistics we used the linear regression test in enter method for testing the research hypotheses.

Results and Discussion

In sum, the findings of the demographical characteristics of the respondents of this research show that 107 respondents (87%) were male and 16 respondents (13%) were female. The age of 39 respondents (31.7%) was under 30; 46 respondents (37.4%) between 31-40; 22 respondents (17.9%) between 41-50; and 16 respondents (13%) over 50. The youngest respondent was 23 and the oldest was 73, and the age average was 37.85 which show the middle age of the respondents of the research. The economical activity record of 48 respondents (39%) was under 5 years; 34 respondents (27.6%) were between 6-10; 12 respondents (9.8%) between 11-15, 11 respondents (8.9%) between 16-20; and 18 respondents (14.6%) over 20 years. The least economical activity record of the respondents was 1 year and the most economical activity record was 46; the average economical activity record was 10.3. The record of marketplace economical activity of 68 respondents (55.3%) was under 5 years; 25 respondents (28.5%) were between 6-10; 7 respondents (5.7%) between 11-15; 13 respondents (10.6%) over 20 years. The least marketplace economical activity record of the respondents was 1 year and the most marketplace economical activity record was 46; the average marketplace economical activity record was 7.7. The highest frequency of the area of activity of the respondents was as follows: 22 respondents (17.9%) had activity in services; second in order were 21 respondents (17.1%) in the cosmetic products; and third in order were 20 respondents (16.3%) in goods distribution; in the lowest frequency were 6 respondents (4.9%) in machinery, and 6 respondents (4.9%) in electric products. The other areas of activity were in the middle. Also, the data regarding to the main variables of this research suggest that:

The marketing intelligence of 9 respondents (7.3%) is less than average and 78 respondents (63.4%) over the average.

The EQ of 19 respondents (15.4%) is less than average, 49 respondents (39.8%) average, and 55 respondents (44.7%) over the average.

The success in marketing of 39 respondents (31.7%) is less than average, 31 respondents (25.2%) average, and 53 respondents (43.1%) over the average.

The success in market analysis of 48 respondents (39%) is less than average, 43 respondents (35%) average, and 32 respondents (26%) over the average.

The success in selecting target markets of 14 respondents (11.4%) is less than average, 48 respondents (39%) average, and 61 respondents (49.6%) over the average.

The success in fusion of market elements of 35 respondents (28.5%) is less than average, 34 respondents (27.6%) average, and 54 respondents (43.9%) over the average.

The success in marketing efforts of 45 respondents (36.6%) is less than average, 25 respondents (20.3%) average, and 53 respondents (43.1%) over the average.

Main Hypothesis:

Null hypothesis: EQ and marketing intelligence have no impact on the success of marketplace in marketing.

Table 1: Comparison of the effect of EQ and marketing intelligence on the success of marketplace in marketing in Bou_Ali industrial estate of Hamadan

Variable s	β	S.E	T	Sig	R	R Square		Anowa	
						R ²	A.R ²	F	Sig
Marketing Intelligence	0.305	0.059	3.781	0.001	0.505	0.255	0.243	20.541	0.001
Emotional Quotient	0.342	0.075	4.237	0.001					

According to the table (1), R² is 0.255 which shows that 25.5 % of changes in the success of marketplace are related to EQ and marketing intelligence. The observed F (F=20.541) is significant at alpha 0.001 and the null hypothesis is rejected. As a result, the regression determination coefficient is confirmable. The beta cell too, shows the final result of the regression, and according to these data we can draw the regression equation: EQ and marketing intelligence = 15.276+0.32+0.222(success in marketing)

In sum, the results suggest that marketing intelligence strongly impacts on the marketing success of the managers and persons in charge of the companies located in the industrial estate of Bou_Ali in Hamadan, and this impact is predictable in that in proportion to one unit increase in marketing intelligence, the marketing success of these companies improves at 0.31, and in proportion to one unit increase in EQ, the marketing success of these companies improves at 0.34. Since the explanatory variable rate of the dependant variable by marketing intelligence is weaker than by EQ, therefore, the null hypothesis should be rejected and the alternative hypothesis be accepted; that is:

Research hypothesis: The effect of EQ is stronger than that of marketing intelligence on the success of marketplace in marketing

Subsidiary Hypothesis 1:

Null hypothesis: The effect of EQ and marketing intelligence is the same on the market analysis

According to the data of the table (2), R² is 0.141 which shows that 14.1% of changes in the market analysis are related to EQ and marketing intelligence. The observed F (F= 9.881) is significant at alpha 0.001 and the null hypothesis is rejected. As a result, the regression determination coefficient is confirmable.

