
The Impact of Marketing Monitoring on Performance. Case of Algerian exporting companies.

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Abstract

Companies are finding it very challenging to develop offerings and sustain competitive advantage in a market that is becoming increasingly competitive and where customers are growing more savvy and discerning. This underscores how vital it is for companies to understand the changing dynamics, patterns, and behaviors of key actors in their context. These problems can be solved using tactics such as marketing surveillance, environmental surveillance, and business intelligence. This study was motivated by the challenge to investigate how marketing monitoring affects business performance. We used a sample of Algerian exporting companies to accomplish this, and SmartPLS was used to analyze the collected data. We discover that marketing monitoring improves overall business success.

Keywords: Marketing monitoring; Strategic information; Organizational performance; Exporting companies; Algeria.

Jel Classification Codes: M31; L25; F23.

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1. Introduction

Resources such as information provide businesses with an accurate view of their market and its relative changes (technological, economic, societal, and regulatory). Thus, information has undoubtedly become an important source of power for all company leaders, and, more importantly, for company marketers. Any business, regardless of size or sector, must use a verifiable, qualified information source. The need to track technological advancement, monitor rivals' moves, improve product quality, and seize opportunities to sustain the business, introduce new products, or enter new markets will always be a priority.

For many industries, determining success or failure in their environments stems from their capacity or incapacity to collect, process, and disseminate for strategic purposes. Hence, many organizations have committed to producing systems that deliver actionable information directly to strategic decision-makers. It is here that companies fully appreciate the need to source relevant data for their long-term sustainability. Marketing monitoring emerged as one of the key information tools companies could use to manage strategic knowledge from primary marketing data.

Although salespeople run the day-to-day operations, selling products and services to a variety of customers, they also tap into market intelligence. Market intelligence allows them to track competitors, recognize changes in customer needs, identify new wants, etc. Marketing monitoring is closely related to these types of intelligence but is only one piece of a much broader strategic intelligence puzzle. The purpose of this social science study is to investigate the primary research question: "How does marketing monitoring affect company performance?" To address this issue, we propose the following hypothesis: marketing monitoring acts as an antecedent to improved organizational performance.

2. Strategic Intelligence

A crucial procedure that helps businesses monitor their surroundings and anticipate opportunities and risks is strategic intelligence. It is described as "the thorough and intelligent monitoring of the company's environment, on the lookout for factual information that shapes the future" by Ribault (quoted in Hermel, 2001). Although new research emphasizes how strategic intelligence has changed in the digital age, this notion is still applicable. Gilad and Mark (2016), for example, characterize strategic intelligence as a tool for "competitive intelligence," leveraging cutting-edge technologies such as artificial intelligence and predictive analytics to analyze massive amounts of data in real time.

Based on Porter's (1986) Five Forces model, Martinet and Ribault (1989) distinguished four primary characteristics of strategic intelligence: competitive,

technological, environmental, and commercial intelligence (see Figure 1). Although these characteristics are still relevant, how they are used has changed as digital tools have become more widely available. Bulger et al. (2020), for instance, stress the value of automated intelligence systems, which enable the collection and analysis of data more quickly and accurately. As a result, strategic intelligence is now a crucial competitive advantage, especially for businesses in extremely unpredictable industries (Choo, 2019).

2.1 Environmental Intelligence

The goal of environmental intelligence is to identify changes in social, political, economic, legal, and cultural factors that could affect a company's operations. It is "global intelligence" when organizations scan the environment. Recent research has broadened some definitions to incorporate climate risk and sustainability. According to Schaltegger and Wagner (2017), this kind of intelligence now includes monitoring environmental laws and stakeholders' expectations of corporate social responsibility—accountability (CSR). To evaluate potential risks and benefits in their host nations, multinational corporations use analysis tools based on geopolitical and socioeconomic data. (Hitt et al., 2021).

2.2 Competitive Intelligence

Competitive intelligence focuses on monitoring the performance of current and prospective rivals, as well as the emergence of replacement products. Current research supports Gloaguen's (2012) claim that competitive intelligence lies between technological and business intelligence. For example, Fleisher and Bensoussan (2019) observed that social media and patent analysis are used to forecast rival activity. In addition, predictive algorithms and other artificial intelligence methods now enable the detection of very weak signals of a disruptive innovation or the activity of new competitors (Bughin et al., 2023).

