Assessment on relationship between the managers' competitive intelligence and the strategic planning process in the organizations of Kerman, Iran

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A R T I C L E I N F O

A B S T R A C T

This a study was conducted to investigate the relationship between the managers' competitive intelligence and the strategic planning process in the organizations of Kerman, Iran. The research method was as a descriptive – correlation research and statistical population consisted of all major and minor executives which were 145 individuals in 2013. The sample size was selected as census which was 108 individuals. The descriptive and inferential statistics such as average, standard deviation, the Pearson and Spearman correlation coefficients were used to analyze data by which SPSS.20 and AMOS.18 software's were applied. The results showed that there was a (positive or negative) relationship between the managers' competitive intelligence and strategic planning process. The results of sub-hypotheses showed that the dimensions of the competition, namely the business intelligence, sagacity as compared to competitors, technical intelligence and social intelligence had a significant correlation with the strategic planning process. The results from the structural equation model showed that the 1st pattern had not a good fit. Subsequently, the improved model of the ultimate pattern fitness index was acceptable by adding the revisers index.

1- Introduction

The organizations require new tools for decision-making and decision-making until they can abide in a competitive environment. One of these tools is the competitive intelligence which it is rapidly growing, expanding and becoming a standard in the world. It can assist a manager to take a intelligently. Competitive intelligence is a process in which information is evaluated to support the decision-making process. It is obvious that intelligence is necessary to reduce uncertainty in decision-making. The main purpose from analyzing the competitive intelligence information is conditioning

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industry and competitor, and thereupon achieving the best result (Peraish and Alipour, 2011).

A sensible feature at the present time is that the increasingly changes in the knowledge about social, economic, industrial, political and technology sciences is occurring. In such circumstances, the cognition of changes nature and the precaution of market trend such as technology, innovation, the preference and behavior pattern of customer, and so on in future are the essential requirements of competition. These issues are focused by the competitive intelligence which it is able to receive and transfer knowledge from specific infrastructure and environmental elements based on some specified regulations to organization, protecting against competitive threats, identifying and exploiting from potential opportunities providently (Fleisher, 2008). An increase in competitive intelligence lead to an organization to analyze environment information rapidly and accurately; and then it can reserve the results until it has been available for decision-maker. Later not only accelerates exchange of data, information and knowledge in organization but also improves the effectiveness of thinking and decision-making. Competitive intelligence is similar to a radar because it aids organization to explore new opportunities and to warn threat. Therefore, the organization will able to identify its environment quickly and accurately. An intelligent organization can rapidly and accurately realize the competitors' strategies. Moreover, it can learn about the competitors' failures and successes. Hereby, it can create possibility and opportunity for a manager to monitor organization systematically and to take a decision consciously (Rezayian and Lashkar bloki, 2010). A advantage for the managers' competitive intelligence is to manage strategically for gaining prosperity to organization.

Nonetheless, the influence of competitive intelligence in strategic planning is required to investigate. The world has witnessed dramatic changes and developments in various fields so that we has faced with a great uncertainty and turbulent environment. Moreover, competition has done intensively. In the competitive field, organizational systems have to exploit a high competitive intelligence to achieve success providently. So that, a high competitive intelligence both can identify environmental factors, and can identify their interaction with the organization in long-term. This type of planning is able to evaluate and detect the organization's internal or external environment, internal strength or weakness, opportunities, and threats. Moreover, it can regularize the long-term objectives for the organization based on its function. To achieve these objectives, a manager has to select strategies which leading to success in competition ultimately via relying upon

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strengths, overcoming weaknesses, using opportunities, and avoiding threats. Therefore, the objective of the present study was to specify a relationship between the manager's competitive intelligence and strategic planning process.

