CHAPTER 1

INTRODUCTION

This chapter discusses the introduction to the problem, the concept and significance of Competitive Intelligence. It describes the comparison between Competitive Intelligence and other similar concepts. This chapter also discusses the scope of the study, the concept of retailing, Global Retail Industry and Indian Retail Industry. It also describes the aim and structure of the research report.

1.1 Introduction to the Problem

The business environment is no longer static; it is extremely dynamic. Owing to social networks, consumers can exchange information faster than ever before. New development of technology is helping by creating new industries. Online market places are creating global competition. The survival of any organization can be linked with a Formula One racing car, which works inside an exceptionally perilous and delicate condition, which is consistently evolving. The triumph of the hustling vehicle relies on the data and information collected by means of sensors all through the vehicle and transmitted to the driver and team. Their speed of reaction to the data and information decides how well the vehicle performs in the race. In a similar setting the survival, achievement and performance of the retail firm rely upon the nature of its sensors, the knowledge sustained and how well do the management react to the insight information(Parlby, 1997).

Companies have been using different processes and techniques to study the business environment since industrialization. Earlier companies were using industrial espionage to collect the information. In 1800s China had a monopoly in tea productions. The East India Company hired the botanist Robert Fortune to transfer seeds, plants and secrets of the trade from China to British ruled India within a period of 25 years Indian tea production surpassed the production of China. In the year 1993 GM held responsible Volkswagen for industrial espionage. The head of the production for GM's Opel division joined the rival firm Volkswagen with seven other executives. General Motors asserted that its business secretes were utilized at Volkswagen. At last, the organizations agreed to one of the major settlement of its category: General Motors dropped its claims in exchange of Volkswagen's guarantee to procure $1 bn of General Motor's car component in seven years and Volkswagen had to pay General Motors $ 100 million (Bloomberg, 2011). Over a period of time, methods of collecting information have been changed a lot. In 2009 programmers stole exclusive data from the U.S and European Energy Companies. Shell, Exxon Mobil and BP had their geographical maps hacked. These maps had information about potential oil reserve (The Richest, 2015).In the present business environment, industrial espionage is illegal and unethical practice. Companies have a huge risk of using industrial espionage as a method of information collection. In an environment where spying is not feasible, companies use Competitive Intelligence to crunch the thirst for information. Competitive Intelligence an increasingly popular business practice helps to monitor the competitive environment of a company. A systematic competitive intelligence process can assist an organization to take advantage of the huge amount of publicly available information regarding one's competitive environment.

In today's rapidly changing business world, retail organizations face fierce competition not only from the physical market but also from the infinite electronic market space. It is difficult to determine when new competitors may enter into a market and what new products they may launch. Past research advocates a strong requirement for intelligence. The present business conditions require complete coordination for overcoming dangers in the outside business. Business executives have the opinion, that these powers of transformation will majorly affect their organizations (Global Intelligence Alliance , 2007a).According to a CEO’s survey conducted by Accenture and The Conference Board in 2001in the Asia-Pacific region, the biggest challenge is dealing with the overwhelming changes and levels of competition. Hence, to deal with the intense competition in the internet world seems to be the most concerned business issue in the new century. According to the Global Intelligence Alliance (2007b),“87% of the establishments have some structure of intelligence capability with a formal system meant for analyzing and collecting information regarding the external business environment” (Global Intelligence Alliance, 2007b).The uncertainty in business environment urged companies to streamline the decision making process among partners with just-in-time alerts and feedback so that executives have competitive intelligence to respond to market changes in a real time manner. Key decision makers require a real-time business system to gather intelligence on industry trends and market changes.

In 1991 India opened its door to globalization. As a result, India’s position in the international market has improved (Johnson & Tellis, 2008).India’s FDI policy has been progressively liberalised. The Union Government of India through its policies is liberalizing and reforming the retail sector. In astep by step moves, India has opened up the retail sector to overseas players. In such an uncertain situation, Competitive Intelligence becomes an essential means for strategic forecast and competitive gain. Therefore, it is essential to comprehend, how Indian retail firms practice Competitive Intelligence.

