

NEW TENDENCIES IN APPROACHING SECURITY THROUGH COMPETITIVE INTELLIGENCE

Adina MIHĂESCU¹
Ionuț Daniel MOLDOVAN²

ABSTRACT:

THE BUSINESS ENVIRONMENT AND THE MEDIA SPECIFIC TO INTELLIGENCE ACTIVITIES SHARE AN IMPORTANT COMMON FEATURE: THE LACK OF CERTAINTY. DIGITIZATION AND TECHNOLOGICAL PROGRESS, EVEN IF THEY SHOULD EASE THE DECISION-MAKING JOB OF A MANAGER (THROUGH AN EASIER ACCESS TO INFORMATION); IN PRACTICE HE IS SURROUNDED BY THE LARGE AMOUNT OF DATA THAT HE HAS AT HIS DISPOSAL. THE DIFFERENCE IS MADE BY THOSE THAT GO FROM THE STAGE OF "CURIOSITY" TO THE "VERIFIED INFORMATION" STAGE.

ACHIEVING THIS DETAILED PROCESS OF COLLECTING RELEVANT DATA IS IMPETUOUSLY NECESSARY. AND THIS ACTIVITY IS THE FEATURE OF THE COMPETITIVE INTELLIGENCE STRUCTURES (C.I.). THE RAW DATA TRANSFORM INTO INTELLIGENCE - THIS CAN REPRESENT THE BASIS OF STRATEGIES AND ACTION PLANS (OR ANALYSIS, FORECASTS ETC.). FROM THIS RESULTS ONE OF THE MAIN STRENGTHS OF A COMPANY, NAMELY PERFORMANCE IN THE FIELD OF ANTICIPATION.

KEY WORDS: COMPETITIVE INTELLIGENCE, INFORMATION, SECURITY STUDIES, SOCIETAL SECURITY, ECONOMICAL SECURITY.

INTRODUCTION

THE SHIFT OF PARADIGM IN APPROACHING SECURITY STUDIES

The traditionalist vision implies a unique perspective of approaching security, namely the military one and the one involving the use of force. One of the representatives of this school of thought, Stephen Walt, says that a widening of the security studies would affect the logic, even the consistency of the ones above. He argues that the approaches of problems like the economical or environmental ones would only hinder the work of security decision-makers in the security field and it would make it make making quick and effective decisions more difficult. In his view, war

¹ PhD student Doctoral School of International Relations and Security Studies, Babeș-Bolyai University, Cluj Napoca, e-mail: adinamihescu12@gmail.com

² PhD student Doctoral School of International Relations and Security Studies, Babeș-Bolyai University, Cluj Napoca, e-mail: ionut.moldovan22@gmail.com.

has always been a central part of human existence, and certainly, unfortunately, this will not change; so the other problems become secondary, their level of importance fluctuates, so they must be analyzed alternatively³.

The NATO Summit in Rome in November 1991 brings into discussion, in addition to establishing cooperation with new partners from Central and Eastern Europe, issues related to the environment, scientific cooperation, the democratization of the relationship between the military and the civil society etc. And this makes us understand the paradigm shift and the beginning of a different orientation from the traditional one, a vision much similar to that of the Copenhagen School.

In the work of *People, State and Fear* (1993), Barry Buzan, one of the founders of the Copenhagen School, redefines the well-known concept of "security", changing the optics upon it, as being not only a function of the military power but a function of preservation of societies. Even though within the society, the sectors in which it is divided and it operates (economical, political, military etc) can't be completely separated, the use of this way of approaching makes the research and the analysis work of the specialists easier and more comprehensive.

*"The analytical method of the sectors thus begins with fragmentation, but it must be finished with the reconstruction of the whole. Fragmentation is done only to simplify and clarify. But, to achieve a level of understanding, it is necessary to reunify the parties and study the way they relate."*⁴

The sectors to which reference is made and which are dealt in more detail in the quoted paper are: military (which is, according to the traditionalistic thinking the only one entitled to approach the security paradigm), economic, political, environmental and societal.