2.3 Technological Intelligence

Technological intelligence includes monitoring new developments in distribution, manufacturing, and product creation. As described by Hermel (2001), it represents "scientific intelligence," a definition that has now been expanded by contemporary research to include new technologies such as blockchain, artificial intelligence, and the Internet of Things (IoT). Lichtenthaler (2020) claims that technological intelligence now entails analyzing innovation ecosystems to identify potential for collaboration and disruption of existing market practices, not just patent protection. This initiative enables organizations to be positioned as industry leaders.

2.4 Commercial intelligence

The focus of commercial intelligence is on changing distributors, partners, and client needs. François and Levy (cited in Hermel, 2001) and Kotler and Keller (2022) emphasize the importance of monitoring, noting the need to identify consumer data to forecast trends. According to Srivastava et al. (2021), Customer relationship management techniques and big data analysis enable the understanding of consumer behavior patterns and the enhancement of relationships with supplier firms, subcontractors, and other stakeholders.

2.5 Marketing Monitoring

Marketing monitoring measurement belongs to business intelligence, meeting the increasing need to 'move with flexibility in an environment marked with uncertainties, coupled with varying demand patterns due to stiff competition.' Thomas Majd (2015), it is defined as "the informational process by which the sources and means available to the company enable the detection, collection, analysis, and transmission of information relating to the company's economic, competitive, and commercial environment to marketing managers in a timely and continuous manner, in order to anticipate, react quickly, and make decisions adapted to the competitive context." This definition is further enhanced by recent studies highlighting the role of digital technologies.

Additionally, Chaffey and Ellis-Chadwick (2022) state that the trend in marketing intelligence relies on analyzing online data to identify emerging trends.

Marketing monitoring enables companies to anticipate weak signals, that is, early indicators of change, such as the emergence of new competitors or innovative products (Bughin et al., 2023). Furthermore, it allows for the acceleration of market launch and marketing monitoring through the use of automated tools, thereby reducing the delay between the design of a product and its commercial launch (Kotler et al., 2022). Also, it allows strengthening customer relationships by providing well-targeted information strategies that promote a lasting improvement in brand image and customer loyalty (Leroux, 2014; Payne et al., 2021). Marketing monitoring stimulates innovation by developing products tailored to consumers' specific needs (Srivastava et al., 2021).

Organizational coordination and stakeholder involvement in the company are essential for effective marketing monitoring. Advanced technologies are necessary for better efficiency. They enable transforming raw data into relevant information more quickly (Day, 2020). Indeed, companies that exploit technological trends, such as artificial intelligence, can mitigate uncertainty and improve competitiveness and performance. Marketing monitoring is a continuous,

proactive, and anticipatory process (Hertz, 2002; Choo, 2019). Contrary to periodic market studies

3. Business Performance

Research on salesperson performance dates back to the early 20th century (Kay, 2002). The term performance refers to several aspects, including efficiency (utilizing resources) and effectiveness (achieving goals). According to Leroux (2014), commercial performance encompasses both qualitative measures (the quality of the information delivered) and quantitative measures (the quantity of sales). There is empirical evidence supporting the multidimensional approach (Verbeke et al., 2016), including the role of interpersonal skills and flexibility in sales digitization. The performance of salespersons through marketing monitoring can be evaluated using metrics such as the relevance of market reports, the speed of information delivery, and the ability to identify opportunities (Kumar et al., 2020). These measures illustrate the direct impact of marketing monitoring on an organization's competition.

4. Organizational Performance

As Borugignon (1995) identifies, organizational performance is a still very complex concept for which there is no agreed-upon definition, while Lorino (2003) states "Performance is anything that helps to meet an objective. Recent studies that promote a holistic view provide supportive evidence for this. Specifically, Kaplan & Norton (2018) suggest a reworked version of their iconic Balanced Scorecard, which includes factors such as sustainability and innovation in measuring success.

