
Marketing Intelligence and Performance of Nigeria Police Force (NPF) in South-South Nigeria

Kpune, Henry N., Ikaba, Yirakpoa V. PhD, & Wali, Kemkama

Department of Marketing, School of Management Sciences, Kenule Beeson Saro-Wiwa Polytechnic, Bori, Nigeria

Abstract: *This study aimed to ascertain the effect of marketing intelligence on performance of Nigeria police in South-South, Nigeria. The study adopted a cross-sectional survey design of the quasi experimental research. Out of a total of three hundred and ninety-seven (397) copies of questionnaires distributed, three hundred and forty-two (342) copies were fit for analysis. The Multiple Regression Statistical tool was adopted with the aid of Statistical Package for Social Sciences (SPSS version 21.0). The findings reveal that marketing intelligence significantly relates with police performance, thus enhancing operational flexibility and pro-activeness. Based on the findings, the study recommends that the police authority should regularly share intelligence with sister security agencies for effective policing and continually collect, analyse and store information as well as make same available for easy access and speedy decision making.*

Keywords: *Marketing Intelligence, Police Performance, Internal Records, Marketplace Opportunity, Operational Flexibility, Pro-Activeness, public collaboration.*

1. Introduction

Globally, the primary responsibility of government is the protection of lives and properties. To achieve this important goal, the establishment of the police institution becomes an absolute necessity. The police are a constituted body of persons empowered by the state with the aim to enforce law, ensure safety of citizens and to prevent crime and civil disorder. Their lawful powers include the use of force legitimized by the state via the monopoly of violence (Wikipedia.org/police). Other than the traditional task of pursuing, arresting and charging criminals, preventing crime from occurring and dealing with traffic related offenses and accidents, police are also further expected to resolve various conflicts in their communities, reduce or prevent social disorder and maintain community relations (Coleman, 2012). These functions are known as policing. Policing is the role played by the police in protecting the well-being of the citizenry in a given country. According to Alemika (1995), policing involves coercive or ideological regimentation of social life through activities of the police and sundry state intelligence and security forces and through other measures aimed at deducing and suppressing behaviors that threatens the prevailing social order.

There is no single measure that will be relatively close to measuring the performance of everything the police does but in his opinion (Pandey 2012) describe police performance as the quality of response to intervene in terms of values of justice, due process, diligence, best

practices and respect for life and properties of all citizens while (Maguire 2003) says police performance is the effective delivery of basic services of crime control and maintaining order while treating individuals fairly and within the bounds of the law.

Policing in Nigeria dates back to the colonial era. The force has evolved over the years into a 36 states command structure and the federal capital territory. Each of the 36 states and the federal capital territory is placed under the command of a commissioner of police who reports to the Inspector General (IG).

On the other hand, modern organizations operate under high rapid environmental changes on a global, regional and local level risk which create opportunities for some and threats to the others. Organizations that do not prepare themselves and adapt to environmental changes will be exposed to an imminent danger. An apparatus which help organizations to reach a suitable place in today's volatile business environment is the use of marketing intelligence. Marketing intelligence is the systematic collection and analysis of publicly available information about consumer's, competitors and developments in the market place (Kotler & Armstrong, 2013). Marketing intelligence is the ability to fully understand, analyze and assess the internal and external environment related to a company's customers, competitors, market and industry to enhance the tactical and strategic decision-making process. The marketing intelligence system is a set of procedures and sources used to obtain every day information about pertinent developments in the marketing environment (Kotler, 2002). This system allow, collects, store, access and analyze organizational data in order to assist decision making (Aaker, Kumar & Leone, 2011). Hence, this system becomes very important to the police force in Nigeria to enable them assess the external environment for effective delivery of basic services of crime control and maintenance of law and order.

The crime rate in Nigeria has experienced a steady rise despite effort by government at various levels to tame the tide. The Nigeria Police (NPF) as the institution saddled with the responsibility of tackling internal security and maintain law and order fall short of optimal performance standards which is glaringly manifested in unresolved cases of assassinations, kidnappings, armed robberies, murder and most recently cult related violence that has left most of our communities desolate. The failure of the police to apprehend perpetrators of these heinous crimes has reinforced the belief of critics who describe the police as corrupt, inept and inefficient. Rather than protect citizens and their properties, the police constitute themselves a threat as they operate recklessly of their powers. They are brutish and in some cases their brutality results in extrajudicial killings and injuries to the innocent citizens they are statutorily established to protect. Most citizens are unwilling to corporate and volunteer useful information that can assist the police unravel criminal activities due to lack of trust and confidence. Therefore, this study specifically intends to achieve the following:

- (i) To determine the relationship between internal records and operational flexibility of Nigeria police in south – south, Nigeria.
- (ii) To determine the relationship between internal records and pro-activeness of Nigeria police in south – south, Nigeria.
- (iii) To determine the relationship between market place opportunity and operational flexibility of Nigeria police in south – south, Nigeria.

- (iv) To determine the relationship between market place opportunity and pro-activeness of Nigeria police in south – south, Nigeria.
- (v) To determine the moderating effect of public collaboration on performance of Nigeria police in south – south, Nigeria.