*"Threats and vulnerabilities can arise in many areas: military or non-military ones, but in order to count as security issues, they have to meet a number of strict criteria that distinguish them from the normal flow of exclusively political ones. They must be faced as existential threats to a object of reference by an actor from the security environment that thus generates the approval of emergency measures outside the rules that would otherwise be required."*⁵

According to the constructivist theory, an action (theme, movement) is impossible to be diminished at a stimulus-response level. It is the result of interpretation, of a system of codes and significations; it must be adapted to the social contextual etc.⁶

Bjorn Mollen, one of the Copenhagen School of Copenhagen (Copenhagen Institute of Peace, founded in 1985) contesters states that, even though this has played a particularly important role in the progress of peace studies, there is no uniform approach regarding research, if they are *for or about* peace.⁷

³ Stephen M. Walt *The Renaissance of Security Studies*, International Studies Quarterly, (1991) , 213.

⁴ Barry Buzan ,Ole Wæver, Jaap de Wilde Security: A New Framework for Analysis, (Cluj-Napoca: CA Publishing, 2010), 23.

⁵ Barry Buzan ,Ole Wæver, Jaap de Wilde Security: A New Framework for Analysis, 18.

⁶ Diana Didă, A „relative” field. The Security, Identity Studies and Security after 1990. Etnosfera magazine, no 2, (2009).8.

⁷ Bjorn Mollen Topical Issues in Nordic Peace Research, ,(2001) https://www.sagepub.com/sites/default/files/upm-binaries/2953_12PRA01.pdf.

However, structuring security on five distinct sectors that differentiates the types of action and interaction is more than necessary in the current logical socio-political dynamic and it is welcomed both for the research environment and for the decision-makers.

In this framework, I have tried to approach two of the security sectors(societal and economic, providing a working perspective within them, by using techniques specific to information and normative analysis from the field of Competitive Intelligence.

2. SOCIETAL SECURITY

Ole Wæver (1993) delimits the concept of social security like this: if the nation is a "community searching for a state", we cannot say that the security of the nation is the same as the societal security, because the societal security refers to the security from outside the state or "along" the state.

The security of the nation would, in this case, refer to the political security. The sense of identity, of community that the nation ensures is included in the context of societal security; if we reduce it to the security of groups, we operate a fragmentation of it; if we reduce security to the individual one, we return to the atomistic concept of security, from where one of the "national security" approaches (understood as the aggregate of the group and individual security) has inspired from.⁸ The Copenhagen School argues that security issues are built on the discursive act⁹.

At the same time, the Romanian Association for Social Security (established in 2007 as a collegiate, cultural-scientific and non-governmental community) defines social security as being a particular type of security of human communities in the absence of which their survival in history would not be possible, protecting the collective memory and identity, maintaining the social and cultural-symbolic cohesion in a society.

Although the phonetic difference between the *societal* and *social* terms is a small one, the semantic difference is significant, when we associate the lexeme *security* (creating social security and social security constructions) meaning changes significantly. In the first case, we refer to the way of identification of the collectivities (culture, religion etc.) and in the second case -to individuals (physical, economical, financial security etc.).

At the same time, the lexeme *society* cannot always be defined as a population of a state, because it may be composed of several distinct societal communities.

The founder of the Romanian sociology, Dimitrie Gusti, defines the notion of *community* as "*the total autonomy of the individuals who live together and submit as manifestations of will an economic and a spiritual activity, ethically and juridically regulated and politically-administratively organized, conditioned by the cosmic framework, biological framework, psychological and historical framework.*"¹⁰

Culture can also be translated as civilization, that "cultural entity," an ensemble of cultural features and phenomena, "a specific chain of visions over the world, structures and culture that make a historical whole," while creating "creating at the same time" "the largest cultural group

⁸ Ionel Nicu Sava *Security Studies*, (Bucharest,Romanian Center for Regional Studies, 2005), 49.

⁹ Claudia Anamaria Iov, Maria Claudia Bogdan, Securitization Of Migration In The European Union - Between Discourse And Practical Action, *Research And Science Today*, Spring 2017, No. 1(13)/2017, 14.

¹⁰ Dimitrie Gusti *Opere*, Vol. I, (Bucharest, Academy's Publishing House 1968).

of people and the widest level of people's cultural identity", apart from other common characteristics that differentiate them from other species.¹¹

Radu Baltasiu (2007) , in his work „*Introduction to sociology. Spirituality, nation and capitalism*. "observes that the elements of culture are collective and are often related to the collective unconscious, being a source of the phenomenon called sociality and sociability orientation frameworks. This means that the collective memory of individuals is a living element of the common vision of the world and experiences.

