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A STUDY ON COMPETITIVE INTELLIGENCE PROCESS AND STRATEGIC PERFORMANCE IN BANKING SECTOR

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ABSTRACT

Strategic performance and competitive intelligence (CI) are crucial elements in the banking industry. Banks can learn about their rivals' product lines, advertising tactics, and clientele thanks to the competitive intelligence (CI) process. Product creation, marketing tactics, pricing tactics, and other crucial company choices are all influenced by the information acquired through CI once it has been examined. A solid strategy plan can also aid a bank in navigating a constantly shifting regulatory and business landscape. It is impossible to exaggerate the value of competitive intelligence and strategic performance in the banking industry. In order to stay competitive, banks must constantly assess market and industry risks, evaluate the competitive environment, and modify their strategies as necessary. The success of a bank depends on having a solid strategic plan that combines short-term aims with long-term ambitions. It's crucial to gauge how well a bank's strategy plan is working. Important indications of a bank's strategic performance include financial performance measurements, customer satisfaction surveys, employee engagement and retention rates, market share, and competitive positioning .In conclusion, banks must rely on competitive intelligence and strategic performance to succeed in the fiercely competitive world of banking. A well-executed strategic plan can assist a bank in navigating an ever-changing market and regulatory environment, while the CI process lets banks to obtain crucial information about their rivals. For a bank to continue to succeed in the market, measuring the strategy plan's success is essential.

Keywords: Risk management, culture and awareness, structure and process, benefits of strategy, and simultaneous equation model.

Introduction

In order to make wise strategic decisions, businesses must obtain, analyse, and use information about their rivals, clients, and industry trends. Competitive intelligence is crucial in the banking industry for understanding how other banks and financial institutions are performing, spotting market opportunities, and remaining one step ahead of the competition. The ability of a bank to accomplish its aims and objectives over time is referred to as strategic performance. Among the important measures that are essential for long-term success are financial performance, customer happiness, operational efficiency, and other crucial metrics. Competitive intelligence and strategic performance are strongly tied in the banking industry. Banks can discover areas of weakness and possibilities for improvement and create plans to outperform the competition by collecting and evaluating information about their rivals. This could result in better strategic performance, which includes rising revenue, repeat business, and market share. In general, using competitive intelligence in the banking sector is essential for enhancing strategic performance and preserving a competitive edge in a sector that is getting more complicated and evolving quickly.

Today's businesses compete in a constantly shifting business environment brought on by technological advancements, economic and societal change, as well as dramatically shortening product life cycles, which fuel hyper competition. A more pressing demand for current, top-notch business knowledge and information results from this environment's complexity and instability. Competitive intelligence (CI) is the process of identifying, compiling, analysing, and disseminating information on goods, clients, rivals, and other environmental factors to assist executives and managers in making strategic decisions for a firm. Increasing one's competitiveness through CI requires comprehending and learning about what is happening in the world outside of the business. It entails knowing as much as you can as fast as you can about your industry generally, your rivals, or the specific zoning regulations in your county.

Using information about rivals, market trends, and other external factors to make wise business decisions is known as competitive intelligence. It entails methodically compiling data from a range of sources, including industry reports, news articles, and social media, then analysing this data to spot prospective business opportunities and dangers. Competitive intelligence is essential for creating and putting into action successful strategy plans in the banking industry. By always keeping an eye on their competitors and adjusting their strategies to shifting market conditions, banks must stay one step ahead of the competition.

Describe the program's goals and scope for competitive intelligence. Determine the information's origins (both internal and external) and examine information on rivals, market trends, and other pertinent variables. Analyse the facts to draw important conclusions. Share the results with important stakeholders. Create and implement strategies in light of the competitive intelligence program's insights. Banks can better understand the strengths and weaknesses of their rivals as well as market developments that could affect their business by utilising competitive intelligence. This data can be utilised to create better product and marketing plans, enhance customer support, and improve pricing and risk management procedures. Eventually, a major factor in strategic success is the capacity to efficiently gather, assess, and act on competitive intelligence efficiency in the banking industry. Banks may boost their financial performance, increase customer satisfaction, and maintain a dominant market position by staying one step ahead of the competition. Therefore, businesses need to allocate a larger percentage of their resources to knowledge and innovation. Argue that the ability to anticipate information, convert it into knowledge, shape it into intelligence relevant to the business environment, and then actually employ the knowledge obtained from it gives one a competitive edge. So, in order for organisations to succeed in the global digital economy, they must thoroughly analyse the business environment, particularly the demands and challenges it causes.

