

Competitive Intelligence Contribution to Gathering Knowledge of Nation

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Abstract

In view of the fact that competitiveness of nations postulates the ability of nation to assure the best conditions to develop businesses and to enhance nation well being, it means that it is need to gather effort of nation to obtain good results, as well as to gather nation knowledge to elaborate goals and objectives of nation's competitiveness development. This paper brings to attention some aspects regarding how to organize a national body to summaries nation's knowledge necessary to formulate targets to enhance nation competitiveness. A part of this knowledge should be the contribution of competitive intelligence systems organized at national level at the government public institution sustaining decision makers with actionable intelligence about foreign environment and competitors. In this respect, paper offer a general view about who is charged at national level to gather nation knowledge, how is possible to have the best results collecting knowledge and intelligence. Finally, paper propose a methodology to analyses competitive position of nation and information flow in rational decision making to elaborate competitiveness strategy and to implement policies at sector level. Starting with cross transverse analyses in field of nation's competitiveness theory and practice in some countries found that valuing the advantages gained using the knowledge gathered institutionally by nation efforts and implying system and instrument of competitive intelligence means understanding the potential of knowledge as factor of production and as the most important element of a rational decision making.

Index terms— competitiveness, knowledge, competitive intelligence, government, public institution.

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In this respect, paper offer a general view about who is charged at national level to gather nation knowledge, how is possible to have the best results collecting knowledge and intelligence. Finally, paper propose a

2 I. INTRODUCTION

41 methodology to analyses competitive position of nation and information flow in rational decision making to
42 elaborate competitiveness strategy and to implement policies at sector level.

43 Starting with cross transverse analyses in field of nation's competitiveness theory and practice in some countries
44 found that valuing the advantages gained using the knowledge gathered institutionally by nation efforts and
45 implying system and instrument of competitive intelligence means understanding the potential of knowledge as
46 factor of production and as the most important element of a rational decision making.

47 Presenting some nation's model organizing own competitiveness coordination, paper shows that the role of
48 state as initiator is decisive. By actionable intelligence delivered to national competitiveness strategy makers,
49 the role of the government's public institution which has own competitive intelligence system is to facilitate
50 the knowledge creation necessary to finalize the fitted competitiveness strategy. The second role as facilitator
51 of government's public institution consists in implementation of policies drawn from national competitiveness
52 strategy assumed by the government.

53 Knowledge learned by analysis help to understand experience gained by other state's national competitiveness
54 systems functioning, and as well as help to understand the logic of strategy elaboration in this field. Paper has
55 a character of correspondence using knowledge of previous experiences and similar projects. Public information
56 found represents only a kind of guide to design national competitiveness body and competitive intelligence system.

57 2 I. Introduction

58 aper has two parts, the first is a critical analyze of nations practice in organizing national competitive systems
59 and using competitive intelligence. Keeping the logic of best practices, the second part of paper presents general
60 guide designing national competitiveness system for a fictive country. This part of paper has an exploratory
61 character by designing analytical system and pyramid of competitiveness, showing basic conditions and main
62 determinants of enhancing nation sustainable competitiveness.

63 Enhancing competitiveness of nation is a national effort influenced mainly by government. Following idea
64 regarding to modernizing state apparatus using new conceptual elements and new mental models, systems and
65 instruments of management science, as well as benchmarking with other states institution's best practices, paper
66 examines through cross transverse analyze basic elements of nations competitiveness systems. This part of paper
67 use knowledge of previous experience having a character of correspondence.

68 First of all using competitive intelligence system at state level is the role of government and should be part of
69 the state modernization, but in the same time should put in work one of the most important productive force the
70 knowledge. The main concept sustaining theoretical research on conceptual transfer of management systems to
71 public institution is not novelty, it has theoretic base on some well-known remarks. One of this shown by Herbert
72 Simon (1962) sustains that "the public institutions are similar entities like companies, eventually they have higher
73 complexity." Following this logic, the public institutions management should use management systems and tools
74 similar to the business organization. As it is known, public management and the new public management were
75 only some attempts to change the administrative state without solving the main problems of state modernization,
76 neither enhancing procedures efficiency or implementing knowledge management .