Ilie Bădescu, in his work *Noologia* (2002) speaks about the religious consciousness and about the communities' power to withstand the threats in which this consciousness has strong roots. The distinguished professor appreciates that communities can only be dissolved when the faith and religious manifestations end.

*"Who wants the destruction of a collectivity fights against its ideality, to weaken it and the feelings that people share, embodied in its value system."*¹²

According to B. Buzan, the social security agenda is set by different actors in certain regions over certain periods of time. He identifies four threats against the social security; three important ones: migration, horizontal competition (influences generated by the expansion of a neighboring culture), vertical competition (the existence of integration or secessionist systems) and a secondary one: depopulation (caused either by natural disasters or by human actions - war, extermination policies etc.). If the societal and political sectors have an active connecting bridge, the community's reaction against the threats is to transpose the problem they are facing on the national agenda. Another way to take action against the threat is through actions taken within the community concerned.

In order to be able to thoroughly observe the potential problematic events that may endanger a social group, it is important to take into consideration the civilization that has created the respective culture, with its values and social norms, traditions, symbols, linguistics and art.

"Societal identity can be threatened by a large number of factors, from suppression of one's own expression to the interference or lack of ability to reproduce through generations.

Examples of societal threats can include:

- *cultural cleansing*
- *the systemic approach towards destroying or limiting important institutions and/or cultural symbols that are important for the group's identity;*
- *ethnic cleansing*
- *deliberate or voluntary harassment, violence, crimes and/or deportation of members of a society by another society"*¹³

How can societies manifest themselves for the sake of their own protection, given the fact that they lack the means of the states?

"The use of the societal security provides an analytical leverage when we evaluate what kind of developments can become threats and potential causes for a violent conflict. The use of the

¹¹ Huntington, Samuel P., *The Clash of Civilizations and the Remaking of World Order*, (Litera Publishing House, Bucharest, (trad.) by Liana Stan, 2012).

¹² Ilie Bădescu Noological sociology. *The Spiritual order of the society*, (Bucharest, Mica Valahie Publishing House, 2007), 139.

¹³ Iulian Chifu, Oazu Nantoi, Oleksandr Sushko, , *Societal security in the trilateral region: ROMANIA-UKRAINE-REPUBLIC OF MOLDOVA*, (Bucharest, Curtea Veche Publishing House, 2008) ,168.

*societal security makes it possible to explain how migration, television and radio broadcasts, election results, and linguistic education can contribute to a violent conflict between societies or between the state and the society.”*¹⁴

Another important problem is the one related to the *positive discrimination*. A bad and vicious understanding of the human rights concepts can lead to the creation of excessively advantaged minority entities / groups and through this, to the discrimination of the majority.

*“When the collective rights overcome the cultural autonomy, moving to the political, administrative or territorial autonomy - without a concrete basis to sustain such an intermediate alternative administration based on the principles of the minority between the state and the local administration and individuals - there is a clear basis for manifestation of some threats to the societal security and even a first step to threatening the national security.”*¹⁵

In contrast to these, the ideas of multiculturalism and social cohesion, that have been debated more and more lately, are considering a harmonic existence, the coexistence of several different cultures.

*“Societal Cohesion represents the other side of reality and existence of communities and represents the sum of values, norms, actions, behaviors, determining the confluence, coexistence and the vector of unity of the society.”*¹⁶

Thereby, the dilemma regarding societal security is manifestly related to feelings of membership and culture, subjective perceptions, beside globalisation and integration.

3. ECONOMICAL SECURITY

With the dissolution of U.R.S.S. and the Communist Bloc, the perspectives of the international economy have changed significantly. If until 1989 we were dealing with two large blocks: the capitalist and the communist ones, fundamentally different and which did not have economic exchanges only on its territory, the beginning of the '90s comes with major changes. The liberalization of the markets (including capital markets), the emergence and development of new markets, the reorganizations of custom tariffs, all these have led to the need to give a greater importance to the economic security. The interdependence of states now rests on the ability of states to cooperate, to trade and to influence each other mostly from an economic perspective. They understand that their security depends now also on the domestic economic environment, but also on the international situation. It is important to note here that one of the initial arguments of the European integration was related to putting together of the heavy industries- of coal, steel, nuclear, and the replacement of independence with the interdependence of states in this regard.