The beta cell too, shows the final result of the regression, and according to these data we can draw the regression equation:

$$\text{EQ and marketing intelligence} = 1.955+0.166+0.004 \text{ (success in market analysis)}$$

Table 2: Comparison of the effect of EQ and marketing intelligence on market analysis in the Bou_Ali industrial estate of Hamadan using the linear regression test

Variable s	β	S.E	T	Sig	R	R Square		Anowa	
						R ²	A.R ²	F	Sig
Marketing Intelligence	-0.011	0.029	-0.131	0.896	0.376	0.141	0.127	9.881	0.001
Emotional Quotient	0.378	0.038	4.367	0.001					

In sum, the results suggest that marketing intelligence has no strong impact on the marketing success of the managers and persons in charge of the companies located in the industrial estate of Bou_Ali in Hamadan, and this impact is not predictable; but EQ is capable of impacting in that in proportion to one unit increase in marketing intelligence, the success of these companies in market analysis improves at 0.378, and in proportion to one unit increase in EQ, the success of these companies in market analysis improves at 0.38. Since the explanatory variable rate of the dependant variable by marketing intelligence is weaker than by EQ, therefore, the null hypothesis should be rejected and the alternative hypothesis be accepted; that is:

Research hypothesis: The effect of EQ is stronger than that of marketing intelligence on the success of market analysis

Subsidiary Hypothesis 2:

Null hypothesis: The effect of EQ and marketing intelligence is the same on selection of target markets

Table 3: Comparison of the effect of EQ and marketing intelligence on selection of target markets in the Bou_Ali industrial estate of Hamadan using the linear regression test

Variable s	β	S.E	T	Sig	R	R Square		Anowa	
						R ²	A.R ²	F	Sig
Marketing Intelligence	0.181	0.014	2.083	0.039	0.376	0.141	0.127	4.856	0.001
Emotional Quotient	0.293	0.018	3.379	0.001					

According to the data of the table (3), R² is 0.141 which shows that 14.1% of changes in the selection of target markets are related to EQ and marketing intelligence. The observed F (F=4.856) is significant at alpha 0.001 and the null hypothesis is rejected. As a result, the regression determination coefficient is confirmable. The beta cell too, shows the final result of the regression, and according to these data we can draw the regression equation:

$$\text{EQ and marketing intelligence} = 7.001+0.062+0.03 \text{ (success in selection of target markets)}$$

In sum, the results suggest that marketing intelligence strongly impact on the marketing success of the managers and persons in charge of the companies located in the industrial estate of Bou_Ali in Hamadan, and this impact is predictable in that in proportion to one unit increase in marketing intelligence, the success of these companies in selection of target markets improves at 0.18, and in proportion to one unit increase in EQ, the success of these companies in selection of target markets improves at 0.29. Since the explanatory variable rate of the

dependant variable by marketing intelligence is weaker than by EQ, therefore, the null hypothesis should be rejected and the alternative hypothesis be accepted; that is:

Research hypothesis: The effect of EQ is stronger than that of marketing intelligence on the success of selection of target markets

Subsidiary Hypothesis 3:

Null hypothesis: the effect of EQ and marketing intelligence is the same on fusion of market elements.

Table 4: Comparison of the effect of EQ and marketing intelligence on fusion of market elements in the Bou_Ali industrial estate of Hamadan using the linear regression test

Variable s	β	S.E	T	Sig	R	R Square		Anowa	
						R ²	A.R ₂	F	Sig
Marketing Intelligence	0.284	0.022	3.292	0.001	0.384	0.147	0.133	10.351	0.001
Emotional Quotient	0.203	0.028	2.356	0.020					

According to the data of the table (4), R² is 0.147 which shows that 14.7% of changes in the fusion of market elements are related to EQ and marketing intelligence. The observed F (F=10.351) is significant at alpha 0.001 and the null hypothesis is rejected. As a result, the regression determination coefficient is confirmable. The beta cell too, shows the final result of the regression, and according to these data we can draw the regression equation:

EQ and marketing intelligence = 2.863+0.067+0.073 (success in fusion of market elements)

In sum, the results suggest that EQ and marketing intelligence strongly impact on the marketing success of the managers and persons in charge of the companies located in the industrial estate of Bou_Ali in Hamadan regarding the fusion of market elements, and this impact is predictable in that in proportion to one unit increase in marketing intelligence, the success of these companies in fusion of market elements improves at 0.287, and in proportion to one unit increase in EQ, the success of these companies in fusion of market elements improves at 0.203. Since the explanatory variable rate of the dependant variable by marketing intelligence is stronger than by EQ, therefore, the null hypothesis should be rejected and the alternative hypothesis be accepted; that is:

Research hypothesis: The impact of marketing intelligence on the success of fusion of market elements is stronger than that of EQ.