77 Paper sustains that implementation of competitive intelligence system at government entities should be an
78 important step to the state modernization. The actionable intelligence produced by the competitive intelligence
79 system at state level sustains nation competitiveness based on contribution to the nation gathered knowledge.

80 At organizational level, similar to the business organizations, competitive intelligence system at government's
81 public institution collects information and performs analyses, delivering actionable intelligence to strategic
82 managers. In capacity given by government, the public institution should deliver actionable intelligence to
83 government and decision makers on national competitiveness strategy by using own competitive intelligence
84 system. However, by paper opinion, using competitive intelligence system at government's public institutions is
85 an important change in modernization of government practice, but it is not enough to enhance competitiveness
86 of nation. Paper in this context, agree arguments of ??ou (2006) that support theoretically increasing national
87 performance for competitive objectives by creating "public-private" partnerships between institutions, meaning
88 by that the joint organizational framework between state representatives, academia and industry leadership
89 which results "hybrid organization" (Fig. 1). Organizations established as "hybrid" meat the best domain at
90 the intersection of policies, research, and business, drawing on the expertise of these areas. According to ??ou
91 (2006), government contribution is decisive to develop competitiveness body at national level to gather knowledge
92 by national effort and to formulate goals and objectives of increasing competitiveness. The contribution of
93 government should be the initiative founding competitiveness body, financing activities and research, as well as,
94 implying government's competitive intelligence systems. These activities fall within the government's function
95 as facilitator ensuring the best performance conditions to all entities, as well as national related systems.

96 This activities of government's public institution as facilitator contains two directions of movement of financial
97 funds. On the one hand, financing research and growing individual competence turn into knowledge, facilitating
98 innovation. On the other hand, integrating industrial innovation transforms knowledge into financial values.
99 Summarizing, the mechanism described above facilitates the creation of clusters by creating knowledge and their
100 integration into the economy, which inside of an economic sector is a pole of competitiveness. In this logic,
101 organizing nation competitiveness system by national efforts at the intersection of shown three domain and

102 using competitive intelligence system of government's public institution, as well as financing some activities by
103 government seems to be a kind of national pole of competitiveness.

104 At the intersection of the three fields should find together the necessary knowledge to formulate national goals
105 and objectives of competitiveness. The most effective national model uses for this purpose "hybrid organization"
106 what is a legal entity of a non-profit organization. There are states using government agency charged to
107 gather national representatives from academy and industrial business management in workshops. Whatever
108 the legal entity has been to use nation's knowledge gathering, the role of this platform is the summation of
109 knowledge at national level, including competitive intelligence and based on to formulate goals and objectives for
110 competitiveness of nation. Government should contribute to enhance knowledge of the platform with competitive
111 intelligence collected in foreign countries by public institution's competitive intelligence systems. Final product
112 of national hybrid organization's activities should be the proposal for national strategy for competitiveness.
113 Strategy assumed by government turns to implementation by policies for economic sectors when the government
114 public institution has the role of managing policies of sector of its portfolio.

115 3 II. Models of National Competitiveness Organizations and 116 Competitive Intelligence Practice