The foundation of CI is built on managerial choices regarding how to position a company to maximize the value of the qualities that set it apart from its rivals. The failure of the company itself may result from a failure to coordinate the collection, analysis, and use of competitive information. Competitive intelligence strategies must be used if a company is to compete favourably. Due to a lack of or ineffective competitive intelligence tactics, the majority of commercial banks in banks have found it difficult to compete with other businesses in their sector. So, the goal of this study is to identify the competitive intelligence tactics used by commercial banks and determine how they affect performance. It explains how to conduct business in order to attain the desired results. Competitive intelligence (CI) is a method for assisting with both tactical and strategic choices. Organizations need systems and methods to collect and analyse the large volumes of accurate, timely, and relevant information about customers and markets that are available in order to enable CI. The needs of managers, board members, and consultants eager to play a significant role in the financial markets are addressed in Strategic Management in Banking.

2. LITERATURE REVIEW:

(López-Robles et al. (2019) Information gathering, analysis, and dissemination are important in the age of big data because they help organisations become more competitive and improve their goods and services. It is challenging to build intelligence without an appropriate framework and procedure for intelligence. Additionally, the process will be defective without the open support of and use of intelligence by senior management.

(Chipeta, 2017) Knowledge management (KM) and CI effect an enterprise's success and competitive position as a whole. Getting a CI request, gathering data, processing it, conveying intelligence, and administering the CI process are all parts of the CI process. The gathering and storing of acquired data is not included in this CI process model. . In other words, the existence of management support, culture, and structure that promotes and supports CI activities in businesses has the greatest impact on a successful CI process.

(carr, 2003) Discovered that CI experts describe the CI process as a cycle, as a linear process, using four point models, as a scientific method and as a pyramid. Some scholars outline many phases in the CI process, whilst others identify fewer phases. Some scholars name the same phases differently, thereby adding to the confusion in the field of CI.

(Calof, 2002)The CI process should be established in six phases: planning and focus, data gathering, analysis, communication, process or structure, and organisational awareness and culture. Despite being an enhanced CI process model, it does not include information gathering, storage, or feedback. This model omits feedback and includes influential elements as phases. They recognize the importance to obtain and keep information, though, unlike other researchers.

(Gonagle, 2007)Created a thought-provoking study of the several process models available since the 1980s and arrived at the conclusion that the traditional CI cycle model no longer meets the needs of practitioners or takes into account the dynamic, quickly changing environment in which most of them operate. In other words, the idea of a CI cycle is outdated, and there is less scientific support for the idea that it ever was. However, there is consensus that the CI process is more than simply a company function; it is also an attitude toward organisational learning, information sharing, a management culture that values cooperation, and the motivation of decision-makers to take advantage of obtained data.

(kruger, 2011)Discovered that because they weren't doing scanning operations, executives of developing economies experienced unexpected dynamic environmental shifts. They were seen as the primary cause of the top executives' ignorance of the significance of an organization's supportive organisational structure for the implementation of the CI process.

(Pellissier, 2011)To build a strategic CI monitoring framework, significant infrastructure development in information services and systems is required. This could help businesses not only increase their market share but also enable them to effectively compete against global rivals.

(Carig, 2003) It has also been shown that highly diversified firms have less market power in their respective markets than more focused firms. Banks lack of resources usually results in a compromise situation. Technology intelligence exerts a significant influence on the ability to innovate and is viewed both as a major source of competitive advantage and of new product innovation. It is important to link technology intelligence to competitive intelligence in sustaining competitiveness.

(Wheelen, 2012) The process of obtaining, examining, and sharing knowledge about the competitive environment in which a corporation operates is known as competitive intelligence (CI). CI is essential for a company's strategic decision-making process and can offer perceptions into new trends, competition behaviour, and market changes. Strategic planning, risk management, and innovation can all be significantly influenced by CI in the banking industry. Banks need to stay one step ahead of their rivals to maintain their market position in the face of escalating competition and regulatory challenges in the banking business.

(Li, 2020) Examined how CI affected the innovation capabilities of Chinese banks. The study discovered that CI helps banks find new market opportunities and enhance their goods and services, which has a favourable impact on banks' innovation performance.