2- Literature Review

A number of studies which have been internationally done on the subject as follows: Mohn (1989) studied the competitive intelligence firstly and explained its creating and applying for organization. According to Mohn opinion, the successful implementation indexes of competitive intelligence in organization are consisted of (i) identifying management requirements; (ii) hiring competent staff; (iii) gathering data; (iv) applying analytical procedures; and (v) developing appropriate communication strategies with other competitors. Prescott and Smith (1967) conducted the largest survey on the concept of competitive intelligence who showed that the number of competitive intelligence system are low. As a result, the lack of technical knowledge is revealed by their survey. The most serious problems have emerged included: (i) lack of qualified personnel; (ii) insufficient participation of managers; and (iii) legal and ethical issues. They proposed the approaches to compensate for the failure and success of competitive intelligence as follows: (i) structuring the analysis of competitive intelligence (with involving the whole organization); (ii) competitive intelligence should be structured as stated by projects; (iii) competitive intelligence personnel should be result-oriented; (iv) no research is reliable alone (knowledge bank); (v) The regional decision-makers should be recognized (when the results were presented, they were discarded if they were not compatible with the prospect of managers) (Dishman and Calof, 2008). Fahey (2007) stated that competitive intelligence can lead to a manager to create the effective inputs with the purpose of deciding effectively about operational, investment, and strategic positions.

In Iran, Moshabaki et al. (2011) evaluated the competitive intelligence in automotive industry. They surveyed the competitive intelligence conations using a questionnaire which 82 managers were questioned. They inserted the indexes to the HOUSE OF QUALITY that performing important index, so called the crisis index included: (i) localizing the manufacturing's of parts industry and communing with major foreign manufacturing's to produce and supply parts; (ii) training personnel according to global production standards; (iii) applying the flexible production networks' quantitative and

qualitative technology; (iv) using the guideline of strategic cooperation with credible corporations; and (v) providing technical and laboratory services to collector and etc.

Peraish and Alipour (2011) examined the relationship between competitive intelligence and effectiveness of marketing strategies for public and private banks in Zanjan, Iran. Their findings indicated that there was a positive relationship between them. According to regression analysis, the components such as the market opportunities, the awareness of organization vulnerability, the awareness of competition risks, the awareness of competitor's threats had the highest and lowest influence on marketing effectiveness, respectively. The results showed that there was no significant difference between the public banks and private banks based on receiving attention to competitive intelligence. Moreover, the marketing effectiveness in private banks was higher than private banks. Rezayian and Lashkar-Bloki (2009) showed that the characteristics of competitive intelligence, strategic planning, and decision-making can affect the strategic decision-making process. Although the competitive intelligence have the highest effect on the early stages of strategic decision-making process, it have the lowest effect on the development, evaluation, and selection of strategic options (end-stage strategic decision-making process). Moreover, their findings indicated that the strategic planning and decision-making had no position among the managers surveyed.

2-1- Theoretical Framework and Hypotheses
Competitive sagacity and strategic planning

In general, a principle for strategic planning is the relationship between the company and the environment by which the company strategic performance is influenced. This principle is meaningless without having an exchange of information. Achard (1988) believed that data and information must be converted into intelligence by the competitive intelligence process. Thus, the sagacity created can be used in strategic decision-making process. Since, the information is the main axis in the concept of competitive intelligence, but competitive intelligence is far beyond data collection (Rezayian and Lashkar bloki, 2010). Nowadays, competitive sagacity is essential requirement to decide on a firm level due to being a complex in the meta-competitive conditions. The competitive sagacity has two bases as follows: (i) Using as moral and ethical of available information resources for providing data related to competitors, competition and environmental conditions; and (ii) converting data into usable information for patronizing better decisions (McGonagle and Vella, 2002). According to Edwin and Sybille (2001), to formulate and implement the

competitive strategies effectively, the companies have to collect, analyze and disseminate the competitive sagacity. The competitive sagacity can empower a manager to know that what competitors can do or what they want to do or what time and place their program will be implemented. The reason why many companies focuses to the competitors' activity, the industry conditions, the customers' needs and the competitive pricing as a sagacity key issue. It can be concluded that the competitiveness is groundwork for company's survival. Competitive sagacity make it easier for companies to decide reasonably on strategic activities. Competitive sagacity is an ongoing process which can put utilizable data to a decision-maker. The ultimate purpose of competitive sagacity is to enhance the company's competitiveness via enhancing the quality and speed of strategic decisions.

