

TABLE OF CONTENTS

	<i>Page No.</i>
<i>Acknowledgements</i>	<i>iii</i>
<i>Table of Contents</i>	<i>v</i>
<i>List of Tables</i>	<i>xi</i>
<i>List of Figures</i>	<i>xiii</i>
<i>List of Abbreviations</i>	<i>xiv</i>
<i>Abstract</i>	<i>xvi</i>
Chapter 1: Introduction	1
1.1 Introduction to the Problem	1
1.2 The Concept of Competitive Intelligence	4
1.2.1 Meaning of Intelligence	4
1.2.2 Competitive Intelligence and Business Intelligence	5
1.2.3 Competitive Intelligence and Competitor Intelligence	6
1.2.4 Competitive Intelligence and Marketing Research	6
1.2.5 Competitive Intelligence and Industrial Espionage	7
1.2.6 Comparison of Different Terms Used for Intelligence	7
1.3 The Significance of Competitive Intelligence	8
1.4 The Scope of the Study	9
1.5 Concept of Retailing	9
1.6 The Functions of Retailer	10
1.7 Global Retail Industry	12
1.8 Indian Retail Industry	13
1.8.1 Indian Government Policy Framework for Retail Industry	14
1.9 Indian Retail Format	15
1.9.1 Classification on the Basis of Ownership	16
1.9.1.1 Independent Retailer	16

	<i>Page No.</i>
1.9.1.2 A Chain Retailer or a Corporate Retail Chain	16
1.9.1.3 Franchising	16
1.9.1.4 Leased Departments	16
1.9.1.5 Consumer Cooperative	17
1.9.2 Classification on the Basis of the Merchandise Offered	17
1.9.2.1 Convenience Stores	17
1.9.2.2 Supermarkets	17
1.9.2.3 Hypermarket	18
1.9.2.4 Specialty Stores	18
1.9.2.5 Departmental Stores	18
1.9.3 Non Store Retailing	18
1.9.3.1 Direct Selling	18
1.9.3.2 Direct Response Marketing	19
1.9.3.3 Catalogue Retailing or Mail Order	19
1.9.3.4 Television Retailing	19
1.9.3.5 E-tailing or Online hopping	19
1.10 Purpose of the Study	19
1.11 Structure of the Thesis	20
Chapter 2: Literature Review	22
2.1 Introduction	22
2.2 Origin of Competitive Intelligence	22
2.3 Definition of Competitive Intelligence	26
2.4 Competitive Intelligence Scenario in Other Countries	27
2.4.1 United States of America (USA)	28
2.4.2 China	29
2.4.3 Japan	30

	<i>Page No.</i>
2.4.4 United Kingdom	30
2.4.5 France	31
2.4.6 India	32
2.5 Empirical Studies on Competitive Intelligence	33
2.6 Competitive Intelligence and Strategy Formulation	37
2.6.1 The Industrial/Organization Model of Competitive Advantage	38
2.6.2 The Resource Based Model of Above Average Return	39
2.7 Resource Based View and Competitive Intelligence	39
2.8 Business Performance	40
2.9 Competitive Intelligence and Business Performance	42
2.10 Research Gap	43
Chapter 3: Research Objective and Methodology	45
3.1 Introduction	45
3.2 Research Objectives	45
3.3 Concept of Research	46
3.4 The Concept of Business Research	46
3.5 Research Design	46
3.5.1 The Unit of Analysis	47
3.5.2 Sample Design	47
3.5.2.1 Sampling Frame:	49
3.5.2.2 Procedure for selecting sampling unit:	49
3.5.2.3 Sample Size	51
3.5.3 Field Work	53
3.6 Instrument Design	53
3.6.1 Competitive Intelligence Construct Measurement	53
3.6.2 Strategic Use of Competitive Intelligence	55

	<i>Page No.</i>
3.6.3 Measure of Business Performance	56
3.7 Validity and Reliability	58
3.8 Statistical Techniques Used for Analysis	60
3.8.1 Missing Completely at Random Test	60
3.8.2 Chi-Square Test	61
3.8.3 Confirmatory Factor Analysis	63
Chapter 4: Data Analysis and interpretation	64
4.1 Introduction	64
4.2 Data Preparation	64
4.2.1 Editing	65
4.2.2 Coding	65
4.2.3 Data entry	66
4.2.4 Data Cleaning	66
4.2.5 Missing Value Analysis	66
4.2.6 Treatment of Missing Values	71
4.3 Sample Profile	73
4.4 Confirmatory Factor Analysis	80
4.4.1 Normality and Reliability Assessment	81
4.4.2 The Competitive Intelligence Process Model	82
4.4.2.1 Definition of Individual Constructs	82
4.4.2.2 Development of the Measurement Model	83
4.4.2.3 Designing Study to Produce Empirical Results	83
4.4.2.4 Assessment of Measurement Model Validity	85
4.4.3 The Competitive Intelligence Context Model	93
4.4.3.1 Designing Study to Produce Empirical Results	94
4.4.3.2 Assessment Measurement Model Validity	96

	<i>Page No.</i>	
4.5	Status of Competitive Intelligence in Indian Retail Industry	102
4.5.1	Competitive Intelligence Process in Indian Retail Industry	102
4.5.1.1	Factor 1: Planning and Focus	103
4.5.1.2	Factor 2: Collection	103
4.5.1.3	Factor 3: Communication and Analysis	103
4.5.2	Competitive Intelligence Context in Indian Retail Industry	104
4.5.2.1	Factor 1: Awareness	105
4.5.2.2	Factor 2: Internal Information and Formal Infrastructure	105
4.5.2.3	Factor 3: Employee Involvement	105
4.6	Competitive Intelligence and Strategy Formulation	106
4.6.1	Importance of Competitive Intelligence in Strategy Formulation	106
4.6.2	Frequency of Competitive Intelligence Used in Strategy Formulation	108
4.7	Competitive Intelligence and Business Performance	110
4.7.1	Competitive Intelligence	110
4.7.2	Business Performance	112
4.7.3	Chi-Square Test of Independence	113
Chapter 5: Summary, Conclusion and Scope for Future Research		116
5.1	Introduction	116
5.2	Summary of the Research	116
5.3	Conclusion	119
5.3.1	Status of Competitive Intelligence in Indian Retail Industry	119
5.3.2	Role of Competitive Intelligence in Strategy Formulation	120
5.3.3	Relationship between Competitive Intelligence and Business Performance	120
5.4	Managerial Implication	121

	<i>Page No.</i>
5.5 Limitations of the Study	123
5.6 Future Research Direction	124
Bibliography	126
Appendices	138
Appendix-A Comparison of Different Intelligence Terms	138
Appendix-B Stages of Competitive Intelligence	140
Appendix-C Abstracts of References Cited in the Section "Origin of Competitive Intelligence"	141
Appendix-D Abstracts of References Cited in the Section "Definition of Competitive Intelligence"	144
Appendix-E Abstracts of References Cited in the Section "Competitive Intelligence in Other Countries"	145
Appendix-F Comparison of Japan and US Competitive Intelligence Practices	150
Appendix-G Competitive Intelligence Process Model Constructs and Statements	151
Appendix-H Competitive Intelligence Context Model Constructs and Statements	152
Appendix-I Questionnaire	153
Appendix-J Codebook	159
Appendix-K Name and Retail Sector of Respondent Firms	161
Paper Published	