2.1 RESEARCH GAP:

In light of this, the study contributes to the discussion by making an effort to obtain the genuine image of the available is a promising study topic with open questions. Competitive intelligence processes might affect strategic performance, despite studies looking at the function of competitive intelligence in the banking industry. Lack of knowledge on how certain competitive intelligence efforts affect strategic performance in the banking industry is one area where there may be a research gap. Examine how obtaining customer intelligence, market research, and competitor intelligence affect a bank's strategic decision-making process and subsequent performance outcomes.

The absence of research comparing the impact of various competitive intelligence strategies on strategic performance in the banking industry. The effectiveness of using internal versus external resources for competitive intelligence, or the use of technologically enabled competitive intelligence versus conventional methods, could be compared.

3. RESEARCH METHODOLOGY:

The analysis of the study is divided into three parts- Part -A CI process and its impact on strategic performance of banks. Part- B CI procedures has an effect on their capacity to make money. Part -C Indian banks' profitability is influence by their use of competitive intelligence methods. Secondary data is gathered from a variety of research publications, including journals that were printed and online as well as periodicals, textbooks, newspapers, and government reports.

3.1Objectives OF THE STUDY

The study's particular goals were to:

- To study the banks' scheme differentiation and their impact on profitability.
- To examine whether banks' use competitive intelligence procedures has an effect on their capacity to make money.
- To determine whether Indian banks' profitability is influence by their use of competitive intelligence methods.

3.2 RESEARCH DESIGN:

This study is descriptive in nature since it uses only secondary sources to get its data and focuses on fact-finding analysis with appropriate interpretation.

3.3 LIMITATION:

- Only secondary data was used for the research.
- Focused only on one banking sector.
- There are different strategic performance factors which can be covered.
- This study evaluated the only non-financial performance of banks, future researchers can study the role of CI process for financial performance.

3.4 SCOPE OF STUDY:

The study aims to target several banking sectors by concentrating on various metrics that help with competitive intelligences and strategic performance. The analysis is based on those connected to the company. The focus of the study is restricted to those Guardian Bank workers in Bangalore. This will make it possible to reveal the difficulties the company encounters in terms of competitive intelligences through a complete knowledge of the components that affect the study. The company Guardian Bank, which is based in Bangalore, is the sole subject of the study. The study tries to discuss a number of elements that affect competitive intelligences.

4. ANALYSIS:

4.1 PART-A

OBJECTIVE 1: CI PROCESS AND ITS IMPACT ON STRATEEGIC PERFOMANCE OF BANKS

The CI process is a tool and a mechanism for generating information and achieving superior long-term strategic performance that results in long-term competitive advantage. By using strategies and policies to integrate the available resources and capabilities in a way that turns them into competences that are hard to imitate, banks can create long-term competitive advantage. A software application is constantly stable and prepared for deployment thanks to the Continuous Integration (CI) process, which is a software development method that entails routinely integrating and testing code changes. Banks' strategic performance may be significantly impacted by the CI process since it can increase the efficiency, dependability, and quality of their software systems. The following are some ways that CI can affect how well banks function strategically:

- **Faster time-to-market:** By assisting banks with the quicker deployment of new software features and products, CI can help them gain a competitive edge in the market. CI can speed up the delivery of new software updates by automating the testing and deployment process.
- A higher level of quality is achieved by using automated testing and code reviews, which can assist banks in finding and fixing problems and errors early in the development cycle. Better software may arise from this, which may increase client happiness while lowering the chance of security breaches and other problems.
- **Increased agility:** By allowing banks to swiftly iterate and update their software systems, CI can help them be more responsive to changing market conditions and client requests. This can aid banks in staying abreast of developments and adjusting to shifting market patterns.
- **Cost savings:** By automating various testing and deployment procedures, CI may assist banks in lowering operational expenses and increasing operational effectiveness. This may encourage banks to spend more on customer support and innovation.
- **Collaboration improvements:** CI enables more regular communication and the exchange of code changes, which can help banks promote stronger collaboration among their development teams. Better teamwork and a more unified development culture may result from this.
- Ultimately, CI may have a substantial impact on the strategic performance of banks by assisting them in streamlining their software development procedures and providing better goods and services to their clients. Banks may increase their agility, efficiency, and customer focus by implementing CI techniques, which can assist them to remain competitive in a market that is changing quickly.