117 Accessible information gathered regarding references to national competitiveness organizations and competitive
118 intelligence systems at state level show different systems in use depending on the type of the state structure. In
119 France, references to national competitiveness bodies and competitive intelligence system at state level reflect
120 the centralized state structure, the "omnipresence government" (Smith and Koussou, 2008). In smaller and more
121 flexible states, such as the case of Ireland, the notion of "nation competitive system" relates to the existence of a
122 national competitiveness council, consisting by mixed structures where is taking part national agencies, the private
123 sector, non-government organizations (NGO) and members of the academy. Specific local historian remarks the
124 development of national systems of competitiveness, developed especially after 1980, marked by development of
125 the concept of competitive advantage of nations in theory published by Porter (1980). One important aspect of
126 the competitive advantage growth is related to the question how should the management use knowledge captured
127 inside of value chain to enhance own company competitiveness. The knowledge collected, analyzed, and delivered,
128 as actionable intelligence to decision makers about foreign competitors, it is known as competitive intelligence.
129 The reforming term overshadows business intelligence express, used first by Luhn (1958) that understands on
130 intelligence the ability of interaction of factors. The intelligence definition of Simon (1976) is more appropriate to
131 competitive intelligence role, sustaining "that intelligence is a stage of exploring the environment in the decision
132 making process". Theories and definitions of intelligence given global understanding and interpretation have
133 different applications in countries, but all including concerns of the competitive advantages due to contribution
134 of competitive intelligence systems.

135 Thus, in France there were surveillance systems to global technology development (Technology Watch). The
136 "intelligence" captured contain a powerful technique used to anticipate the evolution of inventions and their
137 spread in mass production. These issues revealed the interest to collect information about the advantages
138 hold by competitors in mass production. Main targets have related to the emergence of unique and innovative
139 technologies for the development of high-tech industries. The routine use of the concept and related activities
140 neglected appearance of the English term of competitive intelligence and its contents. Evolution of activities in
141 the French system gave a new dimension to the term renaming it as "economic intelligence". Content of term
142 covers some other economic sectors not only technical ones, wearing a very practical message through actionable
143 intelligence for research and technological development. Correa (2012) sustains that the system of economic
144 intelligence is equivalent to that competitive intelligence used in English, without differentiating their content
145 to the widely accepted today: understanding phenomenon watched, to anticipate of its development and to
146 design own actions. These related issues are nothing else that shown by Simon (1976) in 1947 about "cognitive
147 processes of making rational human choices". In this respect, intelligence gathered at national level from foreign
148 environment sustains choices formulating national strategy of competitiveness.

149 Paper remarks on the practice of several states that national competitiveness bodies and competitive
150 intelligence system use different type of organizational entities but having common targets, as delivering
151 intelligence to decision makers. In this regard, firstly is important gathering national knowledge, implicitly
152 by the competitive intelligence system and delivering the actionable intelligence from foreign countries. Some
153 nations prefer to have permanent competitiveness body at the proper intersection of policies, science, and
154 industry formulating competitiveness strategy, other use government institution for this purpose and gather
155 national knowledge by annual conference. Both activities should contribute to the state modernization by
156 using public-private partnership and some management instruments as well as, syntheses, comparative analyses,
157 benchmarking, competitive intelligence instruments and other. This partnership may be beneficial for both
158 parties, but from the point of view of paper, it continues traditional transfer of thinking and doing of the
159 business activities.

160 As it is well known, strategic thinking and instruments used at nation level has origin in business strategic
161 management. Correa (2012) shows that biggest companies nationally and globally without being aware of the
162 term and content of competitive intelligence, gain experience in practice and earn competitive advantages using

3 II. MODELS OF NATIONAL COMPETITIVENESS ORGANIZATIONS AND COMPETITIVE INTELLIGENCE PRACTICE

163 that. Private sector practice alongside theoretical research for own purpose of competitiveness and competitive
164 intelligence surpassed the utilization of national structures of competitiveness, being this of state (France) or
165 mixed (Ireland), or the type of non profit organization (USA, Japan, Germany). In this sense, national systems
166 of competitive intelligence have developed practical models used in companies. Competitive intelligence delivered
167 as actionable intelligence to national competitiveness body contributes gathering knowledge by national efforts
168 including company's expertise and scientific proposal. In this sense, paper emphasizes that conceptual transfer of
169 management from business organizations to government institutions started without theoretical support of state
170 modernization. Working together as public entities and private ones means transfer implicitly of explicit and
171 tacit knowledge, as we use to say, working together is the base of co-evolution. That is the main reason of the
172 public-private partnership being a way of the state modernization.

