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The Role of Competitive Intelligence in Product Strategy: A Study at Alyouneed

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ABSTRACT: Competitive Intelligence (CI) helps companies in highly competitive markets collect and analyse information about competitors, customers, prices and market changes. This study examines the role of CI in Product Strategy at Alyouneed, a company that mainly sells generators and transformers and also does import-export and warehousing. A descriptive, quantitative design was used. Data were collected from 100 respondents through a structured questionnaire using convenience sampling, and analysed using reliability analysis, descriptive statistics and Pearson correlation. The results show a significant, moderate positive relationship between CI and Product Strategy ($r = 0.477$, $p < 0.001$). The study concludes that tracking competitors, conducting market research, listening to customers and making data-based decisions support better product choices. It recommends that Alyouneed build a structured CI system, monitor competitors and the market more closely, manage product information better and use digital tools to support Product Strategy.

I. INTRODUCTION

Competitive Intelligence is the process of gathering, studying and using information about rivals, customers and the market to support sound business decisions. In Product Strategy, it shows how customer needs are changing, what competitors are selling, where new changes are emerging and how prices are moving. This helps a company decide how to build new products, improve existing ones, set the right prices and respond to the market. For any company, being able to turn facts about competitors into real product moves can help it stay ahead.

Companies today need to keep an eye on rivals, customers, prices and product trends, and to understand how the business world is shifting in order to plan well. CI is the way companies gather, study and use this data to find helpful ideas.

This study looks at Alyouneed, which mainly sells generators and transformers and also handles import-export and warehousing. In such a business, knowing what competitors are doing, what customers want and how prices are changing is vital for Product Strategy. The study therefore examines how CI and Product Strategy are related at Alyouneed.

1.1 Major Theories Used

This study is supported by theories that explain how companies can use information about their environment to strengthen strategic decision-making and Product Strategy.

Competitive Intelligence: gathering, studying and using data on competitors, customers, markets, industry trends and the wider business world to spot opportunities and threats, forecast market shifts and make strategic decisions. In Product Strategy, CI helps improve products, create new ones, set the right positioning and meet changing customer needs.

Resource-Based View (RBV): internal resources and skills are key sources of competitive advantage. From this view, the ability to collect, analyse and use market data is an internal strength that supports better strategic decisions and competitiveness.

Strategic Management Perspective: company plans must reflect both the internal and the external business environment. CI supports this by providing data on competitors, market conditions, customer expectations and industry changes, helping match Product Strategy to environmental shifts.

1.2 Research Objectives

Primary objective: to examine how Competitive Intelligence affects Product Strategy at Alyouneed.

Secondary objectives: (i) to understand what CI is and why it matters for businesses; (ii) to examine the factors that affect Product Strategy; (iii) to study how information about competitors and the market helps in product decisions; (iv) to find out how CI helps a company stay strong in the market; and (v) to offer ideas for improving Product Strategy through good CI practices.

1.3 Research Questions

1. How does Competitive Intelligence help build Product Strategy at Alyouneed?
2. What factors shape Product Strategy within the organization?
3. How does competitor and market information aid product-related decision-making?
4. How does Competitive Intelligence improve the competitiveness of the organization?
5. What steps can Alyouneed take to improve its Product Strategy by using CI practices?

1.4 Hypotheses

H₀: There is no relationship between CI and Product Strategy at Alyouneed. **H₁:** There is a significant relationship between CI and Product Strategy at Alyouneed. The hypotheses were tested using Pearson correlation analysis.

1.5 Statement of the Problem

Companies must keep learning what rivals are doing, what customers want and how demand is shifting, but simply having data does not lead to good decisions; information must be collected, analysed and applied. Alyouneed works mainly in the industrial equipment sector and is expanding into import-export and warehousing. It needs data on rival products, price levels, market movements and customer expectations to guide Product Strategy. This study examines whether CI supports Product Strategy and how competitor data, market insight and customer feedback can aid product decisions and improve competitiveness.

II. REVIEW OF LITERATURE

CI is growing in importance as companies face tough rivals, changing customer needs, digital change and fast market shifts. Existing literature links knowing about competitors, customers and the market to better decisions, innovation, product management and business performance.