DIFFERENT TYPES CI PROCESS AND ITS IMPACT ON STRATEEGIC PERFOMANCE OF BANKS:

Banks can use a variety of Continuous Integration (CI) strategies to enhance their strategic performance. Following are some of the most typical CI process types and how they affect banks:

- **Automation of the code** integration, build, and test processes is a key component of the fundamental CI process. This can speed up the deployment of new software for banks and enhance team cooperation while allowing for the early detection of mistakes in the development cycle.
- **Continuous Delivery (CD)** is a development of the fundamental CI process that incorporates automated deployment to production. As a result, banks may be able to roll out new features and products more quickly, lower the possibility of human mistake, and enhance the quality of their software.
- **Continuous Deployment** is an advanced variant of CD that entails the automated deployment of code updates to production without human intervention. Although it necessitates a high level of automation and testing to guarantee quality and security, this can assist banks in achieving even higher speed and efficiency in their software development process.
- **Continuous Testing (CT):** During the course of the development process, code updates are tested using automated testing methods. By doing so, banks can enhance the quality of their software, find and resolve bugs early in the development cycle, and cut down on the time and expense of manual testing.
- **Continuous Monitoring (CM**) uses automatic monitoring techniques to keep tabs on the functionality and security of production systems. As a result, banks may be better able to identify and address problems as they arise, increase the dependability of their systems, and lower their vulnerability to security breaches and other problems.
- **Understanding the Competitive Landscape:** Banks must comprehend the competitive landscape in order to determine their comparative advantages and disadvantages with respect to their rivals. Banks can identify areas for improvement and ways to set themselves apart from their rivals by researching their competition.
- **Understanding consumer preferences** and anticipating their needs is important for banks. Banks can spot chances for new products and services by researching their rivals and learning what they are doing to satisfy customer demands and expectations.
- **Increasing Strategic Decision Making:** Competitive intelligence offers banks insightful information that can support strategic decision-making. Banks can assess the risks involved with various strategies,

discover potential threats and opportunities, and decide how to deploy resources by researching their rivals.

- **Managing Risk:** Competitive intelligence enables banks to recognise prospective risks, such as adjustments to laws, the state of the economy, or technological advancements, and to take proactive steps to reduce those risks.
- **Enhancing Operational Efficiency:** Banks can find best practises and gain insight from the triumphs and mistakes of their rivals by researching their competition. This can lower expenses and increase operational efficiency for banks.

In general, the kind of CI process that banks decide to implement will rely on their unique requirements and objectives. Nonetheless, CI processes of all kinds can have a substantial impact on banks' strategic success because they can make them more adaptable, efficient, and customer-focused. The ability of a bank to accomplish its strategy aims and objectives is referred to as strategic performance in banking. Because it enables banks to recognise opportunities and dangers, make wise decisions, and allocate resources efficiently, competitive intelligence is a crucial component of strategic performance. Banks can enhance their performance and accomplish their objectives by using competitive information to guide their strategic decisions.

THREATS OF COMPETITIVE INTELLIGENCES PROCESS AND STRATEGIC PERFORMANCE IN BANKS:

Although strategic performance and competitive intelligence are crucial for success in the banking sector, there are also possible risks attached to these procedures. Here are some of the primary dangers to take into account. Privacy Issues: Doing competitive intelligence research may entail gathering and examining private information about clients, consumers, and other stakeholders. Banks must take care to safeguard this information and adhere to all applicable laws and rules governing data privacy and security. Legal Risks: While obtaining competitive intelligence, such as through espionage or bribery, banks must be careful to avoid unlawful or immoral activity. A bank's performance may suffer if laws or ethical standards are broken because of the legal and reputational dangers involved.

Banks must take care to avoid being overloaded by the amount of information produced by competitive intelligence processes. With so much information available, it can be challenging to go through it all and make sense of it, which can cause confusion and analysis paralysis.

Misinterpretation of Data: Interpreting complicated data sets can be a part of competitive intelligence, thus banks must be careful not to come to the wrong conclusions or base their assumptions on faulty or insufficient data.

Over-Reliance on Competition Intelligence: Banks must be careful to avoid becoming overly dependent on competitive intelligence, despite the fact that it can offer insightful information. Companies must strike a balance between their internal knowledge and experience and the competitive intelligence-derived insights. In order to make sure that their competitive intelligence and strategic performance procedures are successful and long-lasting, banks need to be aware of these potential dangers and take action to neutralise them.

4.2 PART-B

OBJECTIVE 2: To examine whether banks' use competitive intelligence procedures has an effect on their capacity to make money.