- The performance of an organization has:
- Reference dependency: Performance is based on the objective established (Lorino, 2003).
- Subjectivity: It depends on some shareholders' perceptions (Gauzente, 2000).
- Multidimensionality: It cannot be reduced to one indicator (Saulquin et al., 2005).
- Process and result: It includes the actions that support the results achieved (Richard et al., 2020).

The three axes of the Quinn and Rohrbaugh (1983) model are internal/external, flexibility/control, and means/results. While there have been advances in models, such as Cameron and Whetten (2021), which include the

social and environmental effects to fit contemporary stakeholder expectations, Quinn & Rohrbaugh is still a valid way to conceptualize organizational performance. Morin et al. (1994) present four approaches to evaluating organizational performance: economic, social, systemic, and political. These approaches remain valid, yet contemporary business research has shifted toward explaining performance metrics using intangible indicators such as employee engagement or customer satisfaction, leveraging data analytical tools (Bontis et al., 2022). For example, as the current systemic performance measurement emphasizes organizational survival, it has been enriched by circular economy and organizational resilience models (Elkington, 2020). Ultimately, organizational performance is a complex construct that requires an integrated approach when considering performance through quantitative and qualitative indicators. In this regard, marketing monitoring, through strategic intelligence, plays a critical role in enhancing performance by enabling companies to anticipate and adapt to changes.

5. Structural Model

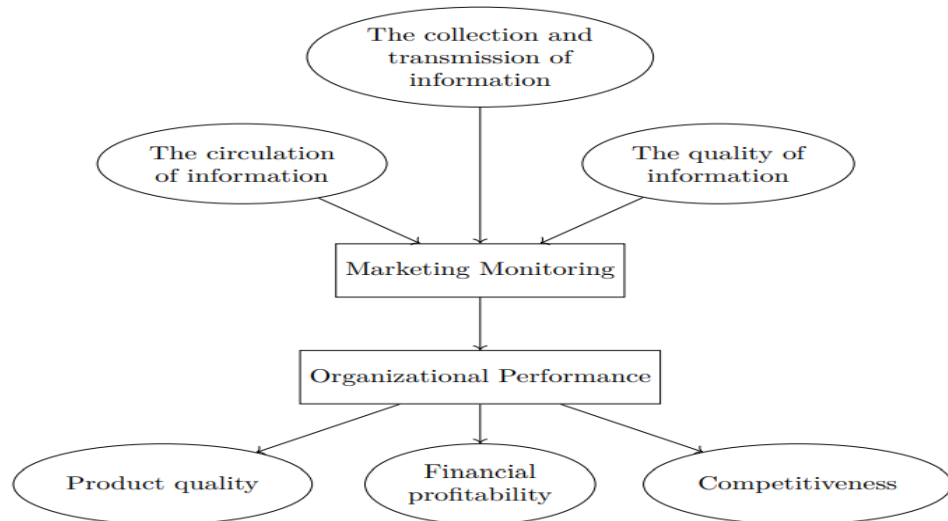
Liang and Gao (2020) propose and empirically validate a model in which marketing performance measurement systems, used both diagnostically and interactively (Simons, 1995), influence marketing capabilities. In turn, marketing capabilities affect financial and market performance. Interactive use particularly strengthens capabilities oriented toward external learning.

Homburg et al. (in Vomberg et al., 2020; Homburg et al., 2017) state that the interactive use of marketing metrics improves the ability to detect opportunities and threats, whereas a purely diagnostic use can become counterproductive beyond a certain threshold.

The study by Benrebbouh and Benabbou (2020) shows that strategic marketing monitoring in Moroccan companies positively influences performance through innovation and competitive advantage. Similarly, a recent Algerian study (Bouchareb & Kerbouche, 2023) validates a model in which marketing monitoring influences dynamic capabilities, which, in turn, influence organisational performance.

Therefore, based on the literature review presented above, we have developed a conceptual model that explores the causal relationships between marketing monitoring and organizational performance. This model is illustrated in the following figure:

Figure 1: Network of Causality and Research Hypotheses



Source: Developed by the authors.

