EXAMPLE OF A LITERATURE REVIEW FOR A RESEARCH PAPER

BUSINESS INTELLIGENCE

Knowledge about the role and significance of data and information in decision-making processes in various spheres of human activity exist for thousands of years (Tzu, 2000). The processes of collecting, processing and analyzing business information that make business decisions (intelligence) are well documented in a series of papers (Meyer, 1991; Dedijer, 2003). However, only a modern period has fully indicated the importance of information. Through the third wave model, Alvin Toffler has demonstrated in detail and convincingly that in modern times characterized by accelerated changes (with positive and negative sign) in all spheres of society and human activity, high technology and information play a central role (Toffler, 1980). The concept of business intelligence on the world scene was launched in 1989 by Howard Dresner, then chief analyst at the American consulting firm GartnerGroup Inc. from Stamford. From the moment of its creation, this traditionally non-economic concept (intelligence) has been strongly influenced in economies all over the world. Moreover, business intelligence has gained the role of an instrument without which business in modern terms is unimaginable. More precisely, business intelligence is simply a prerequisite for business success. The reason is very simple: quality, accurate and timely business information transferred into business knowledge, which is the basis for a business decision, is a condition for business success. This is exactly the object, interest, goal and framework of the business intelligence business. A more significant analysis indicates the existence of a series of disputes and dilemmas.
regarding the use of the concept of business intelligence both in terms of the "name" of the notion itself and in terms of a different understanding of its meaning and content. In its essence, business intelligence involves a cyclical process that converts the collected business data and information by various analytical techniques and tools into business knowledge based on which business decisions are made. It is a continuous and systematic collection, verification, and analysis of data, that is, information in order to enable as complete understanding of a particular problem, event or situation as possible. It is important that the ultimate intelligence product contains an action element, i.e. that the basis for decision making is the decision-makers, or taking certain actions. Only the realization of the action element fully completes the notion of intelligence (Krizan, 1999).

However, various names such as economic intelligence, market intelligence, market intelligence, business intelligence, competitive intelligence, competitor intelligence, corporate intelligence, and so on are used to denote such content throughout the world (Pirttimaki, 2007). The diversity of economic systems, socioeconomic, socio-cultural and other differences across the globe have meant the preference of different concepts, as confirmed by a survey conducted in 2005 by an international professional association based in Globally Global Intelligence Alliance (GIA). The results of the survey formed a ranking list of the most preferred terms when it comes to the use of intelligence activities (collection, processing and analysis of data) in the economy and showed the following: market research is the term most used - 30%; the second place is the term business intelligence - 20%, and then follows; competitive intelligence - 16%; market intelligence (market intelligence) - 14%; market monitoring - 8%; competitor intelligence - 5%; knowledge management - 3%. In addition to terminological differences, there are also dilemmas regarding the content of business intelligence.
The generic and generally accepted definition of business intelligence has not been achieved. There are dozens of deficiencies in business practice, as well as in academia and circles in use. The definition of definitions suggests that there are several dominant categories of definition: the definition of business intelligence and competitive intelligence as synonyms; a clear distinction between the concepts of competitive intelligence and business intelligence with the definition of competitive intelligence as an integral part of business intelligence; designation of business intelligence as applications, programs and information technologies; used to collect, enter and process business data; determining business intelligence as a process and system for companies; allows them to compete decisively on the market, bring on information founded; decisions and better understand the market trends and needs of their clients; a system that allows a business entity to see in terms of business environment and changes in it further, better, more profoundly than before, or that allows the company to have a better understanding of the future than its competitors. By analyzing and synthesizing the relevant elements and the practical process, it is possible to define the concept of business intelligence. It is a business intelligence / reporting activity in the business world that is planned, organized, and implemented by business entities, with the process of legal collection of public and all available data by ethical means, converting data into ready-made business intelligence analysis (business knowledge) for providing support to managers in making and executing as high-quality business decisions as possible to preserve positions in the business environment, avoiding any threats, and ultimately for overall qualitative advancement. Why are there business intelligence dilemmas yet? John Prescott, one of the world's leading business intelligence scientists, a Business Administration professor at the University of Pittsburgh, is quite right to claim that the lack of a theoretical framework for business intelligence is the reason why the term is still covered by a series of dilemmas, ambiguities and controversy.
It is therefore justified to ask the following question: can a notion (phenomenon) that is not clear and generically defined be the subject of scientific research? Are business intelligence and intelligence at all times suited for scientific research that require defining a research object with elements of theoretical significance and empirical applicability?

A credible answer was provided by Spanish expert Jose Martin Juarez. According to him, the understanding of intelligence as a scientific discipline refers to the study of intelligence as a single universal phenomenon, the research, design, development, improvement and adaptation of the process (thought) and product (knowledge, behaviorism) inherent to the phenomena of intelligence through cognitive, rational, biomimetic and quantum access (Quintero & Treverton, 2010). Business intelligence can be analyzed through different theoretical perspectives and approaches. It was previously pointed out that business intelligence is a business function that is carried out in business organizations. Organizational theories, among other things, focus on the relations of human and material resources and business functions aimed at achieving predefined business goals. It is obvious, therefore, that business intelligence is suitable for observation within a variety of organizational theories (Daft, 2007).

Previous business intelligence research has shown that its application in companies is a matter of rational choice and that companies bring a number of benefits, for example, increasing decision making efficiency, allowing greater competitiveness of companies, yielding significantly faster revenue growth than non-performing companies, etc. (Weiss, 2005). The effects of business intelligence are noticeable in the related analysis of the investment and benefits it brings to businesses and national economies. Different utilitarian approaches are thus also a suitable framework for the analysis of business intelligence (Barber, Hammond & Seidl, 2004; Mill, 1863).
guarantee that all players in the industry operate a standardized field. In this research, it is important to identify the various institutions that are put in place in order to ensure no business entrepreneur is at a disadvantage.

Business intelligence is primarily related to the decision-making process, it is primarily (strategic) managerial resource. Theories of strategic management are therefore the most suitable framework for its analysis. The concept of strategic management in literature emerged in the 1970s and represented a change in the direction of the company from, until then dominating, internally to the external business environment. It was created as a result of strengthening the influence from the outside environment on decision-making processes in companies. The external environment, namely, became more and more complex, different and uncertain. Strategic management has thus acquired the role of training companies for business in a changing business environment, and includes strategic planning, implementation of plans and strategic control. As a process, strategic management encompasses five phases: environmental analysis, organizational orientation, strategy formulation, implementation, and strategy evaluation. Formulating a strategy observed in the relationship between strategic analysis and strategic choice is, in fact, the relationship between the company and its external environment. With a critical review of one's own company, environmental analysis is a crucial factor in defining a business strategy. The quality of the analysis is determined by the collected business information about the external environment. More precisely, the quality of the business environment analysis (and thus the strategy) depends on business intelligence, which represents the totality of the company's information, cognitive and action capabilities. Thomas Wheelen and David Hunger model of strategic management are determined through four phases.
The first phase is the business environment scanning and is based on data collection, the second is the formulation of the strategy, i.e. the development of long-term plans, the third, the implementation of the strategy, while the fourth phase - the evaluation of the strategy - implies the monitoring of the execution of the strategy (2006: 71). According to them, business intelligence (competitive intelligence) as a program for collecting data on company competitors is located in the first phase. It is the fastest growing area of strategic management, the most necessary and most relevant company's ability to develop winning strategies. Competitive / business intelligence is crucial for quality strategic planning (Wheelen & Hunger, 2006: 92-95).
References