Qian, Che, Liu, Jiang and Shang (2026) used a machine-learning framework to show that online user behaviour data, such as customer preferences, product usage and comments, can be turned into CI, and that digital customer data is highly valuable for product and marketing plans. Gumus, Jaber, Nikoofal, Bilgic and Nalca (2026) studied CI services in marketplaces and found that CI is more important than ever for understanding competition and making better business choices. Other studies link CI to management, innovation, performance and leadership decisions, showing that information about rivals and the market helps firms find opportunities, anticipate threats and understand customers. However, little has been written on how CI works specifically for Product Strategy inside an industrial equipment company. This study addresses that gap by focusing on Alyouneed, using primary data from 100 respondents.

III. RESEARCH METHODOLOGY

Research design and nature of study. A descriptive, quantitative design was used to present respondents' perceptions without altering the study variables. Primary data were collected through a structured questionnaire, and the responses were converted into numerical form and analysed statistically to understand perceptions of CI and Product Strategy and the relationship between them.

Sampling. Convenience sampling, a non-probability method in which respondents are chosen because they are easy to reach and willing to take part, was used. One hundred respondents of different ages, genders, occupations, experience levels and educational backgrounds took part.

Tools of analysis. Percentage analysis (demographic profile); Cronbach's Alpha (consistency of the CI and Product Strategy items); descriptive statistics (minimum, maximum, mean and standard deviation); and Pearson correlation (direction and strength of the relationship, and hypothesis testing).

IV. DEMOGRAPHIC ANALYSIS

The 100 respondents were classified by age, gender, occupation, work experience and educational qualification (Table 4.1).

Table 4.1 Age-wise Distribution of Respondents

Age Group	Frequency	Percentage (%)
18–25 years	49	49.0
26–35 years	30	30.0
36–45 years	12	12.0
Above 45 years	9	9.0
Total	100	100.0

Interpretation: The largest group is 18–25 years (49%), followed by 26–35 years (30%), 36–45 years (12%) and above 45 years (9%). The sample covers different age categories, with younger respondents forming the largest group.

Table 4.2 Gender-wise Distribution of Respondents

Gender	Frequency	Percentage (%)
Female	54	54.0
Male	46	46.0
Total	100	100.0

Interpretation: Female respondents make up 54% of the sample and male respondents 46%, giving representation from both groups with slightly higher female participation.

Table 4.3 Occupation-wise Distribution of Respondents

Occupation	Frequency	Percentage (%)
Employee	81	81.0
Student	19	19.0
Total	100	100.0

Interpretation: Employees form 81% of respondents and students 19%. The high share of employees gives stronger representation from people with workplace experience and exposure to organizational environments.

Table 4.4 Experience-wise Distribution of Respondents

Work Experience	Frequency	Percentage (%)
Less than 1 year	26	26.0
1–3 years	23	23.0
4–6 years	29	29.0
More than 6 years	22	22.0
Total	100	100.0

Interpretation: Respondents with 4–6 years of experience form the largest group (29%), followed by less than 1 year (26%), 1–3 years (23%) and more than 6 years (22%), showing varied levels of professional experience.

Table 4.5 Educational Qualification of Respondents

Qualification	Frequency	Percentage (%)
Undergraduate	55	55.0
Postgraduate	22	22.0
Diploma	19	19.0
Others	4	4.0
Total	100	100.0

Interpretation: Undergraduates form the majority (55%), followed by postgraduates (22%), diploma holders (19%) and others (4%). Overall, the respondents represent diverse educational backgrounds.

V. DATA ANALYSIS AND INTERPRETATION

The data from 100 respondents were analysed using reliability analysis, descriptive statistics and Pearson correlation analysis.

5.1 Reliability Analysis

Table 5.1 Reliability Analysis

Variable	Cronbach's Alpha	No. of Items
Competitive Intelligence	0.965	10
Product Strategy	0.947	10

Interpretation: Both scales show very high internal consistency (0.965 for Competitive Intelligence and 0.947 for Product Strategy, each with 10 items), so the items are highly reliable and suitable for further statistical analysis.

5.2 Descriptive Statistics

Table 5.2 Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Competitive Intelligence	100	1.4	4.9	3.207	0.8432
Product Strategy	100	2.3	5.0	4.316	0.6175

Interpretation: The mean score for Competitive Intelligence is 3.207 (SD = 0.8432) and for Product Strategy 4.316 (SD = 0.6175). CI ranges from 1.4 to 4.9 and Product Strategy from 2.3 to 5.0. The higher mean shows a more favourable perception of Product Strategy, and its lower standard deviation shows less variation in responses.

5.3 Pearson Correlation Analysis

Table 5.3 Pearson Correlation

Variables	Pearson r	Sig. (2-tailed)	N
CI and Product Strategy	0.477	< 0.001	100

Interpretation: The correlation of $r = 0.477$ is positive and moderate, and the significance value ($p < 0.001$) is below 0.05, so the relationship is statistically significant: higher levels of CI are associated with stronger Product Strategy.