In an effort to answer the research question, “How does marketing monitoring impact the performance of businesses? We came up with the following broad theory: Businesses that use efficient marketing monitoring are the most prosperous. The following were used in this general hypothesis: sub-hypotheses that fall under three primary categories of marketing monitoring: information quality, information circulation, and information gathering and transmission. The sub-hypotheses are below:

H1.1: Continuous information collection and transmission from the field has a positive impact on the quality of the products produced by the company.

•H1.2: Continual gathering, transmitting, and sharing information from the field positively affects the competitiveness of the company.

•H1.3: Continual collection and transmission of information from the field has a positive influence on the company's profitability.

•H2.1: Appropriate circulation of information gathered ensures a favorable impact on the quality of products produced by the company.

•H2.2: Effective flow of information collected has a favorable impact on competitiveness in the company.

•H2.3: Effective dissemination of information gathered affects the profitability of the company positively.

• H3.1: The quality of information gathered positively affects the quality of products produced by the company.

•H3.2: La calidad de la información recogida tiene un impacto positivo en la competitividad de la empresa.

•H3.3: The quality of information gathered affects the profitability of the company positively.

Recent studies indicate support for these hypotheses, demonstrating that marketing monitoring is a dynamic process promoting strategic adaptation and organizational performance. (Chaffey & Ellis-Chadwick, 2022; Kumar et al., 2020).

5.1 Model Variables

The literature review identified manifest variables to measure the model's latent variables.

Table 1: Representation of Manifest and Latent Variables

Latent Variables of the Model ($\xi_{j=1 \text{ to } 8}$)	Manifest Variables of the Model	Names of Manifest Variables (X_{jh})	
Information Collection	Detection of information needs: Information collection Need detection	Difusi collectinfo detbesoin	$h=(1 \text{ to } 3)$
Information Circulation within the Company	Information circulation within my company's departments has improved. Information circulation with external partners is excellent. Information circulation within the hierarchy has improved	Cerinfovert Cirdinfoftbn Cirdinfoamé	$h=(1 \text{ to } 3)$
Information Quality	Timeliness Precision Reliability Relevance Completeness Security Accessibility	ACT PREC FIA PERT EXH SEC ACC	$h=(1 \text{ to } 7)$
Financial Profitability	Revenue range, Good market position, Rapid growth, Satisfactory profitability	ICA Posit Croisrap rentable	$h=(1 \text{ to } 4)$
Competitiveness	Innovation Market share growth Satisfactory exports	Innov Croiss-PDM Exp-satisfai	$h=(1 \text{ to } 3)$
Product Quality	Loyalty, Trust, Complaints, Satisfaction	FID-CLT CON-CLT REC-CLT SAT-CLT	$h=(1 \text{ to } 4)$
Representation Mode	Reflective $X_{jh} = \lambda_{jh} \xi_j + \epsilon_{jh}$, $\xi_j = (1 \text{ to } 8)$		

Source: Developed by the authors.

The act of marketing monitoring serves as the independent (explanatory) variable, and organizational performance as the dependent (explained) variable.

The latent variable marketing monitoring consists of the following: (i) information gathering and delivery; (ii) information circulation; (iii) information quality. Organizational performance is measured through three dimensions: product quality, competitiveness, and profitability.

6. Methodology

The methodology involves a quantitative method grounded on empirical data from a questionnaire distributed to a purposive sample of 33 Algerian firms that do not export hydrocarbons. The questionnaire has approximately 50 questions on a Likert scale (1-5), which measured the company leaders' opinion on questions regarding manifest factors, such as the frequency of performing these activities and whether these measures were deemed valid. It also should be emphasized that the study had some methodological limitations: • Missing data: Some of the responses included missing data related to confidentiality, lack of data, or neutral responses. This may have affected the overall processing of the study (Hair et al., 2019). • Sample size: The small sample ($n = 33$) limits the potential for subsequent generalization of the results.

- Recent studies indicate that larger sample sizes (>100) are more appropriate for PLS-SEM (Hair et al., 2022). b. Partial Least Squares Structural Equation Modeling (PLS-SEM) is an appropriate method for complex models and small samples (Hair et al., 2019), and was selected to test the hypotheses. Two analysis phases occurred:

1. Assessment of empirical properties involved assessing constructs for unidimensionality, validity (convergent and discriminant), and reliability;

2. In assessing the hypotheses, structural connections were examined for causal relationships among the latent variables. (Julien & Ramangalahy, 2003; Sarstedt et al., 2021).