Hypothesis 1: There is a relationship between the managers' competitive intelligence and strategic planning process in government organization of Kerman city, Iran. In recent years, an increasingly attention than strategic planning is bereted. Therefore, it is a criterion for assessing a manager as prosperous one. Strategic planning is firstly a way of thought and belief and then is a technique, encouraging a manager to think long-term providently. In an organization that there is not believe about strategic planning, there is not tendency for development. Due to strategic planning has an action as an umbrella for organization, it leads all managers and officials to carry out their activities (Mobini Dehkord and Salmanpour Khoei, 2006). Nowadays, the most important concern of many organizations is to develop and implement the strategies that guaranteed success and survival in a changing and complex environment conditions (Ali Ahmadi et al, 2003). Strategic planning can assemble a tool for organizations, allowing to develop and implement strategies in various aspects in order to manage the organization performance as well. Strategic planning ever assess the environmental factors (opportunities and threats) and internal capabilities (strengths and weaknesses) to develop and select the appropriate strategies. Therefore, the theoretical framework and conceptual model was used this research was obtained from Roach and Sonati (2001) model. They mentioned four major aspects of competitive intelligence, included of business intelligence (market), sagacity as compared to competitors, technical intelligence (technology) and social intelligence. Based on them, these four aspects is influenced the strategic planning and decision-making of organization.

Hypothesis 2: There is a relationship between the managers' business intelligence and strategic planning process in government organization of Kerman, Iran.

Hypothesis 3: There is a relationship between the sagacity as compared to competitors and strategic planning process in government organization of Kerman, Iran.

Hypothesis 4: There is a relationship between the managers' technical intelligence and strategic planning process in government organization of Kerman, Iran.

Hypothesis 5: There is a relationship between the managers' social intelligence and strategic planning process in government organization of Kerman, Iran.

2-2- Conceptual model

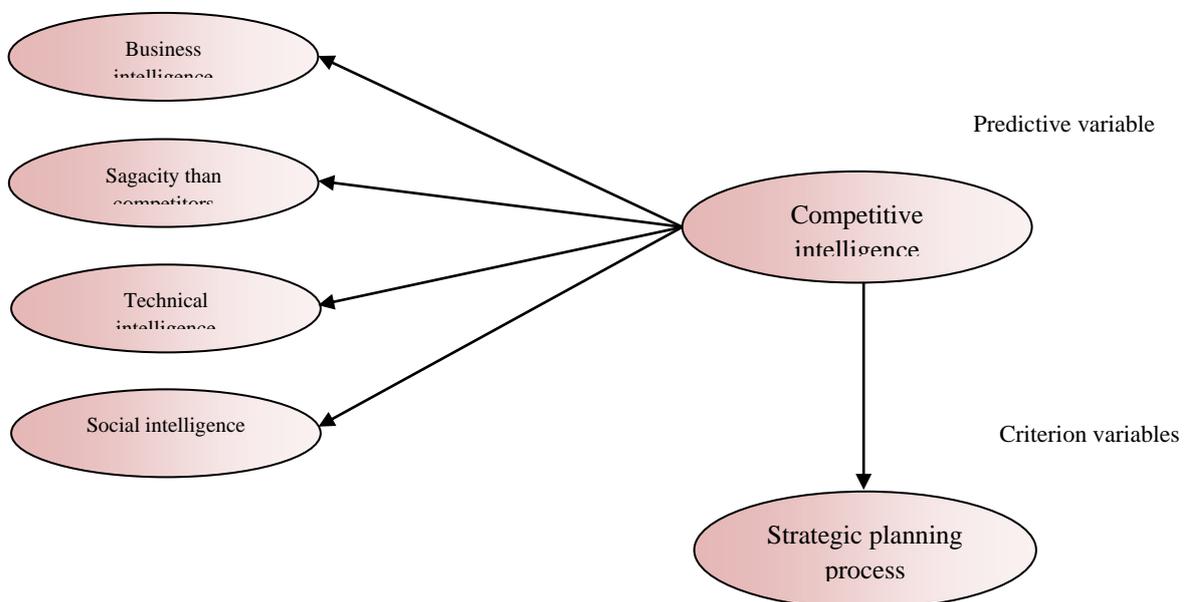According to the theoretical framework presented, a conceptual model is illustrated in Figure 1.