173 Happening consciously or not, the importance of the emergence of national organizations for coordination
174 and integration of nation knowledge and competitive intelligence is a qualitatively superior stage against discrete
175 national programs carried out before. In this respect, the most eloquent conclusion on government activities
176 enhancing competitiveness in France, between 1990 and 2002, shows that the poor national competitiveness
177 performance is due to the insufficiency of SMEs support for economic growth and lack of knowledge coordination
178 at national level (Martre, H. 1994). This report, edited by Office of Planning as a Department under the
179 Prime Minister's Office, shows that there were no initiatives to capitalize knowledge of managers of large firms,
180 the educational system did not integrated management system of economic intelligence, there were neglected
181 global policies, knowledge capitalization by cluster have been neglected too and there were insufficient funding
182 of competitive intelligence.

183 Remedy the situation led the French government and the French Presidency to establish the National Agency
184 for Competitive Intelligence as Department in direct coordination of the Office of the Prime Minister. An
185 important feature of a centralized state in the formation of national competitive intelligence is using the network
186 representation of power in the territory and abroad, as well as the network representation of chamber of commerce.
187 In France, the development of economic intelligence has been facilitate by the existence in economic field of
188 branch network of chambers of commerce in counties and the presence of county prefecture as government
189 representative. In this mode, there were establishing territorial committees for competitiveness. The internal
190 network of chamber of commerce (153) have developed tools for monitoring regional development by providing
191 information to the government, and in the same way external representations (112) provide foreign information
192 about competitors. Territorial network structure "mobilize collective forces along with the necessary reform of
193 the state apparatus and combine knowledge management with competitive intelligence" (Correa, 2012). The
194 state structure facilitated the emergence in a conjugate mod of the foundation of national system of competitive
195 intelligence. The system created delivers necessary intelligence elaborating the national competitiveness strategy
196 and makes proposal for national targets upon comparative analyses of "competitors" as related to Great Britain,
197 United States, Sweden, Germany, and Japan. In the same way, after understanding the phenomenon, system was
198 able to "anticipate (the foreign) and influence the competitive environment" (Bourvis and Romani, 2000). As
199 an important remarks formulating competitiveness strategy in France, is the fact that government's specialized
200 agencies gather actionable intelligence and elaborate national competitiveness strategy. The final document has
201 a public consultation and a debate at a Grand Conference Sociale, initiated by government and where are taking
202 part trade unions, representatives of employers and managers.

203 The paradigm of French competitive intelligence system and elaboration of national competitive strategy has
204 the specific of the grandiose centralized state apparatus and manifests itself in a suitable relational framework of
205 high world powers.

206 Unlike the French system of national strategy of competitiveness formation, that of Ireland, developed
207 by the Competitiveness Council includes government and private structures, characterized by ambitions of a
208 relatively new state (independent since 1922), with modest resources and relating itself targets primarily to
209 regional proximity, and the secondary to the US. In a coherent strategic thinking, Council Report from national
210 progress relates targets and mobilizes internal latent potential for achieving them. A figure called pyramid of
211 competitiveness shows logical scheme for activities taken for develop Competitiveness strategy and conditions to
212 achieve targets. This pyramid chart is based on the basic conditions of developing competitiveness, as physical
213 infrastructure, knowledge infrastructure and business environment, which can be influenced by regulations
214 implemented by governmental actors. The next level includes the main determinants of enhancing competitiveness
215 by business performance, productivity, prices and costs, respectively supplying work showing where the policies
216 can operate.