Competitive intelligence techniques can undoubtedly affect a company's ability to turn a profit. Competitive intelligence is the process of gathering and analysing data on rival companies, market trends, and other elements that may have an impact on a company's daily operations. A corporation can better understand its competitors, their strengths and weaknesses, and the entire market landscape by putting in place efficient competitive intelligence procedures. Strategic decisions about product development, pricing, marketing, and other aspects of the business can be made using this information. For instance, a business with effective competitive intelligence systems may be able to spot a market opportunity that their rivals are ignoring and create a brand-new good or service to meet it. Alternately, they might be able to spot a flaw in a rival's good or service and exploit that knowledge to their advantage. On the other side, businesses that don't invest in competitive intelligence systems could pass up on important information that could have aided their decision-making. Missed opportunities, inefficiencies, and eventually poorer sales and profitability could result from this. Overall, efficient competitive intelligence techniques can play a significant role in a company's capacity to succeed and generate revenue in a cutthroat market.

The ability of a corporation to generate profits can be significantly impacted by effective competitive intelligence methods in a number of ways. Some of the main significance are as follows:

Improved comprehension of market dynamics: Competitive intelligence techniques can assist businesses in improving their comprehension of the market dynamics in which they compete. This includes being aware of market trends, rival strategies, and client demands and preferences. Companies can produce products, set prices, and develop marketing plans that are more likely to appeal to their target clients if they have a better grasp of the market.

Better competitive positioning: Businesses can position themselves more effectively in the market by collecting and analysing intelligence about their rivals. They have the ability to spot market openings that rivals haven't yet taken advantage of and create fresh goods or services to plug such openings. They might also recognise their own shortcomings and try to strengthen them, or they can create plans to undermine the advantages of their rivals.

Improved effectiveness and efficiency: Techniques for competitive intelligence can assist businesses in identifying inefficiencies or waste in their operations and developing plans to reduce those elements. Organizational optimisation enables businesses to lower expenses and increase profitability.

Improved risk management: Techniques for competitive intelligence can assist businesses in identifying and reducing risks. For instance, they can keep tabs on changes in the regulatory environment, spot potential risks to their intellectual property, or keep track of the suppliers' financial situation. Companies that are aware of potential hazards can take proactive measures to reduce them before they develop into major problems.

Ultimately, the ability of a corporation to produce money can be significantly impacted by competitive intelligence practises. Companies can improve their performance by collecting and examining market and competitive intelligence make better judgements, strengthen their position in the marketplace, and streamline business processes for increased productivity and profit.

Objective 2: To examine whether banks' use competitive intelligence procedures has an effect on their capacity to make money.

- **H0: There is no significant impact between competitive intelligence processes and banks profitability.**
- **H1: There is significant impact between competitive intelligence processes and banks profitability.**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743[a]	0.552	0.548	0.48899

a. Predictors: (Constant), Indian Banks

b Dependent Variable: Bank Scheme

Analysis:

From the above model summary the coefficient of determination is estimated by changes in the dependent variable explained by the independent variable to an extended of R Square 0.552.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.260	1	38.260	160.007	<.001[b]
	Regression	31.085	130	0.239		
	Total	69.345	131			

a. Dependent Variable: Bank Scheme
b. Predictors: (Constant), Indian Banks

Analysis

a. From the above table Sig P value from the table <0.001, that is significant P value is than 0.05.

b. Therefore, reject the Null hypothesis and accept the alternative hypothesis.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.195	0.238		5.029	<.001
	Indian Banks	0.710	0.056	0.743	12.649	<.001

a. Dependent Variable: Bank Scheme

b. Independent Variable: Indian Banks

Analysis

The table shows Regression slope is calculated using formula. Linear regression shows the linear relationship between two variables. The equation of linear regression is similar to that of the slop formula.

Formula

Y= a +bX

Where,

a= 1.195

b= 0.710

Y= is the dependent variable and it is plotted along the y-axis Employee performance.

X= is the independent variable and it is plotted along the x-axis Cross Training.

Y= 1.195+ 0.710X

Therefore, the regression of slope of employee retention is =.0.743.