Fig. 1. Conceptual model in present research

3- Methods

Based on objective, the scientific researchers can be divided into fundamental, application, and practical. The application research is done by using a information context obtained through fundamental research, to satisfy human requirements and improve tools, methods, objects and patterns for developing and promoting the welfare of human life (Hafez Nia, 2003). Since the aim of this survey was to examine the relationship between the managers' competitive intelligence and strategic planning process in government agencies Kerman

city, therefore, it can be asserted as an application research. For the individual and demographic characteristics is used the frequency tables (frequency, frequency percentage, cumulative frequency), histograms, means, and standard deviation to analyze descriptively. Based on the nature and method, the scientific researchers can be divided into historical, descriptive, co relational, experimental, and causal. In descriptive studies, a researcher make a try to know about phenomenon, variable, object and subject. In other words, this study investigated the present status regularly and systematically. It deals with characteristics, traits, and relationships. The descriptive studies include a complex method that its purpose is to describe the situation or phenomenon investigated. The implementation of a descriptive research is only to understand better the current situation or help the decision-making process (Sarmad et al, 2001). This research was conducted by the library research method, the literature review method, and the field method such as questionnaires, interviews and observations. In general, a descriptive research can be divided into three groups; namely the survey, case study and content analysis. A descriptive - survey study examines the characteristics and traits of the individual in society. It evaluates the current state of population by some variables (Hafez Nia, 2003).

A survey research is a social research that is beyond a certain technique to collect information. Although the questionnaire is usually applied, other techniques such as interview, observation and content analysis, etc. are used to do a survey research. A survey research can set a data regular complex, so called the variable matrix depending on known data. In this matrix, the characteristic of each case is collected depending on variable, and then a complex of information is obtained by putting them together (Khaki, 1999). However, this study is both a application research based on objective and a descriptive research based on descriptive - survey method. Due to the data normality is established, which described before testing assumptions, the obtained scores from questionnaires was considered to evaluate the relationship between variables using Pearson correlation coefficient. Due to the data normality is established in a variable and its low sample size, it was used Spearman correlation coefficient because of being reliability.

3-1- Society and Sample

A statistic population is a collection of individuals or units that at least have one common trait. In each research, a statistic population is tested so that the researcher would like to study about their variables (Sarmad et al, 2009). In this study, conducting in 2013, the statistic population was consisted of 145 managers (52 senior managers and 93 middle

managers) in Kerman. After three months, 108 managers of public organization (30 senior managers and 78 middle managers) cooperated to filled out the questionnaires completely. Since sampling was done as census, it was not used a statistical formula to estimate the unused samples.

3-2- Tools For Data Collection

In this study, the data collection instrument be composed of two questionnaires; namely competitive intelligence and strategic planning process. The competitive intelligence questionnaire, which has 22 questions, was developed by Roche and Santi (2001). It was translated to Persian and then standardized by Moshbaki et al. (2011). The questionnaire consists of four sub-scales about the business intelligence, sagacity as compared to competitors, technical intelligence, and social intelligence. For each question was supplied a 5-choice Likert scale (very high, high, somewhat, low, and very low). The strategic planning process questionnaire, which has 10 questions, was developed by Omer et al (2006). It was translated to Persian and then standardized by Moqimi et al. (2011). For each question was supplied a 5-choice Likert scale (strongly agree, agree, neither agree nor disagree, disagree, and completely disagree). This questionnaire is not a component and strategic planning is measured only in one dimension.