Unidimensionality, reliability, convergent validity, and discriminant validity were evaluated to assess the model's robustness. Cronbach's alpha and Dillon-Goldstein's rho values greater than 0.7, which confirm that each manifest variable has been produced by a single hidden variable, were used to validate the unidimensionality of all latent variables, per Hair et al. (2022). Composite reliability values greater than .7 and Average Variance Extracted (AVE) values greater than .5 for each construct reflect sufficient to substantial variance explained, and high internal consistency, thus confirming reliability, taking into consideration the degree of homogeneity of the manifest variables. (Sarstedt et al., 2021).

Three variables with a correlation below 0.7 were eliminated: ICA, Posit, and Innov. Additionally, the remaining variables met the convergent validity

requirements set forth by Fornell & Larcker (1981). ("convergent validity confirms that manifest variables measure a common concept"). Discriminant validity "discriminant validity confirms that each latent variable bears a stronger relationship to its manifest variables than to other variables" was confirmed by satisfying the Fornell-Larcker criterion that AVE's square root for each construct exceeds the inter-construct correlations (Hair et al., 2019).

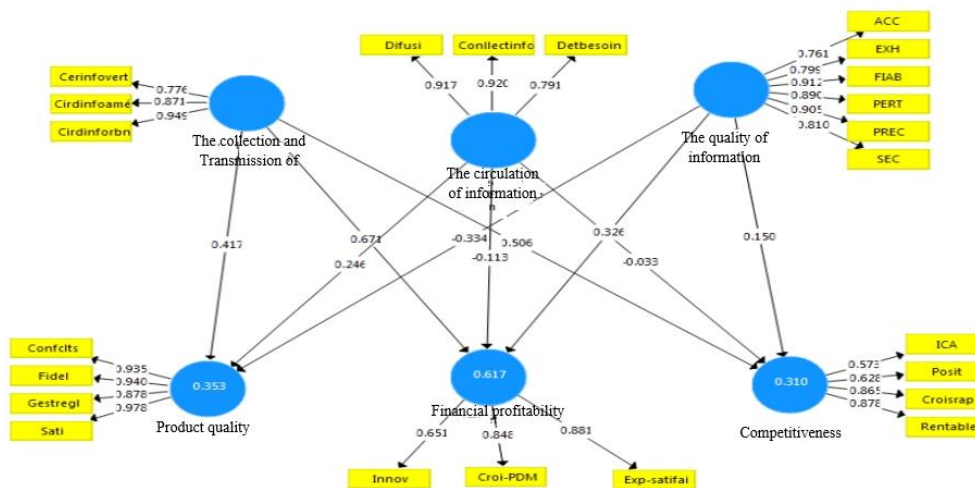
7. Discussion of Results

The results were obtained using SmartPLS version 3, following the steps outlined below.

7.1 Verification of the Conceptual Model's Empirical Properties

Initially, convergent and discriminant validity were evaluated. The correlations among the manifest and latent variables are illustrated in Figure 2. In this analysis, three variables (ICA, Posit, Innov) were to be removed from the evaluation due to correlations below the acceptable 0.7 level. After adjustment to the model without those three variables, all other variables indicated correlations above the acceptable threshold for convergent validity prior to further analyses.

Figure 2: Correlations Between Manifest and Latent Variables



Source: Developed by the authors

7.2 Unidimensionality

Principal component analysis, together with Cronbach's alpha and Dillon-Goldstein's rho values above 0.7 (Table 2), indicates the model's unidimensionality. This means that, although the manifest variables differ, they measure a single latent variable so that each construct can be treated as a separate entity. Reliability, measured by composite reliability, was satisfactory with all constructs above 0.7 (see Table 2).

