



DEVELOPMENT OF MARKETING USING SYSTEMIC PROCESS OF COMPETITIVE INTELLIGENCE AND FORESIGHT – FUTURE STUDIES

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Abstract:

Development of competitive intelligence and foresight (future studies) leads to the creation of a perfect image of the current status and future of competition scene facing managers for better decision making. Utilizing competitive intelligence and foresight (future studies) leads to the recognition of short-term and long-term strategies in marketing. Here, the research methodology is correlation-descriptive and has been carried out as field study. Statistical population of this research includes all managers at General Department of Youth Affairs and Sport in West Azerbaijan consisting 43 persons. In this research statistical sample equals the statistical population. Questionnaires of this research have been designed in three parts as competitive intelligence, foresight (future studies) and marketing system. In this research correlation and regression methodology have been used. Based on obtained information and analyzing the data about the relationship between competitive intelligence and development of marketing it was found that: creating intelligence has a positive connection with customer relationship. Intelligence distribution is positively associated with the customer relationship. Responsiveness is positively associated with customer relationship. Also about the relationship between foresight (future studies) and development of marketing it was found that: foresight (future studies) is positively associated with customer relationship. Decision-making is positively associated with the creation of differentiated products.

Keywords: competitive intelligence, foresight (future studies), marketing, marketing strategies

Introduction

In today's world, achieving the competitive intelligence is one of the undeniable requirements for most organizations. So that they can increase their capabilities by data acquiring and data analysis, increasing knowledge and creating awareness. Dr. Ben Gilad a university professor and a theorist known for competitive intelligence has stated that: competitive intelligence is the whole knowledge that a company has from the environment in which it competes. And it is the result of analyzing the countless particles of information that bombard the company daily. It is in the light of this knowledge that a perfect image of the current and future status of the competition scene will be formed facing the managers, so they can make better decisions (Rutgers, 2007).

Also, contemporary world is the arena of dramatic developments and accelerated dynamism. Changes arrive so surprisingly and rapidly that the least insufficient attention to it, can terminate to the high cost of strategic surprise in all political, economic, social and even cultural fields. In this kind of environment full of changes and instability and full of uncertainties, the only approach and policy which probably may have more success, is the effort for the architecture of future. Although, these efforts have been associated with high risk. However, accepting this risk is more wisely than watching for future developments (Khazaei, 2008).

Micro look at the today's world and its main players, indicates the existence of effective institutions of foresight (future studies) in the centers of power and decision-making of major and developed governments of the world. Perhaps their future approach to issues of the world and planning for future, will strengthen their roots of dominance on the future world more than ever.

Nowadays the main effort and mission of planning in organizations, in addition to pay serious attention to current challenges and providing temporary approaches, is thinking about future challenges and how to encounter and empower in those fields. Now, planning by upgrading its role, seeks to conquer the future with the idea of playing a serious role and demanding for its share of it (Schwartz, 2008). By development of competitive intelligence and foresight (future studies) there would be a perfect image of the current status and future of competition scene facing managers, so they can make better decisions. Currently most successful institutions in developed countries use the competitive intelligence and foresight (future studies) as a powerful tool to acquire more awareness from the environment. The future of utilizing competitive intelligence is very promising. Undoubtedly institutions for surviving in an environment that will be faced with more challenges every day, by relying on the capabilities of competitive intelligence and foresight (future studies) and successful

gathering and analysis of information, and by overcoming the uncertainty about the competitive outlook, will feel more secure.

Nowadays, technology development and world trade growth means that: business environment is changing rapidly and permanently. Managers no longer would be able to rely on enlightenment and intuition for strategic decision-making. In most affairs, the consequences of a wrong decision cannot be ignored. Companies for providing higher value and customer satisfaction in every field, need information. They should have much information from competing companies, business brokers and other forces and factors that are active in the market. Information is considered as one of the important items of strategic assets and marketing tools (Kotler & Armstrong, 2010). Gathering and evaluating the information about the competing companies play vital role in the formulation of strategies. Whatever a company could obtain more information from competing companies, the possibility of effective and successful strategies to be developed and implemented, is higher. Therefore tracking, understanding and reacting to competitors have been considered as a particular aspect of marketing activity. It is necessary that companies implement an effective program called competitive intelligence (David, 2010).