3-3- Validity and Reliability

The justifiability is that whether the scale and content of questions could measure precisely the variables and the subject or not (Hafez Nia, 2007). Without having justifiability con not measured accurately the validity of data (Sarmad et al, 2006). Moshbaki et al. (2011) have used the content validity method to justify the questionnaire of competitive intelligence which its justifiability was 0/89.For the questionnaire of strategic planning; Moghimi et al. (2010) were obtained a similar justifiability. Nonetheless, the justifiability of the questionnaires used in this study was obtained by five professors about 0.87 and 0.83 for the questionnaires of competitive intelligence and strategic planning, respectively. A technical characteristic of the measuring tool is questionnaire. The mentioned concept deals with this subject which how much the same results will obtain using the measuring tool at similar conditions (Moghimi, 2005). The test reliability can reveal its accuracy and stability. The aim of the accuracy is to answer the question: how much the individual score achieved in questionnaire is the explanatory of individual actual score? When collecting data is relied on conducting a unity test, a

reliability assessment be conducted via coordinating the questions. However, there is a limitation that assessing is totally done by a unit test at a time. Therefore, no evidence of variability over time can be achieved. The lowest reliability analysis is obtained by Cronbach's alpha using SPSS software. If the correlation among questions is low, the reliability scale will be too low. In this study, the reliability for the questionnaires of strategic planning and competitive intelligence were obtained 0.73 and 0.83, respectively.

3-4- Data Analysis Method

After coordinating with government agencies and premising on the relevant authorities, two questionnaires were delivered managers simultaneously with the census sampling method. They were collected and evaluated after completing. Then, data statistical analysis was performed using SPSS.20 software. Due to the scale of data, a descriptive and inferential statistical method was used to analyze them.

4- Results

With exception of social intelligence, all variables had a significance level ($\alpha=0.05$). As a result, the null hypothesis was rejected and their data were distributed normally. Inversely, the variable of social intelligence had an insignificance level ($\alpha>0.05$). As a result, the null hypothesis was not rejected and its data was not distributed normally. Thus, the correlation coefficient of Pearson as a priority and the correlation coefficient of Spearman as a seconded or supporter were used to test the correlation of hypotheses. To evaluate the proposed model, the two-stage approach of Anderson and Garbing (1988) was applied. The measurement model and the structural model were calculated using structural equation modeling in the first and second stage, respectively. To examine the intermediate effect of the proposed model and their significance were imitated from Baron and Kenny (1986) method and Sobel (1982) test, respectively. Some fitness indicators were applied to determine the adequacy of fit of the proposed model: chi-square, nomad X^2 index (ratio of chi square to degrees of freedom, goodness- of-fit index , adjusted goodness-of-fit index, nomad fit index, comparative fit index, incremental fit index, tucker-lewis index, and root-mean- square error of approximation.

Table 1: Pearson and Spearman correlation test statistics between the main variables

Variable	Strategic planning process							
	Pearson		Spearman	Significant	R^2	Number	Relationship	Type of Relationship
Test	Correlation coefficient	Significant	Correlation coefficient	0.001				
Competitive Intelligence	0.442	0.001	0.381	0.008	0.195	108	Yes	Direct
Business Intelligence	0.284	0.003	0.252	0.001	0.081	108	Yes	Direct
Sagacity than competitors	0.247	0.001	0.312	0.001	0.121	108	Yes	Direct
Technical intelligence	0.402	0.001	0.327	0.001	0.162	108	Yes	Direct
Social intelligence	0.358	0.001	0.331	Significant	0.128	108	Yes	Direct

Therefore, the fitness of model was evaluate before the structural coefficients were studied. The fit of the initial model based on the fitness parameters used in this study are showed in Table 3. Since the fitness indices of initial model showed that the proposed model required to be improved. Hence, according to a modification indices in output covariance (Amos18 software), a covariance implementation for technical intelligence and sagacity than competitors, and a regression run for sagacity than competitors were added to the model. After adding this run, data were re-analyzed and their the suitability indices were mentioned in the second row of the model.