Table 2: Unidimensionality

Construct	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted
Information Circulation	0.835	0.870	0.901	0.754
Collection and Transmission	0.850	0.870	0.910	0.771
Competitiveness	0.870	0.871	0.939	0.885
Information Quality	0.921	0.942	0.938	0.717
Product Quality	0.950	0.961	0.964	0.871
Business Profitability	0.776	0.778	0.899	0.817

Source: Developed by the authors

The AVE, exceeding 0.5 for each construct, confirms that the explained variance is primarily attributable to the constructs rather than measurement errors. These results demonstrate strong internal consistency, reinforcing the model's robustness (Sarstedt et al., 2021).

7.4 Discriminant Validity

The square roots of the AVEs are higher than the correlations between constructs (see Table 3), satisfying the discriminant validity criterion. These results confirm that the model is ready for testing structural relationships.

Table 3: Discriminant Validity

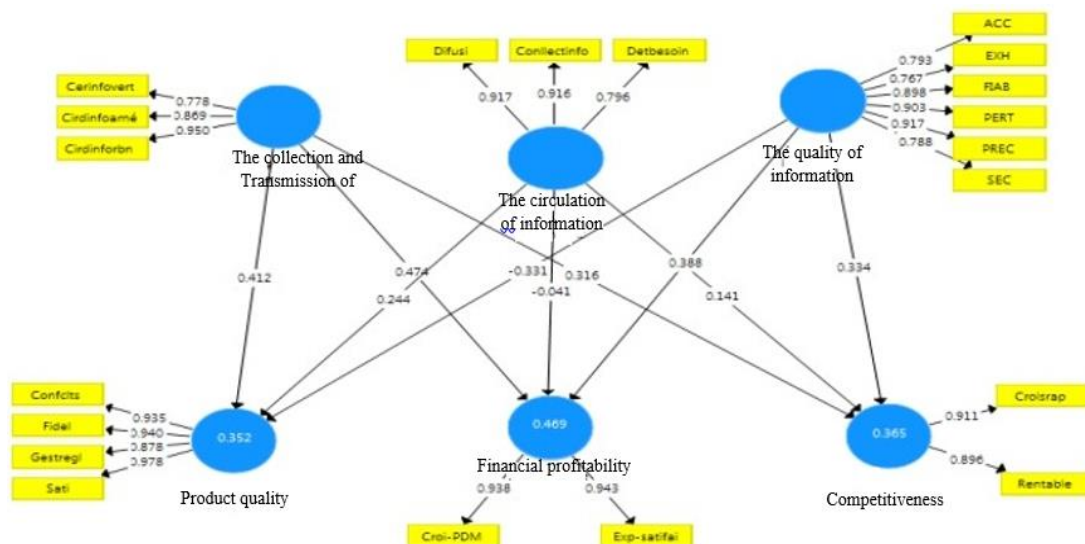
	Information Circulation	Collection and Transmission	Competitiveness	Information Quality	Product Quality	Business Profitability
Information Circulation	0.869					
Collection and Transmission	0.606	0.878				
Competitiveness	0.576	0.293	0.941			
Information Quality	0.327	0.120	0.537	0.847		
Product Quality	0.452	0.454	0.293	-0.167	0.933	
Business Profitability	0.510	0.372	0.750	0.454	0.169	0.904

Source: Developed by the authors

7.5 Interpretation of Results

The analysis of structural relationships, illustrated in Figure 3, reveals the following results:

Figure 3: Results of the Model Tests



Source: Developed by the authors

1. The impact of Information Circulation: The relationships between information circulation and organizational performance (product quality, competitiveness, and profitability) are positive and significant. Thus,

hypotheses H1.1, H1.2, and H1.3 are validated. The causality coefficients are 0.412 for product quality, 0.474 for competitiveness, and 0.316 for profitability. These results mean that the enhancement of internal information flows directly improves organizational performance in line with Kumar et al.'s (2020) view about the significance of internal coordination to fully realize the benefits from marketing intelligence.