The Global Risks Report 2018¹⁷, an annual study published by the World Economic Forum, globally examines, studies, identifies the risks that humanity is going to face in the next year. The latest report from January 2018 (emerged from the Davos-Switzerland meeting with a central topic of debate: *Creating a Shared Future in a Fractured World*), identifies an increase of risks in the following areas:

¹⁴ Iulian Chifu, Oazu Nantoi, Oleksandr Sushko, , *Societal security in the trilateral region*, 170,171

¹⁵ Iulian Chifu, Oazu Nantoi, Oleksandr Sushko, , *Societal security in the trilateral region* , 172

¹⁶ Iulian Chifu, *Bosnia –Herzegovina: Societal cohesion, the scene of the national reconstruction and the road towards European integration*, (Europa XXI nr.6, 2008), 17.

¹⁷ The Global Risks Raport2018, http://www3.weforum.org/docs/WEF_GRR18_Report.pdf, accessed on 15.09.2018

- 1) Persistence of social and economic inequalities
- 2) Political tensions on national and international level
- 3) Environmental hazards
- 4) Cyber vulnerabilities

Therefore, we can observe that one of the most notable problems that we are currently facing is of economic nature, of a major importance, with real possibilities to destabilize the local, national or international security.

If a state has enough leverage to cushion the negative impact of sudden changes/threats, a private company cannot do the same. At the same time, a bad management leads to bankruptcy and disappearance of a company on the market, thing that can't happen to a state (in the sense that it can go bankrupt but it doesn't disappear, and the economic crisis turns into a political one).¹⁸

From another point of view, however, one of the principles of economic security is that we go into any analysis from the assumption that the economic agents work more competitively on an uncertain market. It is known that in the economic environment we can't speak of safety and a perfect balance. So, uncertainty increases competition, stimulates the creative spirit and analytical and predictive capabilities.

4. MANAGING VULNERABILITIES AND THREATS THROUGH COMPETITIVE INTELLIGENCE

"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change."¹⁹ – Charles Darwin

Under these conditions, how do societies manage the vulnerabilities they are facing and overcome challenges and resist threats?

By keeping the proportions, certain strategies in the economic security environment can be applied within societies, allowing an analysis of the place, moment, influences, threats etc. The most efficient working method in this sense belongs to the Competitive Intelligence field.

"When the rhythm of change outside of your organization is greater than the one inside it, the end is close."²⁰ Jack Welch, former CEO, General Electric.

¹⁸ Barry Buzan ,Ole Wæver, Jaap de Wilde Security: A New Framework for Analysis, (Cluj-Napoca, CA Publishing,2010), 154-160.

¹⁹ In 1963, the American professor Leon. C. Megginson from Louisiana State University, at a conference of the Association for Social Sciences (Southwestern Social Science Association) held a speech that is later published in the association's magazine. In this speech, he uses the famous phrase, summing up the central idea of C. Darwin's paper: *The Origin of Species*, and even if he does not use the appropriate symbols of a quoted text, he says the phrase: "That's what Charles Darwin says" Although the quoted phrase does not have quotations in the article published after the conference, the quote remains attributed to the brilliant English naturalist because, in essence, this is one of the fundamental ideas of his research, presented not only in the *Origin of Species* (1859) but also in *Human Origin and Sexual Selection* (1871).

²⁰ The National Electric Report for year 2000, section *Relishing Change*,
<https://www.ge.com/annual00/download/images/GEannual00.pdf> accessed on 29.08.2018.

The quote above converges towards the Competitive Intelligence Division's ²¹mission, namely the one to create a decisional advantage for the beneficiary. In sports or politics, in war and in business, we cannot work efficiently if we don't know what the others are doing. In order to understand as complexly and correctly as possible the environment in which we operate (internal vs external), we have to make a detailed process of data collection (information); but turning this information into intelligence is the most problematic part. Like in the case of business strategies, the members of a community don't lack statistical or economic data; the difficulty consists in analyzing and linking a large number of data, indicators, news, open sources, and formulating analyzes, forecasts and relevant solutions based on these.

In the paper *Competitive Intelligence Gathering, Analyzing and Putting it to Work*, Christopher Murphy (2005) argues that " [...] any factor that imposes a risk for the opportunities or profitability is given to the CI department"²². By extrapolating, an analysis of some CI experts is useful in order to avoid any sensitive / problematic situations that could appear and the domain of competence of this activity outweighs the domain of the economic field.