As judged in Table 2, model 1 has not a good fit. Afterwards, with adding the runs of modification indices proposed, the model was improved and the fitness index of final model was subsequently acceptable.

Table 2. Kolmogrof Smirnoff tests to check the assumption of normality of the variables.

| Normality	Number	Significant	Kolmogorof Smirnoff test	Variable
Normality is established	108	0.939	0.533	Competitive Intelligence
Normality is established	108	0.589	0.773	Strategic planning
Normality is established	108	0.050	1.357	Business Intelligence
Normality is established	108	0.211	1.060	Sagacity than competitors
Normality is established	108	0.182	1.095	Technical intelligence
Normality is not established	108	0.017	1.540	Social intelligence
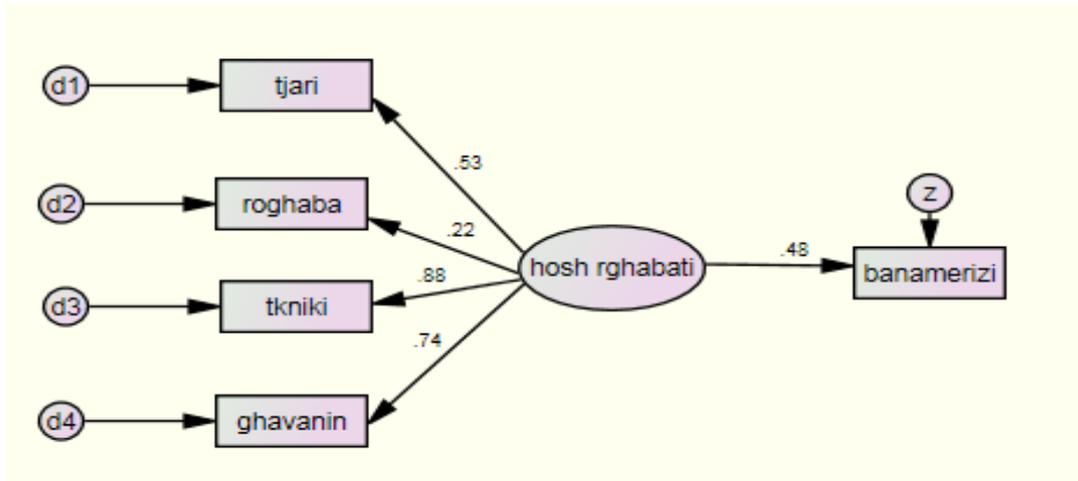
Figure 2: The model developed
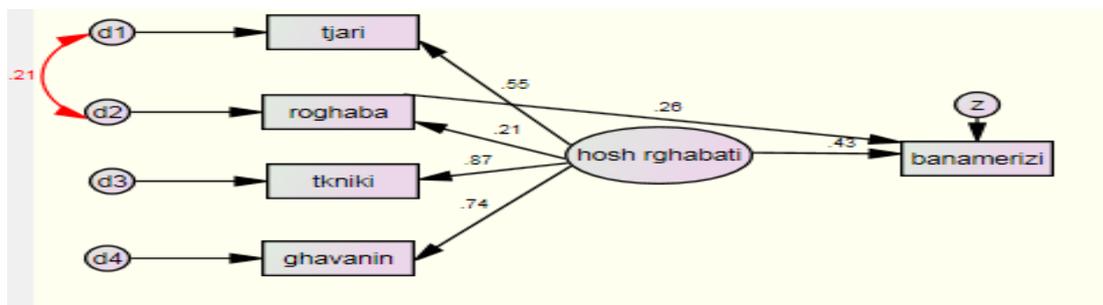
Figure 3: Final pattern of factors related to strategic planning in present research.