1.2 The Concept of Competitive Intelligence

CI is moral and legal practices for collecting information from open sources on the competitive environment to apply in organisational decision-making. In business and academics there are many similar terms for competitive intelligence used by different researchers, for example: Environmental Scanning (Aguilar, 1967; Saxby, Nitse, & Dishman, 2002), Business Intelligence (Pearce, 1976) , Strategic Intelligence (Montgomery & Weinberg, 1979), Competitor analysis (Ghoshal & Westney, 1991) Marketing Intelligence(Kelley, 1965).Market Intelligence (Maltz & Kohli, 1996). These terms sound as similar terms but notthe same exactly. The difference between these terms is based upon the scope of information collection.

1.2.1 Meaning of Intelligence

Intelligence is not about data collection but It is the ability to increase the efficiency of the organisation through data and information (Pearce, 1976).A firm's intelligence described as the way of achieving value-added profit from the organization's intangible assets(Liebowitz, 2006). The organizational intelligence is developed through a hierarchal process as shown in Figure 1-1.

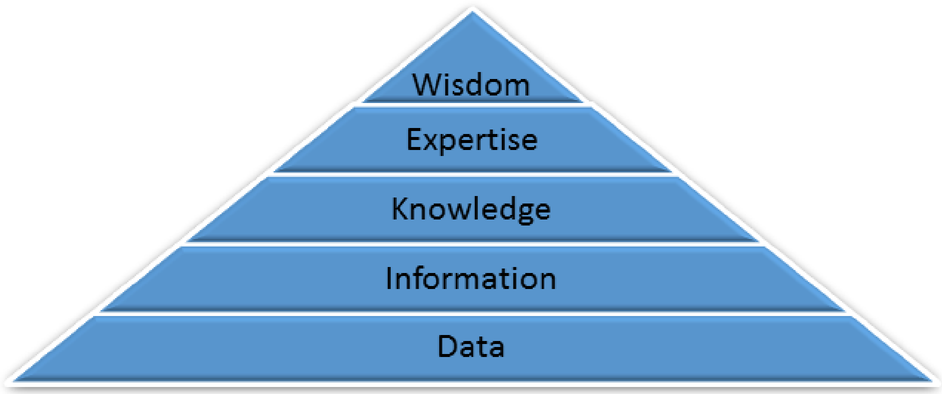

Figure 1.1: The Intelligence Hierarchy

"Data is defined as symbols that represent properties of objects, events and their environment." (Ackoff, 1989). Data do not have any meaning in themselves. It can exist in any form, usable or unusable. The difference between data and information is functional, not structural. The processing and synthesis of data produced information. (Ackoff, 1989)

Knowledge is awareness about "how", by the help of knowledge information is converted into instructions. Through instructions and experience knowledge transfers from one person to other (Ackoff, 1989).

Wisdom or Intelligence is the ability to use knowledge to increase efficiency. According to Gilad (2008), Intelligence is not the facts but it's a perspective on facts (Gilad, 2008). Intelligence is the characteristic of the actor. It is personal and unique. Intelligence adds value through judgment; it requires mental ability (Ackoff, 1989).

Data do not have any meaning; once they are analyzed and given some meaning, they become information. Information is converted into knowledge through experience. Expertise is achieved through knowledge in a specialized area. Expertise is converted into a state of wisdom through experience and learning (Liebowitz, 2006).

1.2.2 Competitive Intelligence and Business Intelligence

These terms are defined differently by different authors. Sometimes CI is used interchangeably with business intelligence. Business intelligence is a broader term which contains Competitive Intelligence (Frishammar, 2002). The difference between both the terms is that business intelligence is the intelligence inside the organisation whereas competitive intelligence deals with the information related to the firm's business environment (Bose, 2008; Chen, Chau, & Zeng, 2002). Competitive Intelligence differs from the general business environment because it focuses on strategic decision making. Competitive Intelligence deals with the information of capabilities and future plans of the competitors (Britt P. , 2006). Business Intelligence focuses on explicit knowledge available inside the organisation (Herschel & Jones, 2005).