A close link between the CI department and the beneficiary allows his involvement in real time and clarification or detailing the needs.

In order to involve the beneficiary in an effective way, complex techniques must be used to identify needs and also to evaluate their own performance. The question we are asking is not: "What are your priorities in terms of information?", but "What do you want to achieve?", starting from the premise that the support provided is in the form of a relationship rather than of an event.

The resulting analytic products transform into *adapted services*, focusing on utility rather than simple propagation, working in analytical networks centered on the mission.

The CI specialist must be technologically and analytically trained, to be an expert when it comes to the political and business fields, to be able to understand geopolitics and to adapt the security policy to the changing demands of the beneficiaries.

He must impose three fundamental principles to the beneficiary for whom he works.

The first one of them is *Adaptability*

- is the success in anticipating and successfully responding to environmental changes.
- is a process that requires constant supervision of the external environment, the identification of threats, vulnerabilities but also opportunities
- the success through adaptability implies an active involvement and openness to external ideas and, necessarily openness to learn from experience.

The second principle is *Alignment*

- the adjust of all the system's components to ensure it good function
- represents the assurance of the unity of effort, but without falling into the conformism of thought.
- the degree of consistency and coherence between strategy, systems, processes and communication

The third principle is *Flexibility*

- is the skill to reconfigure the working processes in a short time and with minimal effort and minimal resources to take advantage of opportunities and overcome risks
- the response to unpredictable events must have a good speed and accuracy

²¹ I used the term *division* as representing the person/people who carry out the information analysis and transforming them into intelligence

²² Murphy, Christopher, *Competitive Intelligence. Gathering, Analysing and Putting it to Work*. (England, Gower Publishing, 2005).

Those three mentioned principles must be integrated and strengthened. Adaptability without Alignment generates chaos and loses resources; adaptability without flexibility leads to the possibility of seising the danger, but lack of efficiency in avoiding it.

Besides the obvious differences between the beneficiary and the CI specialist, the latter one must have the ability to emotionally detach from the environment they are analyzing. If in a society it would be indicated that the CI department is absolutely distinct, when we talk about the analysis of societal security, the analyst should know in detail the culture for whose advantage of he works for. This means that there is a significant possibility that the person (people) concerned to be from within the community. However, an objective overview is needed, also an alternative point of view, *a reality check* on one's perceptions.²³

Just like in the business field- the competitive/business intelligence activities shouldn't be confused, in this research an analysis of the societal security through CI is not confused with the spying activity. This belongs to the state and not to the society. The competitiveness activity through information is one within the limits of legality and ethical principles.²⁴

Robert Steel, well-known financial expert and official of the United States' Government said that *"Information costs money ... intelligence makes money"*²⁵

Hence, the transformation of the raw information into intelligence brings net added value, superior to initial investment. And this transformation of data into analyses and predictions into solutions and strategies to follow is the value of intelligence *science*.

"Business Intelligence has two basic components:

- *Competitive Intelligence (CI)*
- *Competitive Counterintelligence (CCI).*

*"If the CI field entails obtaining information about the business field in the beneficiary's domain of interest, the CCI is supposed to ensure its own security against external attempts to obtain information that would be further transformed into intelligence. The CCI wants to ensure the physical security, the security of documents, of informatics and communications systems."*²⁶

5. CONCLUSIONS

Douglas Bernhardt, (an economic and CI analyst), in his paper: *How to acquire and use corporate intelligence and counter-intelligence*, argued that *"the strategy that is not based on intelligence is not a strategy, but a guess."*²⁷

²³ Christopher, *Competitive Intelligence.Gathering*, 15-16

²⁴ In the US, "The Economic Espionage and Protection of Proprietary Information Act " has taken out the offense of violating the business secret and the one of stealing private information from under the jurisdiction of the local and state authorities and passed them under the jurisdiction of the federal authorities. There is no equivalent of this law in Romania's legislation nor in the European Union's law. However, there are more laws that incriminate the economic espionage.

²⁵ Larsonin, Mark, *Win loss analysis*, Primary Intelligence Magazine, 3 decembrie 2007, <https://www.primary-intel.com/blog/competitive-intelligence-tip-1-make-your-ci-produce-revenue/> accessed on 29.08.2018

²⁶ Medar, Sergiu, *Why business intelligence ?*, Competitive Intelligence-Business magazine, number 1, (2012).