Table 3. Fitness indexes for the patterns codified, the model modified and the independence model

Model fitness indexes	X^2	Df	X^2/Df	NPAR	GFI	AGFI	IFI	TLI	CFI	NFI	RMSEA
1st codified	19.06	5	3.81	10	0.94	0.82	0.89	0.77	0.88	0.86	0.162
Model 2 modified	5.26	3	1.75	12	0.98	0.91	0.98	0.94	0.98	0.96	0.084
Independence model	133.59	10	13.36	5	0.64	0.47	-	-	-	-	0.34

The fitness index (X^2/df) values > 5 is suitable, as it is closer to zero indicates a good fit of the model. The goodness- of-fit index value about 0.90 indicates a good fit of the model. The values of nomad fit index, comparative fit index, incremental fit index, and tucker-Lewis index should be more than 0.90 to include a good model. The root-mean-square error of approximation values ≤ 0.05, ≤ 0.08, and ≤ 0.10 indicates an acceptable model, a reasonable approximation error, and a reject able, respectively (Ghasemi, 2007). Therefore, according to the values of final model fit indices (model 2) and the boundary of acceptable values mentioned above, it can be concluded that the final model presented in this study is acceptable. The implementation coefficients between each of two variables for the final model and their significance levels are reported in Table 5. The regression coefficients of model revealed that the mentioned factors have a significant effect on the strategic planning process.

Table 4. Structural model for implementation and their standardized coefficients in the final model

implementation	β	P
Competitive intelligence → Business intelligence	0.21	0.046
Competitive intelligence → Sagacity than competitors	0.55	0.001
Competitive intelligence → Technical intelligence	0.74	0.001
Competitive intelligence → Social intelligence	0.43	0.001
Competitive intelligence → Strategic planning process	0.43	0.001
**Technical intelligence → Strategic planning process	0.26	0.003
**Business intelligence → Sagacity than competitors	0.21	0.042
** Runs added to the original model	β	P

The regression analysis associated with variables showed that the managers' competitive intelligence is affected by the business intelligence (β = 0.21; P = 0.046), sagacity than competitors (β = 0.55; P = 0.001), Technical intelligence (β = 0.75; P = 0.001), and social intelligence (β = 0.87; P = 0.001). In other words, these four external variables constituted the internal variables of managers' competitive intelligence. Table 4 shows the results of the structural model to test hypotheses about all variables. According to the values presented in Table 4, when the significant number is > 1.96 or < -1.96 and the significance level is ≥ 0.05, the hypothesis above may be approved. Thus, all hypotheses were approved with the exception of 3th and 8th hypothesis.

Table 5. Conclusion for the research hypotheses

	Correlation coefficient	Significantly	Status
Main hypothesis:			
There is a relationship between the managers' competitive intelligence and strategic planning process.	0.195	0.001	Confirmed
Sub-hypotheses:			
1- There is a relationship between the managers' business intelligence and strategic planning process.	0.274	0.001	Confirmed
2- There is a relationship between the sagacity than competitors and strategic planning process.	0.347	0.001	Confirmed
3- There is a relationship between the managers' technical intelligence and strategic planning process.	0.402	0.001	Confirmed
4- There is a relationship between the managers' social intelligence and strategic planning process.	0.358	0.001	Confirmed

5- Conclusion

The competitive intelligence is to monitor coordinately and purposely on competitors and their identification in the context of a specific market. In fact, the process of applying the legal and ethical ways to discover, develop and deliver timely information to the deciders has to be identified. Nowadays, owning a competitive ability is a key factor to survive a company or an organization. On the other hand, owning more intelligence as compared to competitors can maintain a high competitive ability. The competitive intelligence may make it easier for manager to decide on all matters including marketing, research, development, investment and business strategies. Strategies are created by a competitive environment. Competition is the conditions in which access to (some or all) a target; versus the competitors have to accept for losing that target. In business environment, this acceptance is applied by the client. From this perspective, three pillars to form a strategy are composed of organization, competitor, and customer. Strategic planning is a organizational process.