Subsidiary Hypothesis 4:

Null hypothesis: the effect of EQ and marketing intelligence is the same on marketing efforts

Table 5: Comparison of the effect of EQ and marketing intelligence on marketing efforts in the Bou_Ali industrial estate of Hamadan using the linear regression test

Variable s	β	S.E	T	Sig	R	R Square		Anowa	
						R ²	A.R ₂	F	Sig
Marketing Intelligence	0.305	0.024	3.484	0.001	0.347	0.121	0.106	8.237	0.001
Emotional Quotient	0.113	0.031	1.289	0.2					

According to the data of the table (4), R² is 0.121 which shows that 12.1% of changes in the marketing efforts are related to EQ and marketing intelligence. The observed F (F= 8.237) is

significant at alpha 0.001 and the null hypothesis is rejected. As a result, the regression determination coefficient is confirmable. The beta cell too, shows the final result of the regression, and according to these data we can draw the regression equation:

EQ and marketing intelligence = 2.863+0.067+0.073 (success in marketing efforts)

In sum, the results suggest that EQ and marketing intelligence strongly impact on the marketing success of the managers and persons in charge of the companies located in the industrial estate of Bou_Ali in Hamadan regarding marketing efforts, and this impact is predictable in that in proportion to one unit increase in marketing intelligence, the success of these companies in marketing efforts improves at 0.31, but in proportion to one unit increase in EQ, there is no success in marketing efforts. Therefore, the null hypothesis should be rejected and the alternative hypothesis is accepted; that is:

Research hypothesis: The marketing intelligence impacts on marketing efforts but EQ has no impact.

Conclusion

The results of this study show that EQ impacts more than marketing intelligence on the success of marketers and marketing places. Though the observations suggest that in some aspects the impact of marketing intelligence is stronger than that of EQ, in sum, the results show that regarding the three factors of the overall success in marketing, analyzing the market, and selecting target markets, the EQ was stronger than the marketing intelligence. But the marketing intelligence functions more strongly than EQ only in two factors: fusion of marketing elements and efforts in marketing. However, mention should be made that the difference in strength of EQ and marketing intelligence is considerable because in the points where EQ turns out to be stronger than marketing intelligence, the difference is considerable, whereas in the points where the marketing intelligence is stronger than EQ, in fact, the difference is negligible. In conclusion, EQ impacts more strongly than marketing intelligence on the success of marketers and marketplaces.

Resources

1. Bartlett, C., Ghoshal, S, (2002). Building competitive advantage through people. MIT Sloan Management Review, Winter, p.30- 43.
2. Benyamini, Y., Solomon, Z, (2005). Combat stress reactions, posttraumatic stress disorder, cumulative life stress, and physical health. Social Science & Medicine, 61, 1267- 1277.
3. Bose, R, (2008). Competitive Intelligent process and Tools for Intelligence Analysis. Journal of Industrial Management & Data Systems, Vol. 108 No. 4, pp. 510-528.
4. Calof, J., Wright, S, (2008). Competitive intelligence A practitioner, academic and inter-disciplinary Perspective. European Journal of Marketing, Vol. 42 No. 7/8, pp. 717-730.
5. Dishman, p., Calof, J, (2008). Competitive Intelligence: a Multiphase Precedent to Marketing Strategy. European Journal of Marketing, Vol. 42 No. 7/8, pp. 766-785.
6. EsomarNewsBrief, (1998). Monthly newsletter of the European Society for Opinion and Marketing Research. Switzerland: Esomar, p.3-7 (April).
7. Fleisher, S, (2008). Using Open Source data Competitive and Marketing Intelligence. European Journal of Marketing, Vol. 42 No. 7/8, pp. 852-866.
8. Goleman, D, (2013). Emotional intelligence is a better predictor of success than IQ. <http://qz.com/87154/emotional-intelligence-is-a-better-predictor-of-success-than-iq/>.

9. Grooms, T., Fletcher, S, (2001). Marketing Intelligence, Executive Management Perceptions of Value. *Marketing Intelligence & Planning*, Vol. 19.No. 4.pp.241-257.
10. Karayanni, A., (2006). The effect of culture on creation Marketing intelligence by internet and creation value in organization. *Journal of Strategy & Leadership*, VOL. 30 NO. 2
11. Kotler.P., Keller, K, (2006). *Marketing Management*.12th, Pearson Education.pp 86-101.
12. Priporas, V., Vassilis, Z., Lampros, G, (2005). Competitive Intelligence activity: Evidence from Greece Constantinos. *Journal of Marketing Intelligence & Planning*, Vol. 23 No. 7. pp. 659-669.
13. Saayman, A. Pienaar, J. Pelsmacker,P. Viviers, W. Cuyvers, L. Muller, M &Jegers,M, (2008). Competitive intelligence: construct exploration, validation and equivalence. *Adlib Proceedings: New Information Perspectives* ,Vol. 60 No. 4. pp. 383-411.
14. Song, M., Jeff, T, (2009). The Role of Suppliers in Market Intelligence Gathering for Radical and Incremental Innovation. *Journal of Prod Innovation Management*, Vol.26. PP. 43-57.