1.2.3 Competitive Intelligence and Competitor Intelligence

The focus of Competitor Intelligence is on competitors and industry. It identifies and understands the competitors, their strengths, weaknesses, and anticipates their moves (Wright & Calof, 2006). It is the surveillance of the activities of rival firms whereas Competitive Intelligence is a broader concept. "Competitive intelligence adds value to the organisation by connecting competitor intelligence with strategic planning. Competitor Intelligence is a subset of Competitive Intelligence. Competitor Intelligence focuses on short term effectiveness of the firms and problems associated with it, whereas Competitive Intelligence focuses on long term sustainability of the firm" (Badr, 2003).

1.2.4 Competitive Intelligence and Marketing Research

According to Walle (1999), Competitive Intelligence used to be a part of marketing research called marketing intelligence now; it has been developed into a distinct business function which serves all other business functions (Walle, 1999). Due to its origin as an activity of marketing research, executives make a common error by considering it synonymous with marketing research (Dishman & Calof, 2008). Competitive Intelligence is not only confined to occasional research directed by organizations as for their rivals but also considers markets and client inclinations. It is a continuous process which includes gathering and investigation of information as well as incorporating it into the key decision making procedure of the organizations (Bose, 2008; Dishman & Calof, 2008). Owing to the accessibility of open source data and computing revolution, competitive intelligence has been developed. The other difference between competitive intelligence and marketing research is based upon responsibility i.e. competitive intelligence team is not only responsible for data collection but also for defending the business's own proprietary information. Competitive Intelligence is considered as a comprehensive function that concurrently helps all departments of the business (Walle, 1999).

1.2.5 Competitive Intelligence and IndustrialEspionage

Society for Competitive Intelligence Professionals (SCIP) argues that industrial espionage is both illegal and unethical. All activities of competitive intelligence are legal and ethical (Roy, 1999). Professionally conducted competitive intelligence uses open data sources to collect information on rival firms and on the market business environment that can be legally and ethically identified and obtained is acceptable. In contrast, business information that is illegally obtained is called business espionage (Crane, 2005). The SCIP although accepts that the laws in countries guide the intelligence gathering activities but there are no ethical standards across countries because there are cultural differences as to what is acceptable.

1.2.6 Comparison of DifferentTerms Used for Intelligence

According to Frishammar(2002),the comparision of various similar terms of competitive Intelligenceis possible on the following six parameters: future orientation, focus, methodology,value-added,ties to decision making and scope (Frishammar, 2002). All intelligence terms have strong ties with decision making and have a future orientation. According to Frishammar (2002), environment scanning is the broader term which contains all other terms as its subset and focuses on general information of events accurs in the business environment. Competitive Intelligence is the subset of Business Intelligence and Business Intelligence is the part of Environmental scanning in terms of scope as shown in Anexure A.

1.3 The Significance of Competitive Intelligence

Today, businesses have recognized the power of information and knowledge. The success of the organization depends upon the knowledge of managers about the customers, suppliers and the business environment. Knowledge is now at the cutting edge of competition and It influences the very survival of companies. It helps organizations in identifying existing and potential competitors, their strengths and weaknesses as well as the strategies they are expected to follow. Organizations have realized that in order to do business effectively identifying the need of the customers is not enough; they require a comprehensive understanding of their competitors' moves if they have to continue to exist and participate effectively in future. In today's business scenario technology has significantly changed the speed of development and marketing of products. It also significantly reduces the span of the product life cycle. Organizations need to be dynamic to adapt quickly to variations in the market. Competitive intelligence supports an organization to identify changes in the market as soon as possible (Kahaner, 1998).