The strategic planning process is essentially a coordinative process between internal resources and external opportunities. A circle in which strategic decisions are made is including the operational environment, function, and comprehensive purpose of the organization. It should be noted that a strategic planning process is valuable only when it could support a decider to think and act strategically. Strategic planning is not a goal in itself. It is a set of concepts that are used to assist managers in taking a decision. It can be asserted that when thinking and acting strategically in a strategic planning process is accustomed; the process can be excluded. The performance could be improved with implementing a strategic planning. Sometimes, the members of a work task are confused with daily challenges, unhanding the organization's goals. Accordingly, the competitive intelligence could perform an important factor to encourage a manager to strategic planning. Whereas the empiricism indicating the strategic planning has a successful effect for organization. Therefore, a intelligent manager can aid to codify the strategic schemes in the competitive world. As judged by the results of this study, the strategic planning process in the organizations of Kerman was increased by enhancing the managers' competitive intelligence. These results was in agreement with the findings of Rezaeian and Lashkar Bolocki (2009) who stated that the competitive intelligence as a strategic management tool is one of the fastest growing fields in the business world. It is also an important technique to create a competitive advantage. Accordingly, it is mentionable that when a purposeful monitoring is accomplished by manager to identify a competitor in the

context of a market-based and subsequently the process of applying is identify by legal and ethical ways to discover, develop and deliver information timely; then a systematic effort is raised to implement and apply main strategies for achieving the objectives of the organization.

The results of the first sub-hypothesis suggested that an increase in the managers' competitive intelligence in the organizations of Kerman results in an increase in their strategic planning process. These results was in agreement with the findings of Sadeghi et al. (2011) who stated that marketing information systems which is of business intelligence indexes can influence on the effectiveness of marketing strategic planning process and their compounds in Iranian banks. Accordingly, it can be concluded that if the organization take a attention on the consumers attitude to products and services, the customer loyalty to the service, and the information obtained from customers and suppliers; a manager can adopt a purposeful and useful plan in the field of trade and finance.

The results of the second sub-hypothesis suggested that there is a relationship between the sagacity as compared to competitors and strategic planning process in government organization of Kerman. These results was in agreement with the findings of Piraesh and Alipour (2011) and Aghazadeh (2009) who stated that owning a competitive ability is a basis for survival of a company. On the other hand, owning more intelligence as compared to competitors can maintain a high competitive ability. Therefore, sagacity as compared to competitors leads to a manager to make a strategic and decision-making for a purposeful planning.

The results of the third sub-hypothesis suggested that a increase in the managers' technical intelligence in the organizations of Kerman results in a increase in their strategic planning process. These results were in agreement with the findings of Rezaeian and Lashkar Bolocki (2009). Therefore, a manager have to take a attention to 1- the access to the Internet, technology, research and development; 2- the participation in exhibitions and presentations; 3- public relations programs to increase the presentation of services; and 4- the control of the products and services design process using new technologies.

The results of the fourth sub-hypothesis suggested that there is a relationship between the managers' social intelligence and strategic planning process in government organization of Kerman. These results was in agreement with the findings of Zagoei-Nejad and Moshabaki (2009) who stated that the competitive intelligence (which community sagacity is one of its aspects) results in high quality, low cost business processes, and an

improvement in public vision. Later results in facilitation of the competitive intelligence process via using suitable information which has a positive relationship with organizational competitive advantage. Therefore, a manager has to be aware about the financial and tax regulations, political and social issues, human resource and social intelligence. In that case, a manager can contrive a planning in which is included both internal resources and external opportunities symphonic ally.

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