2. Impact of Information Collection and Transmission: Validation applies only to Hypotheses H2.1 concerning product quality (coefficient = 0.244) and H2.3 regarding profitability (coefficient = 0.141), while H2.2 related to competitiveness is not validated with a coefficient of -0.041; this was an unexpected outcome that could be attributed to the peculiar case of Algerian non-hydrocarbon exporting companies whose low innovation level coupled with structural constraints—for instance, restricted access to international markets—has been recently noted by studies such as Hitt et al., 2021, which mentioned that firms in emerging economies might encounter systemic barriers reducing the effects of marketing intelligence on competitiveness.
3. Impact of Information Quality: The validation status for hypotheses H3.1 (product quality) with a coefficient of -0.33, H3.2 (competitiveness) with a coefficient of 0.388, and H3.3 (profitability) with a coefficient of 0.334 is partial validation only whereby the negative coefficient under H3.1 implies that collected information quality does not necessarily enhance product quality; it may be due to non-utilization or gaps in applying this information—for instance lack of resources for innovation—but positive coefficients on competitiveness and profitability confirm high quality information supports strategic decisions as per Chaffey and Ellis-Chadwick (2022).
4. Among the three key dimensions of marketing intelligence, it is the circulation of information that has the most significant impact on organizational performance; this dimension improves internal flows among organizational departments, external partners, and hierarchy to emerge as a significant lever for achieving optimal organizational coordination in line with recommendations in the literature (Kumar et al., 2020).

The findings reveal that well-thought-out marketing monitoring delivers significant value in generating information that improves performance among Algerian non-hydrocarbon exporting firms in an environment of increased competition with structural limitations, in that the continuous circulation and evaluation of information about the economic environment, competitive

environment, and commercial environment permits firms to proactively identify weak signals from the marketplace and respond to change swiftly while managing to make adjusted strategic decisions that increased exporters' flexibility and adaptability through marketing monitoring.

Furthermore, it allows increases in tracking what is taking place in the marketplace, developing products to align with what customers want, and examining competitor capabilities, thereby reducing uncertainty while providing the ability to sustain competitive advantage over competitors. As companies embrace this for their decision-making tactically and cognitively, it presents a smart approach for organizations both inside and outside of their markets while providing both tactical and long-term approaches that benefit companies while denoting strength, reducing uncertainty, and increasing competitive advantage (Kotler & Keller, 2022). Respondents indicated that marketing intelligence allows for:

1. Monitoring market trends;
2. Developing new products that satisfy customer needs;
3. Monitoring what competitors are doing and how demand might shift.

However, the mixed results for some hypotheses (particularly H2.2 and H3.1) identify the importance of organizational and sector context. For example, low competitiveness can result from outside factors, such as regulatory restrictions or low export investment, as Bughin et al. (2023) commented in their report on constraints for firms in developing economies.

The study has identified methodological and contextual considerations that may undermine the strength of the conclusions, especially in the Algerian business context. From a methodological standpoint, the low sample size (33 firms) did not allow for generalizing the results, as PLS-SEM results are more stable with sample sizes above 100 (Hair et al., 2022). Additionally, missing data were also reported due to confidentiality, inability to obtain information, or neutral responses, which may bias the estimates.

Concerning contextual factors, the data showed structural problems in Algeria: its weak innovation, rules, poor export investments, and general barriers in its growing economy (Hitt et al., 2021). Some data was missing because of privacy rules, unobtainable info, or answers that didn't help. The data showed that Algeria deals with weak innovation, rules, poor export setup, and general barriers tied to its growing economy (Hitt et al., 2021).

External things like limited access to foreign markets and weak use of digital tools may lower the value of marketing monitoring by limiting good ideas from the data (like not enough money for new ideas).

8. Conclusion

In a changing and challenging business world, getting and sharing good information is key for groups to bend and change. Marketing monitoring helps this by setting up information and giving real data to help make plans. Our work, using 33 Algerian firms that export goods beyond oil, shows that effective marketing monitoring helps groups perform well, mostly through high quality and the flow of information.

Our results line up with past work that says marketing monitoring helps in alerting, adapting, and acting (Choo, 2019). But, we must be careful in using these results widely because of some study limits, like the small number of firms and missing information.

To study this further, it would help to involve more firms, add context factors (e.g., how digital things are), and use both story-based and number-based approaches (Creswell & Plano Clark, 2018). In short, marketing monitoring helps groups plan and grow by helping them predict market shifts, reduce uncertainty, and grow competition.

These results mean we need to put money into strong intelligence systems, mainly in tough economies like Algeria.

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