Also by applying a greater outlook and foresight (future studies) of organizations to their environment, the results of this analysis could be used to predict the long-term organizational strategies, and they could achieve to the development of a comprehensive marketing model which includes short-term and long-term marketing strategies. In this research the relationship between competitive intelligence and foresight (future studies) and development of marketing in the General Department of Youth Affairs and Sport in West Azerbaijan is studied. Integration of competitive intelligence with thinking about foresight (future studies) can create more effectiveness for the organizations to develop marketing models. Foresight (future studies) is not possible with just a glance on the future, but rather it requires that these organizations create the process of thinking and collective decision-making in the organization by expanding their scope of vision in business market and by considering the competitive environment and developing and improving the capabilities and process which are available in the organization, and they will take the organizational strategies in the horizon of this foresight (future studies). Considering the fact that most of the research done in the world, is about the techniques of competitive intelligence or foresight (future studies), so the integration of these two techniques can increase the effectiveness of these techniques for the organizations and fill the gap.

Methodology

Research methodology is correlation-descriptive and has been carried out as field study. Statistical population of this research includes all managers at General Department of Youth Affairs and Sport in West Azerbaijan consisting 43 persons. But it should be noted that due to the lack of returning some of questionnaires and removing some of marred cases, the final number of statistical sample that was analyzed equals 40 persons. Questionnaires of this research have been designed in three parts as competitive intelligence (11 questions), foresight (future studies) (10 questions) and marketing system (9 questions). They were distributed among the statistical population. In this research correlation and regression methodology have been used and according to this, it will investigate the changes in one or more factors on the effects of changing of one or more other factors.

Findings

| Independent Variable (X) | Dependent Variable (Y) | Type of relationship Cause & Effect | The Regression Equation | R | R ² | The Significance Level Fixed Number | The Significance Level Coefficient | The Significance level Model | Result Accepting or Rejecting the Hypothesis |
|---------------------------|------------------------|--|-------------------------|--------|----------------|-------------------------------------|------------------------------------|------------------------------|--|
| Intelligence Creation | Customer Relationship | Increasing (X) causes an increase in (Y) | $Y = 2.516 + 0.506X$ | 0.631 | 0.398 | $\leq 0.050.000$ | $\leq 0.050.000$ | $\leq 0.050.000$ | Passed |
| Intelligence Distribution | Customer Relationship | Increasing (X) causes an increase in (Y) | $Y = 3.499 + 0.303X$ | 0.448. | 0.201 | $\leq 0.050.000$ | $\leq 0.050.013$ | $\leq 0.050.013$ | Passed |
| Responsiveness | Customer Relationship | Increasing (X) causes an increase | $Y = 2.943 + 0.389X$ | 0.447. | 0.199 | $\leq 0.050.000$ | $\leq 0.050.013$ | $\leq 0.050.013$ | Passed |

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| | | | | | | | | | |
|---------------------------|----------------------------------|--|----------------------|--------|-------|-----------------|-------------------|-------------------|--------|
| Intelligence Creation | Creating Differentiated Products | Increasing (X) causes an increase in (Y) | $Y = 4.030 + 0.089X$ | 0.146. | 0.021 | ≤ 0.050000 | $0.05 \leq 0.442$ | $0.05 \leq 0.442$ | Failed |
| Intelligence Distribution | Creating Differentiated Products | Increasing (X) causes an increase in (Y) | $Y = 4.163 + 0.066X$ | 0.128. | 0.016 | ≤ 0.050000 | $0.05 \leq 0.499$ | $0.05 \leq 0.499$ | Failed |
| Responsiveness | Creating Differentiated Products | Increasing (X) causes an increase in (Y) | $Y = 4.858 - 0.128X$ | 0.194. | 0.038 | ≤ 0.050000 | $0.05 \leq 0.305$ | $0.05 \leq 0.305$ | Failed |
| Intelligence Creation | Effectiveness of Activities | Increasing (X) causes an increase in (Y) | $Y = 4.228 + 0.101X$ | 0.151. | 0.023 | ≤ 0.050000 | $0.05 \leq 0.424$ | $0.05 \leq 0.424$ | Failed |
| Intelligence Distribution | Effectiveness of Activities | Increasing (X) causes an increase in (Y) | $Y = 4.377 + 0.076X$ | 0.135. | 0.018 | ≤ 0.050000 | $0.05 \leq 0.477$ | $0.05 \leq 0.477$ | Failed |
| Responsiveness | Effectiveness of Activities | Increasing (X) causes an increase in (Y) | $Y = 4.100 + 0.133X$ | 0.184. | 0.034 | ≤ 0.050000 | $0.05 \leq 0.33$ | $0.05 \leq 0.33$ | Failed |
| Foresight | Customer Relationship | Increasing (X) causes an increase in (Y) | $Y = 3.291 + 0.329X$ | 0.375. | 0.141 | ≤ 0.050000 | ≤ 0.050041 | ≤ 0.050041 | Passed |
| Decision- | Customer | Increase | $Y =$ | 0.288 | 0.083 | \leq | $0.05 \leq$ | $0.05 \leq$ | Failed |