The objective of CI is to help management in decision making to make the organization more effective compared to competitors (present and prospective) (Wang

& Luis A, 2013). A competitive intelligence system of organization helps in the following areas “anticipating changes in the market, anticipating the actions of competitors, discovering prospective competitors, learning from successes and failures of others, Increasing the collection and value of acquisition targets, learning about new technologies, goods and processes that affect industry, learning about political, governmental or regulatory changes, entering new businesses, looking at business practice with an open mind and helping implement the most modern administration tools” (Adidam, Gajre, & Kejriwal, 2009).

1.4 The Scope of the Study

India is a developing country. Industries in India are much diversified in terms of competition within the industry, based on the size of firms , usage of technology and data based decision making. Studying all the industries in one research is not possible and would not give a clear picture of the practise of Competitive Intelligence of Indian industries. The research is conducted in the Indian retail industry. Indian retail industry has been selected on the basis of competition within the industry, advanced technology uses and data based decision making.

1.5 Concept of Retailing

“The word retail is from the French word retailing, meaning to cut a piece off or to break bulk. Retailing is the final step of any economic activity. It is one of the biggest contributing industries to the world economy. Retailing includes all the activities involved in selling product or services directly to the final consumers for personal, non-business use” (Kotler, Armstrong, Agnihotri, & Haque, 2010). “A retailer is any business whose sales come from retail. Any business selling to the final consumer whether it is a producer, trader or retailer is doing retailing. It does not matter how the goods or services are sold" (Pradhan, 2011).In distribution, channel retailers play a crucial role by connecting the manufacturer with the end user. A distribution channel consists of a number of firms which facilitate the flow of a product from the manufacturer to end user. Figure 1-2 shows the position of the retailer in the traditional distribution channel.

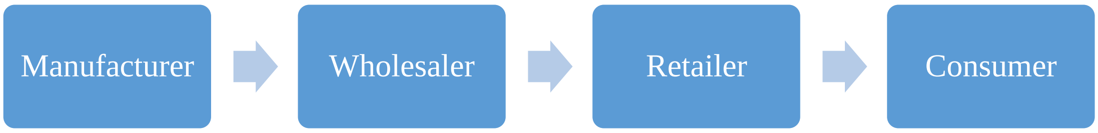

Figure 1.2: Traditional Distribution Channel

Although the activities of the distribution channel are performed by independent organizations, vertical integration is also possible in the distribution channel. When a retailer performs the wholesaling or manufacturing activity it is called backward integration, for example, a retailer introduces a private label brand. When a manufacturer or wholesaler starts doing retailing it is called forward integration, for example, the manufacturer starts opening his own stores.

1.6 The Functions of Retailer

The retailers increase the value of products and services to the customer. The retailer serves customers by offering the products according to requirements, in the requisite quantity, at the right time and place. Following are the functions performed by the retailer: “an assortment of products and services, breaking bulk, holding inventory, providing service” (Pradhan, 2011).

An Assortment of Products and Service

A supermarket carries a large number of items made by different companies. It enables the customer to select from a large collection of brands, design, size, colors and prices at one place. Producers companies focus on producing a definite type of product. For example, Amul produces dairy products, Kellogg produces breakfast cereals. If both producers had their own stores and sold their own products, customers would have to go to diverse stores to purchase a combination of products.

Breaking Bulk

Retailer present products in required amount according to the consumption need of consumer and household. Breaking bulk is an importantfunction to manufacturer and consumer. It reduces transportation cost by transporting in large quantity.

Holding Inventory

Maintaining an inventory is a major function of retailers which reduces consumer’s cost of storing the product.

Providing Service

Retailers offer services that make buy and use of product comfortable for customers. For example, the retailer provides credit to customers. Salesmen in the store help the customer to choose the products.

By providing services, assortments and inventory, the retailer increases the value consumers receive from their products and services.

1.7 Global Retail Industry

The estimated revenue of the global retail sector is$ 28 trillion with an average expansion speed of 3.8% by 2019. This sector of economy contributes 31% to the world's GDP. The growth of the global retail sector is fueled by E-commerce and technology. The revenue and number of the users of E-commerce are predicated to grow at a CAGR of 23% and 12% respectively from 2012 to 2019. "Mobile share in e-commerce reaches 29% in certain countries and has been growing fast but there is still room for growth, with desktops still representing the majority of devices used for online shopping" (Research and Markets, 2016).