²⁷ Bernhardt, Douglas, , *Competitive Intelligence. How to acquire and use corporate intelligence and counter-intelligence*, (FT PrenticeHall (Financial Times), 2003), 87-90.

The CI specialists work with a wide range of data with different and important representativities, from the moment of collecting them to turning them into intelligence, this latter stage being the most difficult but the most important part. Generic data are filtered, the relevant information being sifted, going from quantity to quality. Communities, for their own benefit need not only raw information but a summary and analysis of them, predictions and opinions about the future instead of simple information about present or past situations.

Therefort, both in the case of economic security and in the case of societal security, their preservation can be achieved through the techniques that are specific to informational activities and to the norms of analysis from the Competitive Intelligence field.

The goal is obtaining a complete vision of the issue, to realize a basic strategy on the long-term and the tactics that need to be adopted. Through information and counter- information work, the analyzed company/society/group is positioned internally and externally and is protected against possible destabilizing intrusions.

REFERENCES

1. **Barry Buzan ,Ole Wæver, Jaap de Wilde** (2010), *Security: A New Framework for Analysis*, CA Publishing,
2. **Bernhardt, Douglas**, (2003), *Competitive Intelligence. How to acquire and use corporate intelligence and counter-intelligence*, FT PrenticeHall (Financial Times)
3. **Bjorn Mollen**,(2001) Topical Issues in Nordic Peace Research,
https://www.sagepub.com/sites/default/files/upm-binaries/2953_12PRA01.pdf
4. **Dimitrie Gusti** (1968), *Opere*, Vol. I, Bucharest, Academy's Publishing House
5. **Huntington, Samuel P.**, (2012), *The Clash of Civilizations and the Remaking of World Order*, Litera Publishing House, Bucharest, (trad.) by Liana Stan
6. **Ilie Bădescu** (2007), *Noological sociology. The Spiritual order of the society*, Bucharest, Mica Valahie Publishing House
7. **Ionel Nicu Sava** (2005), *Security Studies*, Bucharest, Romanian Center for Regional Studies
8. **Iov Claudia Anamaria, Bogdan Maria Claudia**, *Securitization Of Migration In The European Union - Between Discourse And Practical Action*, RESEARCH AND SCIENCE TODAY, Spring 2017, No. 1(13)/2017, pp. 12-19.
9. **Iulian Chifu**,(2008), *Bosnia –Herzegovina: Societal cohesion, the scene of the national reconstruction and the road towards European integration*, Europa XXI nr.6, p.17
10. The Global Risks Raport 2018, http://www3.weforum.org/docs/WEF_GRR18_Report.pdf, accessed on 15.09.2018
11. **Iulian Chifu,Oazu Nantoi, Oleksandr Sushko**, (2008) , *Societal security in the trilateral region: ROMANIA-UKRAINE-REPUBLIC OF MOLDOVA*, Bucharest, Curtea Veche Publishing House
12. **Larsonin, Mark**, Win loss analysis, *Primary Intelligence Magazine*, 3 decembrie 2007,
<https://www.primary-intel.com/blog/competitive-intelligence-tip-1-make-your-ci-produce-revenue/>
13. **Medar, Sergiu**, (2012) , *Why business intelligence ?*, *Competitive Intelligence-Business magazine*, number
14. **Stephen M. Walt** ,(1991) *The Renaissance of Security Studies*, *International Studies Quarterly* ,p.213.
15. **Diana Didă**, A „relative” field. *The Security, Identity Studies and Security after 1990. Etnosfera magazine*, no 2, 2009
16. **Murphy, Christopher**(2005) , *Competitive Intelligence.Gathering, Analysing and Putting it to Work*. Gower Publishing, England
17. General Electric report -2000, *Relishing Change Section*
<https://www.ge.com/annual00/download/images/GEannual00.pdf> accessed on 09.09.2018
18. The Global Risks Raport 2018, http://www3.weforum.org/docs/WEF_GRR18_Report.pdf, accesat 15.09.2018
<https://www.ge.com/annual00/download/images/GEannual00.pdf> accesed on 09.09.2018
19. <https://www.primary-intel.com/blog/competitive-intelligence-tip-1-make-your-ci-produce-revenue/>, accessed on 29.08.2018.