| | | | | | | | | | |
|-----------------|---------------------------------------|--|--------------------|-------|-------|--------------|---------------|--------------|--------|
| Making | Relationship | ng (X) causes an increase in (Y) | 3.882 + 0.164 X | | | 0.050.000 | 0.123 | 0.123 | |
| Foresight | Creating Differentiated Products | Increasing (X) causes an increase in (Y) | Y= 3.896 + 0.136 X | 0.203 | 0.041 | <= 0.050.000 | 0.05<= 0.281 | 0.05<= 0.281 | Failed |
| Decision-Making | Creating Differentiated Products | Increasing (X) causes an increase in (Y) | Y= 3.839 + 0.157 X | 0.362 | 0.131 | <= 0.050.000 | <= 0.050.049 | <= 0.050.049 | Passed |
| Foresight | Effectiveness of Activities Promotion | Increasing (X) causes an increase in (Y) | Y= 4.302 + 0.089 X | 0.122 | 0.015 | <= 0.050.000 | 0.05<= 0.520 | 0.05<= 0.520 | Failed |
| Decision-Making | Effectiveness of Activities Promotion | Increasing (X) causes an increase in (Y) | Y= 4.054 + 0.165 X | 0.349 | 0.122 | <= 0.050.000 | 0.05<= 0.0580 | 0.05<= 0.058 | Failed |

Table 1: Research Findings

Regarding the fact that the significance level, fixed number, coefficient and model all are less than 0.05, by 95 percent of certainty we can express that the researcher's hypothesis is accepted. Also ($R^2=0.398$) shows that 39.8 percent of changes of dependent variable "customer relationship" is covered with independent variable of "creating intelligence". Regarding the fact that the significance level, fixed number, coefficient and model all are less than 0.05, by 95 percent of certainty we can express that the researcher's hypothesis is accepted. Also ($R^2=0.201$) shows that 20.1 percent of changes of dependent variable "customer relationship" is covered with independent variable of "intelligence distribution".

Regarding the fact that the significance level, fixed number, coefficient and model all are less than 0.05, by 95 percent of certainty we can express that the

researcher's hypothesis is accepted. Also ($R^2=0.199$) shows that 19.9 percent of changes of dependent variable "customer relationship" is covered with independent variable of "responsiveness". Regarding the fact that the significance level, fixed number, coefficient and model all are less than 0.05, by 95 percent of certainty we can express that the researcher's hypothesis is rejected. Also ($R^2=0.201$) shows that 2.1 percent of changes of dependent variable "differentiated product" is covered with independent variable of "creating intelligence".

Regarding the fact that the significance level, fixed number, coefficient and model all are less than 0.05, by 95 percent of certainty we can express that the researcher's hypothesis is rejected. Also ($R^2=0.016$) shows that only 1.6 percent of changes of dependent variable "differentiated product" is covered with independent variable of "intelligence distribution". Regarding the fact that the significance level, fixed number, coefficient and model all are less than 0.05, by 95 percent of certainty we can express that the researcher's hypothesis is rejected. Also ($R^2=0.038$) shows that 3.8 percent of changes of dependent variable "differentiated product" is covered with independent variable of "responsiveness".

