The Faculty of Management
The Department of Knowledge and Information Management
Invites you to attend a seminar

Developing Dynamic Capabilities (DC) through Competitive Intelligence (CI):
Effect on Performance

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Monday, June 3th at 12:00 pm
Jacobs Building, room no. 506

Abstract

Dynamic capabilities (DC) are higher-level competences with special relevance for achievement of competitive advantages and long-term performance in changing and turbulent environments. DCs view has become a leading framework aimed at identifying drivers of long-term firm survival and growth, yet it is still unclear how exactly DCs can be achieved. Teece (2014) indicates integration, building and reconfiguration of internal and external resources in his seminal DC's typology, which includes: (1) *Sensing* the market through *every available information*, to find, *learn &* rate opportunities; (2) *Seizing*, taking those opportunities; (3) *Transforming, reconfiguration and innovation*. *Sensing* focuses on gathering market intelligence and has three market intelligence basic routines: generating, disseminating and responding (Pavlou, 2011).

To research the specific role of the use of information sources as an underlying driver for creating and enhancing DC's, we turn to *Competitive Intelligence (CI)* - an extension of marketing intelligence. CI includes information about customers, suppliers, competitors, products, and regulation - information about the external business ecosystem that could affect firms' decisions. The potential role of CI in building DCs corresponds with the four DCs micro foundation' knowledge processes: knowledge accumulation, integration, utilization and knowledge reconfiguration. Studies so far reveal a *modest interest in external sources as DC's drivers*; this *gap* became significant as Web-based information became more and more dynamic, global, up to date and available. Hence, alongside the likely to play a role in building and improving DCs. This assumption has not yet been examined. We wish to narrow this gap by *examining the link between the extraction of CI and DCs' development.*

To this end, we conducted empirical research comprised of three stages and methods. *(I) Twelve in-depth field interviews* with board members - CEOs and EVPs - from twelve Israeli firms (Q22017). *(II) A survey-based study*, with responses from 139 senior and executive managers, testing a wider set of hypotheses, linking DCs also with performance. *(III) Scenario-Based questionnaire*, with 152 *other* participants, in four independent groups, one per business scenario. The experimental setup is 2x2: WebCI vs HUMINT, Opportunity vs Threat. In my talk, I will present preliminary findings from the studies.

All Are Welcome