217 National competitiveness bodies (agencies or non-profit organizations) use the actionable intelligence delivered
218 by competitive intelligence systems organized at state level. Generally in Europe, national systems of competitive
219 intelligence appeared in the first phase in reply to American intelligence agencies in many areas of interest since
220 of the middle of the twentieth century. Large companies have developed their own intelligence structures tracking
221 technological developments (Technology Watch) and competitive intelligence systems to provide actionable
222 intelligence to strategic decision makers. The economic growth model facilitated by technology has involved
223 intelligence agencies in the US. Focusing on collecting the most important inventions in the world and attracting
224 scientists, the accumulation of knowledge in these forms in organized frameworks at university research centers
225 has supported by external information collected through competitive intelligence system. In this process, two

226 features stand out: the first is taking best practices of large firms and secondly US awareness of the importance
227 of using national competitive intelligence system in order to increase international competitiveness.

228 European institutional reply to this targeted gathering knowledge potential to enhance economic growth and
229 development is the Lisbon Agenda, issued in 2000. Today the most important competitiveness targets are shown
230 at Strategy 2020. The European Commission coordinates the main competitiveness topics of Member States.

231 European states competitive intelligence systems at national level have no histories published, are less subject
232 for public. We know only some aspects as trends and statements or adjacent functional aspects of use of
233 competitive intelligence in government institutional environment. In this context, the German Institute for
234 competitive intelligence supports in the field of competitive intelligence systems tailor-made design for business
235 organizations and public institutions and training for increase individual competences without to be involved in
236 enhancing the national system of competitive intelligence.

237 The importance of using national efforts to increase competitiveness by gathering knowledge at national level
238 and implying competitive intelligence system is evident in the emerging economies evolution too. We know
239 about particularly during economic ascendancy in South Korea from 1962 to 2000, with annual average growth
240 rate of 8%, while it became from an agrarian country into an industrial one. The facilitator of results was the
241 government, according to analysts, by sustaining the development of incremental innovation instead creative
242 imitation, supporting technological developments at the state level alongside enhancing individual competencies.

243 China and Brazil have introduced competitive intelligence systems to government institutions ??(Dou, H. 2006).
244 The literature notes the concern of emerging

245 4 a) Summing knowledge

246 Cross transverse analyses of all public information known until this time has shown that the government is
247 the main actor to initiate national competitiveness strategy. Regardless of composition, public or private, the
248 competitiveness body sums national knowledge, efforts, and expertise of government's institutions, managers
249 of business organizations, and scientific representatives of academy. In this way, knowledge creation in field of
250 national strategies of competitiveness should contain the best national goals and objectives. Best practices show
251 that the state has supported the foundation of national structures of competitive intelligence, participating in
252 their financing and providing state structures that have the expertise and capabilities to collect knowledge by
253 internal and external network. The role of facilitator of national competitiveness is granted to government's
254 agencies and departments, which have own foreign network and in this respect should collect the competitive
255 intelligence abroad.

256 5 III. Logic of Actions to Elaborate National Competitiveness 257 Strategy

258 Following theory of strategic management, all of actions taken in field of elaboration of national competitiveness
259 strategy have to start with analyses of competitive position of nation. This should happen, consulting nation's
260 competitiveness evaluators. Data captured in this way may show some relevant and objectively evaluated position
261 of nation competitive position in top of states. Analyses reflect vulnerabilities and strengths of competitiveness
262 of national level. The negative extremes have to be remedy in short time to start to enhance gradually nation
263 competitiveness.

264 Next step in elaborating national strategy of competitiveness follows functionality of strategic mechanism
265 through decision on objectives and targets, followed by assumption of development direction by Government,
266 based on there should elaborate and implement policies. These are eloquent exercise of state governance through
267 partnership in formulating policies on bottom-up axis. In logic shown, the government's public institution has
268 a double role, as the facilitator in supporting and developing the essential conditions for sustainable growth
269 of competitiveness, and twice facilitator implementing policies in economic sector of portfolio derived from the
270 national competitiveness strategy.