According to the KPMG Global Retail Trends Report of 2017, the top five trends which are impacting the retail industry globally are following- technology, mobile shopping, creating a meaningful experience for customer, personalization and attracting& retaining talented manpower (KPMG, 2017).

Owing to the introduction of online distribution channels and current digitalization the retail industry of the world has changed drastically in the last ten years. More particularly, with the employ of the cellular phone channel, tablets, social media, and the incorporation of these new channels in online and offline retailing, the retail landscape continues to transform. In the modern retail "Showrooming is becoming an important issue. Shoppers now frequently search for information in the store and simultaneously search on their mobile device to get more information about offers and may find more attractive prices. The opposite of Showrooming also occurs, which is now referred to as Webrooming, where shoppers seek information online and buy offline. The retail industry is shifting from Multi Channel strategy to Omni Channel strategy"(Verhoef, Kannan, & Inman, 2015)."Customer switches across channels and devices such as a desktop, laptop and mobile and all are component of the shopper's Omni-channel experience and organizations require thinking to provide a flawless experience. Specifically, the different channels and touch points are used constantly, interchangeably, and simultaneously by both customers and firms to facilitate the customer's retail experience" (Brynjolfsson, Hu, & Rahman, 2013). These new channels have broken down old barriers of geography. It is affecting competitive strategies. Hence it is very important for retailers and their supply chain associates to reorganize their competitive strategy.

1.8 Indian Retail Industry

The Indian retail industry is not insulated from world retail developments. "It has emerged as one of the most dynamic and fast-paced industries due to the entry of several new players. It accounts for over 10 per cent of the country's Gross Domestic Product (GDP) and around 8 per cent of the employment. India is the world's fifth-largest global destination in the retail space" (IBEF, 2016). According to the Indian Brand Equity Foundation report, India has the highest retail store density in the world. India's retail industry is rising with exponential growth, Tier-II and Tier-III cities also started participating in the retail sector development. The factors which are playing a significant role in the growth of Indian retail sector are "demographic profile, urbanization, economic growth, increasing disposable incomes and changing consumer preferences. Indian consumers start using online retail in a big way. Morgan Stanley estimated that e-commerce sales in India will soar to nearly $120 billion by 2020" (Live Mint E-Paper, 2016).

Foreign player’s participation has enhanced the competitiveness ofthe Indian retail industry. “India’s price competitiveness attracts large retail players to use it as a sourcing base. Global retailers such as Walmart, GAP, Tesco and JC Penney are increasing their sourcing from India and are moving from third-party buying offices to establishing their own wholly-owned/wholly-managed sourcing and buying offices” (IBEF, 2016).

1.8.1 Indian Government Policy Framework for Retail Industry

India is a signatory to the World Trade Organisation’s General Agreement on Trade in Services which include wholesale and retailing services. Owing to thepolicy decisions,India’s retail industryhas been opened up to international firms. To accelarate the economic growth, the Indian Government promotes foreign direct invesment. Foreign Direct Investment (FDI) supplements domestic capital, technology and skills. “India’s Foreign Direct Investment policy has been gradually liberalised to make the market more investor friendly. The results have been encouraging. These days, the country is consistently ranked among the top global investment destinations” (IBEF, 2016).

In 1997, “Foreign Direct Investment in cash and carry (wholesale) with 100 percent ownership was allowed under the Government approval route. It was brought under the automatic route in 2006. 51%investment in a single brand retail outlet was also permitted in 2006”. According to the consolidated FDI policy 2016, 100 percent FDI is allowed in Cash & Carry and E-commerce through automatic route. In single brand retail, 100% FDI is allowed but beyond 49%,government approval is required. In multibrand retailing 51%, FDI is allowed through Government route as shown in Table 1-1.