4.3 PART-C

OBJECTIVE 3: INDIAN BANKS PROFITABILITY IS INFLUENCE BY TTHEIR USE OF COMPETITVE INTELLIGENCES METHODS

The profitability of Indian banks may be affected by the application of competitive intelligence techniques. In a highly competitive market, banks must contend with issues such shifting consumer demands, evolving regulations, and escalating competition. Indian banks can better comprehend market dynamics and keep one step ahead of their rivals by utilising competitive intelligence techniques effectively. The following are some ways that competitive intelligence techniques may affect the financial success of Indian banks:

Improved comprehension of client needs and preferences: Competitive intelligence techniques can help Indian banks learn more about the needs, preferences, and behaviour of their customers. With the use of this data, businesses may create goods and services that are specifically catered to their demands. This increases client satisfaction and loyalty, which can eventually boost profitability.

Better risk management: Competitive intelligence techniques can aid Indian banks in better monitoring and controlling risks. Monitoring changes in the regulatory environment, spotting threats to their assets and reputation, and spotting potential fraud or other threats that could hurt profitability are all part of this.

Competitive positioning: By spotting possible market gaps or areas where rivals are weak, competitive intelligence tools can help Indian banks keep one step ahead of their rivals. With this knowledge, banks can create new goods and services that are more competitive and distinctive, increasing their profitability.

Cost reduction: Competitive intelligence techniques can assist Indian banks in finding inefficient or wasteful areas in their business processes. Banks can increase their profitability by streamlining their processes and cutting expenses.

Overall, the profitability of Indian banks may benefit from the proper application of competitive intelligence techniques. Banks can make better decisions, lower risk, and remain competitive by obtaining and evaluating data on the market, rivals, and customers.

The process of obtaining and examining data on rival businesses, clients, and the market at large in order to make wise strategic decisions is known as competitive intelligence (CI). For the banking industry to remain competitive and meet strategic performance objectives, CI is essential.

Among the crucial components of the CI process for banks are:

Competitor identification and monitoring: Banks must be informed of the goods, services, marketing plans, and clientele of their rivals. You can achieve this by conducting market research, keeping an eye on online activity, and going to trade shows.

Understanding market trends: Banks must keep abreast of shifting consumer behaviour and market trends. Changes in customer preferences, governmental needs, and technological shifts are a few examples of this.

SWOT analysis: In order to make wise strategic decisions, banks should regularly assess their own strengths, weaknesses, opportunities, and threats.

Benchmarking performance: To discover areas for development and establish strategic performance targets, banks can contrast their own performance with that of their rivals.

Some critical metrics that are frequently utilised while discussing strategic performance in the banking industry include:

Customer satisfaction: In order to keep current clients and draw in new ones, banks must deliver top-notch customer service and cater to their demands. Profitability: Banks must turn a profit in order to be solvent and finance expansion projects. Efficiency: In order to reduce expenses and increase profits, banks must operate with efficiency. Banks must be innovative if they want to be competitive and offer new goods and services that can adapt to changing client demands.

Ultimately, the CI process is crucial for banks to meet their strategic performance targets and keep their competitive edge.

FINDINGS:

The findings indicate show that the vast majority of commercial banks have adopted competitive intelligence methods and possess a working CI framework. Utilizing contemporary technology, total quality management for efficiency and effectiveness, competitor analysis, updated document management systems, promoting efficiency and effectiveness in operations, and developing cost-cutting and profit-maximizing strategies are a few examples of these practises. The CI techniques contribute to cost savings, time savings, revenue growth, on-time service delivery, and high-quality output. Despite the difficulties encountered during deployment, the CI function is used to track the internal and external corporate environment, analyse rivalry, spot economic trends, pinpoint political and regulatory concerns, and evaluate new technological advancements. The role is crucial to planning and decision-making inside the company.

CONCLUSION:

This study makes an effort to pinpoint the strategic advantages of implementing the CI process within an organisation. Due to this, we concentrated on the Pakistani banking industry and gathered information for a number of questions that served as the building blocks for the indices. After gathering data through a survey, indices for evaluating strategic performance, planning and focus, information gathering, analysis, culture awareness, communication, and process structure were created using the exploratory factor analysis method. This study makes an effort to pinpoint the strategic advantages of implementing the CI process within an organisation. Due to this, we concentrated on the banking industry and gathered information for a number of questions that served as the building blocks for the indices. After gathering data through a survey, indices for evaluating strategic performance, planning and focus, information gathering, analysis, culture awareness, communication, and process structure were created using the exploratory factor analysis method. There is a strong and significant correlation between the use of competitive intelligence practises and organisational performance, particularly among commercial banks, according to the regression analysis that involved the independent variable, competitive intelligence practises, and the dependant variable, company performance.

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