271 In parallel of actions showed, collecting knowledge together with private actors is the main vehicle to transfer
272 expertise from this organizations working together, knowledge as well, and models of thinking toward strategy
273 formulation and procedural efficiency. Working together facilitates important steps toward modernizing the neo
274 Weberian state.

275 To exemplify those exposed paper shows a fictive analyses of a state competitive position. In this regard,
276 paper has drafted the Competitive position of state „R” in seven perspectives following the lessons learned by
277 other states practice. Competitive position of „R” state published by global institutions shows position occupied
278 in nations top by criterion established. The Figure ?? contains graphics in clockwise order as follows: Figure
279 ?? shows that „R” state performance falls in 6 criterion inside of the first 60 countries in the World. The best
280 position is held on showing conceptual opening strategy for attracting foreign investments ranking it at 4 position
281 in the World. Weakest position hold is 69, corruption index. In order to increase the perception of R state on
282 functional institutions, first need to act is to reduce corruption. A first step may increase dynamic discovery and
283 trial of corruption cases, establishing by law to resolve these cases with maximum urgency.

284 By paper opinion, improving the competitive position of „R” state requires setting goals every criterion of
285 competitiveness. First of all R state has to increase aggregate competitiveness treating two related topics,

5 III. LOGIC OF ACTIONS TO ELABORATE NATIONAL COMPETITIVENESS STRATEGY

286 namely, increasing the reputation of institutions, which were presented for designing and monitoring of systems
287 proposed strategy to increase competitiveness, respectively, increasing human development index by knowledge
288 management in business organizations and public institutions. The implementation of these concepts in
289 organizations and institutions developed for this purpose requires policies and actions. targeted outcomes of
290 basic conditions and main determinants that will shape prerequisites for increasing the competitiveness (Figure
291 3). Bottom-up logic of actions means to grant priority for the base of pyramid to enhance business environment,
292 to develop physical infrastructure and knowledge infrastructure. On the next flat, according to theory, policies
293 need to increase briefly business performance, productivity, to balance system of price and cost, and to assure
294 labor supply (work force and work places).

295 Figure ??hows how the national competitive intelligence contributes to gathered knowledge.

296 Government public institutions could deliver actionable intelligence to the government and so contribute to
297 gather nation knowledge inside of national Competitive Council. Proposal made by the Competiveness Council
298 for goals of nation competitiveness strategy are contained in national competitiveness strategy, which determines
299 main objectives to enhance business infrastructure, physical infrastructure and knowledge infrastructure, and
300 in the same time policies guidance in economic sectors. The first conclusion regarding organizing competitive
301 intelligence system at national level by government in different states shows that actionable intelligence delivered
302 about foreign economic environment and competitors to decision makers meets a national body (competitiveness
303 council) used to formulate competitiveness strategy. This body should be a permanent council or a conference
304 what gathers government's institutions, academy, and business. In this way, contribution of competitive
305 intelligence system of government to the nation's knowledge has direct contribution.

306 Some information obtained from the public space show diversity of functional models developed at national level
307 for gathering knowledge, according to national traditions and model of state system (centralized or decentralized).
308 States support a central body of national competitiveness which activity contains evaluation and monitoring of
309 progress of competitiveness, using facilitators from the government structure (agencies or departments) and
310 indices of competitiveness of evaluation systems developed by global institutions.

311 The most important task in the process gathering national knowledge has the government: has to organize
312 national consultation or national council to analyzes, monitors and proposes the direction of national strategy
313 and policies for competitiveness. The government's public institutions having the role of facilitator of progress are
314 dealing with complex activities using own competitive intelligence system and providing competitive intelligence
315 to government, as well as to the competitiveness body. The assumed strategy of national competitiveness by the
316 government follows actions at government's public institution by policies implementation in economic sector of
317 portfolio. In this circle government initiate and sustain the activities gathering national knowledge to formulate
318 goals and objectives of national competitiveness, and after assuming the strategy of competitiveness government
319 as executive power in the state apply sector policies through government's public institutions.