Table 1.1: 1FDI Limit in Indian Retail Sector

Sector/Activity	Percent of Equity/ FDI Cap	Entry Route
Cash & Carry Wholesale Trading/Wholesale Trading (including sourcing from MSEs)	100 Percent	Automatic
E-commerce activities	100 Percent	Automatic
Single Brand product retail trading	100 Percent	Automatic up to 49
	beyond 49%	Government Route
Multi Brand Retail Trading	51	Government

The Indian Government also has passed Model Shops and Establishment (Regulation of Employment and Condition of Services) Bill 2016. This bill provides independence to function 365 days in a year and opening/closing time of organization. It means shops and establishments can operate 24/7. It is applicable to retailers who have 10 or more than 10 employees. This bill helps retailers to increase their sales and freedom to control their business. The Union Government of India through its policies is liberalizing and reforming the retail sector.

1.9 Indian Retail Format

Indian Retail Industry is an incredible assortment of formats. While on one hand, it has local *kirana* stores which offer credit and home delivery to maintain a personal relationship with customers, on the other, it has organized big retail chains and flourishing e-commerce.“The retail industry in India is mainly divided into Organized and Unorganized Retailing. Organized retailing refers to trading activities undertaken by licensed retailers, that is, those who are registered for sales tax, income tax. These include the corporate-backed hypermarkets and retail chains, and also the privately owned large retail businesses. Unorganized retailing, on the other hand, refers to the traditional formats of low-cost retailing, for example, the local *kirana* store, owner manned general stores, convenience stores, hand cart and pavement vendors" (Pradhan, 2011).

1.9.1 Classification on the Basis of Ownership

1.9.1.1 Independent Retailer

"An independent retailer is one who owns and operates only one retail outlet. In India, a large number of retailers are independent retailers" (Pradhan, 2011). For example, local *kiranas* are independent retailers.

1.9.1.2 A Chain Retailer or a Corporate Retail Chain

"When two or more outlets are under common ownership, it is called a retail chain. These stores are characterized by similarity in merchandise offered to the consumer, ambience, advertising and promotions" (Pradhan, 2011). For examples Louis Phillippe and Van Heusen.

1.9.1.3 Franchising

"A franchise is a contractual agreement between the franchiser and the franchisee allowing the franchisee to conduct business under an established name as per a particular business format in return for a fee or compensation" (Pradhan, 2011). Examples are McDonald's and Archie's.

1.9.1.4 Leased Departments

"These are also termed as a shop in shops. When a section of a department in a retail store is leased /rented to an outside party it is termed as a leased department"

(Pradhan, 2011). Perfume and Cosmetic retailer sell their products through shop in shop concept.

1.9.1.5 Consumer Cooperative

The aim of consumer cooperatives is to ensure availability of essential commodities at a low price. “As a national policy consumer cooperatives have been encouraged and developed as a democratic institution owned, managed and controlled by its members for the protection of the interest of the common consumers” (Pradhan, 2011).

1.9.2 Classification on the Basis of the Merchandise Offered

According to Pradhan (2011) “If retailers are to be classified on the basis of the merchandise mix that they offer to their customers, they may be very broadly classified into the food oriented and the general merchandise retailer. Within this classification, they can be further classified on the basis of the target market” (Pradhan, 2011).

1.9.2.1 Convenience Stores

“They are relatively small stores located near residential areas; they are open for long hours, seven days a week and offer a limited line of convenience products like eggs, bread, and milk. Their size ranges from 3000 to 8000 square feet. They are targeted at customers who want to make their purchase quickly” (Pradhan, 2011). Reliance Fresh and Local Kirana Store are the best examples for Convenience stores.

1.9.2.2 Supermarkets

“These are the large, low cost, low margin, high volume self service operations designed to meet the need for food, groceries and other non-food items. Internationally the size of these stores varies from 8000 to 20000 square feet” (Pradhan, 2011). For example, Apna Bazar, Foodworld.

1.9.2.3 Hypermarket

"The hypermarkets are designed to attract customers from a significantly large area with their low price offers, unique range and other offers. The store size of hypermarkets varies between 30000 to 100000 square feet" (Pradhan, 2011). For Example, Big Bazaar, Hyper City.