Hypothesis result: Since $p < 0.001 < 0.05$, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. There is a statistically significant, moderate positive relationship between Competitive Intelligence and Product Strategy at Alyouneed.

5.4 Summary of Statistical Results

Table 5.4 Summary

Statistical Measure	Result
Sample Size (N)	100
Pearson Correlation (r)	0.477
Significance (p-value)	< 0.001
Level of Significance	0.05
Relationship	Moderate Positive
Hypothesis Decision	H_0 Rejected, H_1 Accepted

VI. DISCUSSION

The findings show a moderate positive link between CI and Product Strategy at Alyouneed ($r = 0.477$, $p < 0.001$). Information about competitors, market developments, customer expectations and product conditions can help the organization make product decisions and respond to changes in its competitive environment. The high reliability of both scales strengthens confidence in the results. At the same time, a correlation of 0.477 means CI is an important factor but does not, by itself, explain every aspect of Product Strategy.

The descriptive results show that respondents held a more favourable view of Product Strategy (mean 4.316) than of Competitive Intelligence (mean 3.207), and that their answers varied less for Product Strategy. This suggests that Alyouneed's product practices are viewed positively, while CI activities have room to grow. Overall, the results support the view that CI helps organizations understand competitors, spot market developments, notice customer expectations and make better product decisions.

VII. FINDINGS

Based on the analysis of data from 100 respondents, the following findings were identified:

1. The Competitive Intelligence scale was very reliable (Cronbach's Alpha 0.965 across 10 items), meaning the items are highly consistent with each other.
2. The Product Strategy scale was also very reliable (Cronbach's Alpha 0.947 across 10 items).
3. Competitive Intelligence had a mean of 3.207 and a standard deviation of 0.8432.
4. Product Strategy had a mean of 4.316 and a standard deviation of 0.6175, a higher average perception than for Competitive Intelligence.
5. There was a positive link between Competitive Intelligence and Product Strategy ($r = 0.477$), and it was statistically significant ($p < 0.001$, below the 0.05 threshold).
6. The null hypothesis was rejected and the alternative accepted, showing that the two are significantly related at Alyouneed.
7. Good Competitive Intelligence helps organizations understand competitors, spot market changes, recognize customer expectations and make product decisions.

VIII. SUGGESTIONS

Based on the findings, the following are suggested for Alyouneed:

1. Strengthen Competitor Monitoring

Alyouneed should set up a systematic mechanism for monitoring competitor activities, including competitor products, pricing strategies and market movements, to identify emerging opportunities and potential threats.

2. Improve Product Information Management

Information on products, competitors and customers should be centralized in an organized system, so that easy access supports effective analysis and better decision-making.

3. Conduct Market Research

Regular market research can identify changing customer preferences, market trends and growth opportunities, helping the company respond to changes in customer needs and market conditions.

4. Utilize Customer Feedback

Customer feedback should be collected and analysed systematically to identify areas for product improvement and to ensure products meet customer expectations.

5. Promote Data-Driven Decision-Making

Using relevant market data and competitor intelligence in strategic decisions can reduce reliance on assumptions and intuition.

6. Improve Cross-Functional Communication

Better communication among marketing, sales and operations teams can facilitate the sharing of CI and support coordination in Product Strategy.

7. Provide Employee Training

Training in market research techniques and CI tools can enable employees to collect, analyse and use market information more effectively.

8. Strengthen Pricing Analysis

Regularly monitoring and comparing competitor pricing can help the company set appropriate prices and strengthen its position in the target market.

9. Adopt Intelligence Tools

Digital tools and software can speed up the collection, organization and analysis of market information and support timely strategic decisions.

10. Develop a Competitive Intelligence Framework

A structured framework that defines how competitive information is collected, analysed and applied can ensure CI is used effectively to support Product Strategy and overall business decision-making.

IX. CONCLUSION

The study concludes that Competitive Intelligence plays a role in supporting Product Strategy at Alyouneed. The findings establish a significant and moderate positive relationship ($r = 0.477$, $p < 0.001$); the null hypothesis is rejected and the alternative accepted. Collecting and using CI can help Alyouneed understand competitor activity, market changes and customer expectations, and so make better product decisions. A structured plan for monitoring competitors, researching markets, gathering customer feedback and making data-based decisions will help Alyouneed respond better to its environment and improve its product decisions.

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