320 Maintaining the above presented logic, based on nation's experience and good results enhancing competitive-
321 ness testify the best way in similar future practices.

322 Secondly, using management instruments from private companies by conceptual transfer and implementing
323 them at government's public institution, as well as forming partnership with private organizations inside of
324 national council for competitiveness are important steps for state structure modernization and steps to approach
325 to participative democracy. Paper considers the most important gain in this direction is transfer of way
326 of thinking from private companies following strategic mechanism through analysisdecision on objectives and
327 targets -assumption of development direction and implementing policies in this sense. In the same time,
328 public administration should learn about strategy formulation and procedural efficiency working together with
329 civil organizations. These together are able to enhance institutions functional competitiveness and quality of
330 results, and through them nation competitiveness. From the point of view of political sciences, steps made in
331 direction to involve private actors in goals and policies formulation represent important evolution of future state
332 administration, namely policies without politicians.



Figure 1: Figure 1 :

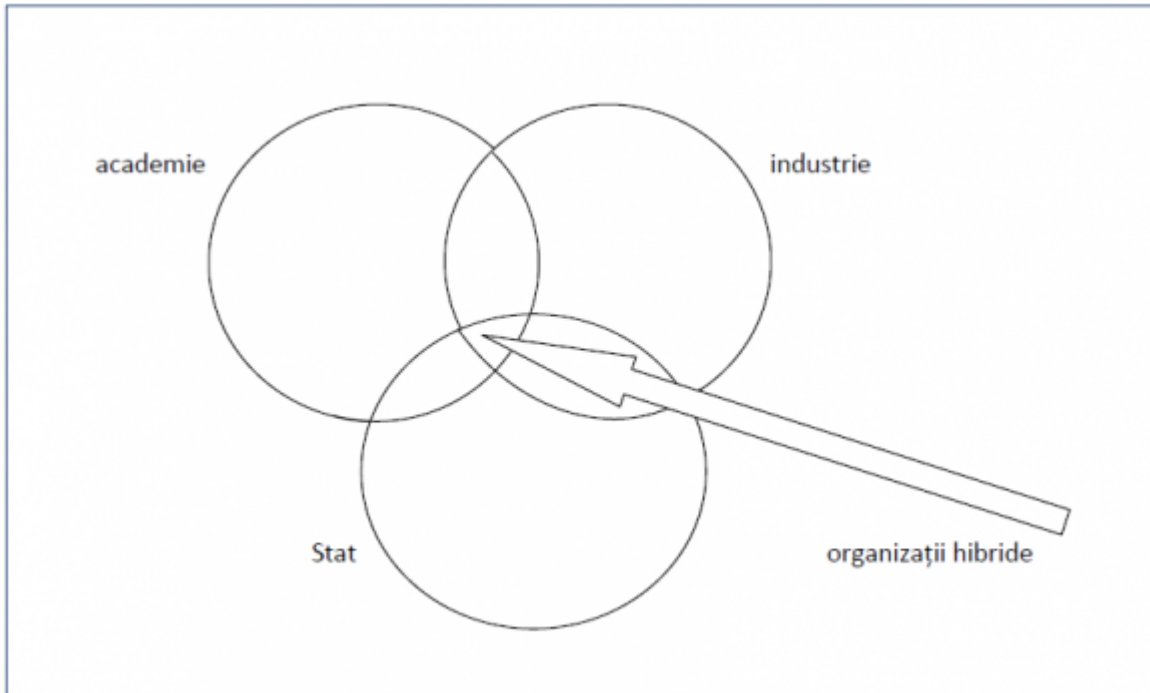


Figure 2:

**5 III. LOGIC OF ACTIONS TO ELABORATE NATIONAL
COMPETITIVENESS STRATEGY**

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