1.9.2.4 Specialty Stores

"These are characterized by a narrow product line with deep assortments in that product line. Specialty stores usually concentrate on apparel, jewellery, fabrics, sporting goods etc. The average store size of specialty stores is less than 8000 square feet" (Pradhan, 2011).

1.9.2.5 Departmental Stores

"Departmental store is a large scale retail outlet, often multi-levelled, whose merchandise offer spans a number of different product categories. The size of an average Indian departmental store varies from 20000 to 40000 square feet" (Pradhan, 2011). For example, Shopper's Stop and Lifestyle.

1.9.3 Non Store Retailing

"A direct relationship with the consumer is the basis of any kind of non-store retail venture. It may be broadly classified as direct selling and direct response marketing" (Pradhan, 2011).

1.9.3.1 Direct Selling

"It involves making personal contact with the end consumer at home or at the place of work. Cosmetics, Jewellery, food and nutritional products, home appliances and educational materials are some of the products sold in this manner" (Pradhan, 2011).

1.9.3.2 Direct Response Marketing

It is a non-personal form of communication with the consumer. The following are the type of direct response marketing.

1.9.3.3 Catalogue Retailing or Mail Order

"It is appropriate for specialty products; the key is using the customer data base to develop targeted catalogues that appeal to the narrow target market" (Pradhan, 2011).

1.9.3.4 Television Retailing

"Asian Sky Shop was among the first to introduce television shopping in India. In this form of retailing, the product is advertised on television, detail about the product features, price and things like guarantee/warranty are explained. Phone numbers are provided for each city where the buyer can call in and place the order for the product and products are then home delivered" (Pradhan, 2011).

1.9.3.5 E-tailing or Onlinehopping

"Online shopping is a form of electronic commerce which allows consumers to directly buy goods or services from a seller over the internet or television"(Pradhan, 2011).

1.10 Purpose of the Study

The present business environment is very dynamic and knowing only customer is not enough for firms; firms require a complete knowledge of their market, business environment and competitors' moves if they have to survive and compete successfully in future. Firms use CI as a tool to track the business environment and market. CI is an established management function in developed economies. This research studied the CI practices of Indian retail industry. The research studied how Indian retail firms practice competitive intelligence. Do these firms use CI in strategic decision making? This study is also investigating the relationship between competitive intelligence capability of the retail firm and its business performance.

1.11 Structure of the Thesis

The thesis is organized into five chapters.

Chapter 1: “Introduction”. This chapter discusses the introduction to the problem, concept and significance of Competitive Intelligence. It describes the difference between competitive intelligence and other similar concepts. This chapter also reported the concept of retailing, Global Retail Industry and Indian Retail Industry. It also mentions the purpose of the study.

Chapter 2: “Literature Review”. This chapter puts this study in context and discusses the origin of Competitive Intelligence, operational definition and how it is being practiced in the world’s six largest economies. This chapter also discusses the theoretical background of strategy formulation and how competitive intelligence is related to the theory of strategy formulation. It also discusses how the theory of RBV of the organization and Competitive Intelligence is related. It also discusses the business performance construct and its relation to competitive intelligence. In the end, the chapter highlights the research gap.

Chapter 3: “Research Objectives and Methodology”. This chapter includes the research objectives and research design. It discusses the research design which includes a unit of analysis, sample design and field work. It also discusses the instrument design, validity and reliability of the scale.

Chapter 4: “Data Analysis and Interpretation”. This chapter describes the process of data cleaning and missing value analysis. It also describes the profile of the sample. The confirmatory factor analysis section discusses the applicability of the Competitive Intelligence model in the Indian retail industry. It also discusses the status of Competitive Intelligence in the Indian retail industry, the use of Competitive Intelligence in strategy formulation and the relationship of Competitive Intelligence with business performance.

Chapter 5: “Summary of Findings, Conclusion and Scope for Future Research”. This chapter discusses the summary of the findings and conclusion of the study; based on the analysis it also discusses the limitations of the study and directions for future research.