Regarding the fact that the significance level, fixed number, coefficient and model all are less than 0.05, by 95 percent of certainty we can express that the researcher's hypothesis is rejected. Also ($R^2=0.023$) shows that only 2.3 percent of changes of dependent variable "effectiveness of activities" is covered with independent variable of "intelligence creation". Regarding the fact that the significance level, fixed number, coefficient and model all are less than 0.05, by 95 percent of certainty we can express that the researcher's hypothesis is rejected. Also ($R^2=0.018$) shows that 1.8 percent of changes of dependent variable "effectiveness of activities" is covered with independent variable of "intelligence distribution".

Regarding the fact that the significance level, fixed number, coefficient and model all are less than 0.05, by 95 percent of certainty we can express that the researcher's hypothesis is rejected. Also ($R^2=0.034$) shows that only 3.4 percent of changes of dependent variable "effectiveness of activities" is covered with independent variable of "responsiveness". Regarding the fact that the significance level, fixed number, coefficient and model all are less than 0.05, by 95 percent of certainty we can express that the researcher's hypothesis is accepted. Also ($R^2=0.141$) shows that 14.1 percent of changes of dependent variable "customer relationship" is covered with independent variable of "foresight (future studies)".

Regarding the fact that the significance level, fixed number, coefficient and model all are less than 0.05, by 95 percent of certainty we can express that the researcher's hypothesis is rejected. Also ($R^2=0.083$) shows that only 8.3 percent of

changes of dependent variable “customer relationship” is covered with independent variable of “decision-making”. Regarding the fact that the significance level, fixed number, coefficient and model all are less than 0.05, by 95 percent of certainty we can express that the researcher’s hypothesis is rejected. Also ($R^2=0.041$) shows that 4.1 percent of changes of dependent variable “differentiated product” is covered with independent variable of “foresight (future studies)”.

Regarding the fact that the significance level, fixed number, coefficient and model all are less than 0.05, by 95 percent of certainty we can express that the researcher’s hypothesis is accepted. Also ($R^2=0.131$) shows that only 13.1 percent of changes of dependent variable “differentiated product” is covered with independent variable of “decision-making”. Regarding the fact that the significance level, fixed number, coefficient and model all are less than 0.05, by 95 percent of certainty we can express that the researcher’s hypothesis is rejected. Also ($R^2=0.015$) shows that 1.5 percent of changes of dependent variable “effectiveness of activities promotion” is covered with independent variable of “foresight (future studies)”.

Regarding the fact that the significance level, fixed number, coefficient and model all are less than 0.05, by 95 percent of certainty we can express that the researcher’s hypothesis is rejected. Also ($R^2=0.122$) shows that 12.2 percent of changes of dependent variable “effectiveness of activities promotion” is covered with independent variable of “decision-making”.

Conclusion

According to the findings, the following cases could be concluded:

- In the case that the general Department of Youth Affairs and Sport in West Azerbaijan is going to develop further relationship with customer in order to develop marketing, it should adopt the following strategies:
- Investigating customers’ viewpoint in relation to goods and services.
- Investigating the effects of competitors and changing market environment on customers.
- Finding the change in customers’ preferences
- Investigating the market process in common meeting between sectors.
- Discussion of marketing department and sales department with other departments about the customer’s needs
- Distributing the information related to customers satisfaction throughout the organization
- Dissemination of information related to the competitors among departments

- Company's appropriate reaction against the competitors' price changes
- Considering the customer's desires in changing goods and services
- Coordination of departments with each other for the customer-orientation
- Pay attention to the customer's complaints and performing corrective actions
- Predicting the status of important economic factors of country and world in future
- Predicting the status of important political factors of country and world in future
- Predicting the process of changes in important factors of cultural, social and environmental of our surrounding in future
- Predicting the process of changes in technology and its effects on the products of organization in future
- Predicting the process of the status of competitors of organization in future
- Predicting the status of the future needs of customers in future
- Predicting the status of the organization's suppliers in future
- In case that General Department of Youth Affairs and Sport in West Azerbaijan is going to develop and create differentiated products in order to develop their marketing, they should adopt the following strategies:
- Performing proper analysis according to the performed predictions and investigating the domestic and foreign environments of the organization in order to make proper decisions for the future of the organization
- Clarifying the outlook and long-term objectives for the organization and its products according to the obtained decisions
- Identify the strategies to achieve the objectives in a strategic plan for units and products of the organization

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