It is hoped that the outcome of this study will help to recreate and reposition the police force for effective performance in south-south Nigeria.

2. Literature Review

2.1 Concept of Marketing Intelligence

The term marketing intelligence was first coined over 50 years ago by Kelly (1968), marketing professor at Wharton school in order to designate a new discipline characterized by the collection of any piece of information that might have some relevance to the company with the centralization of this activity into just one information system. Marketing intelligence as explained by Igbaekemen (2014) is everyday information about development in the market environment that helps managers prepare and adjust marketing plans. The marketing intelligence system determines the intelligence needed and collecting same by searching the environment and deliver to marketing managers who needs it. Hutt and Spel (1989) describe marketing intelligence as a system to capture the information needed for decision making in marketing. The fundamental purpose of marketing intelligence is to help marketing managers make the decisions they face every day in their various responsibilities. Huster (2005) define marketing intelligence as the ability to understand, analyze and evaluate data from internal and external environment related to the organization customers, competitors and markets for companies to improve her tactical and strategic decision process and the integration of competitive intelligence, marketing research, marketing analysis and analysis of business and financial information.

Although market research focus on response to specific information need or set of needs, intelligence is indicated as a continuous process of developing a holistic view of the operating environment, including competitors, customers and markets. An intelligence process effectively contributes to the knowledge base of the organization and leads to a cumulative organizational learning (Guarda, Santos, Pinto, Silva & Loureno, 2012). Furthermore, marketing intelligence serves quadruplet purposes, i.e. assesses and tracks competitors, identifies potential opportunities and threats, supports strategic planning and enhances strategic decision making (Caudron, 1994) leaving organization with improved performance and gaining competitive advantage over rivals. Thus, Kohli and Jaworski (1990) states that marketing intelligence and the ability to respond to the environment are critical elements in market orientation crucial for improving business performance. Wesley and Levinthal (1990) highlighted the significance of utilizing information for competitive advantage and argued that new information flows greatly enhance an organizations ability to exploit both internal and external linkages. Hence, internal records and market place opportunities become inevitable when discussing marketing intelligence and police performance. Every organization, public or private need to document it's activities and this can only be done by creating records. Records display and confirm decisions taken, actions executed

and results of such actions. Kotler (1998) describe internal records as the most important indicators of marketing performance as they derive their value from actual sales invoices.

In the context of the police, records are information created, received and maintained by the police authority as evidence of crime history (Dadds & Scheide, 2000). Mcquire (2003) describe police records as official files held by the police containing details of any criminal offences committed by an individual or group of persons. The use of timely and accurate localized records to drive law enforcement operations towards more efficient and effective resource deployment is the benchmark for 21st century policing (Ratcliffe, 2003).

Hales (2019) says a marketplace opportunity describe the process of synthesizing market research and client data to identify opportunities for growth in a specific market or business area and formulate actionable strategy to realize this growth. In a crime prone environment, scanning the environment provide information about what is happening, what is changing and about what issues require attention on a continuous basis. Collected information after analysis and evaluation according to Tilley (2002) has a strategic purpose as it contributes to creating the “big picture” of the criminal phenomenon that finally allow for adoption of strategic, tactical and operational decisions. He says major changes in the environment induce changes in crime and therefore becomes essential for law enforcement agencies to scan this environment and to look for its evolution in order to be best prepared for emerging crime threats. Riedel and Jarvis (1980) says in a crime prone environment, the philosophy of environmental scanning system is based on the principle of “crime is a business” and thus can be analyzed in much the same way as a business. As such both PESTEL and SWOT analyses can be part of the assessment of Organized Crime Group (OCG). They affirm that for law enforcement officers to combat crime and improve their performance, an efficient and effective environmental scanning system is necessary.

2.2 Police Performance

The concept of performance has evolved and developed a series of definitions that were meant to encompass the widest sense of what is perceived through perception (Ion & Criveanu, 2016). Currently there is no performance independent of targeted objectives. Reaching the objective translate with achieving the performance. Since the objectives of an organization cannot be defined precisely and are more and more numerous, the term performance is more difficult to define as it is a relative measure.

Pandey (2012) defines police performance as the quality of police response to intervene in terms of values of justice, due process diligence, best practices and respect for life, and property of all citizens while Maquire (2003) says police performance is the effective delivery of basic services of crime control and maintaining order while treating individuals fairly and within the bounds of the law. It is important to understand that the measurement of police performance is a complicated task that has multiple dimensions (Maquire, 2003). There is no single measure that is remotely close to measuring the performance of everything the police do. Maslov (2015) says both direct and indirect measures need to be accounted for when attempting to measure police

performance. Direct measures of police performance he says include crime rates, number of arrest and fines issued, clearance rates and call for service response time while indirect measures of police performance include surveys, direct observation of social behavior, situational studies and independent testing.

Crime rate is probably the oldest and the most traditional measure of the success of police work (Coleman, 2012). He says the reasoning behind using crime rate as a measure of success is reflective of the common belief that reducing crime is the primary task of the police. Similar to crime rate, the number of arrest and fines issued by the police is also a measure of performance because arresting criminals and enforcing the law by giving out fines for infractions is seen as one of the primary outcome of police work (Maslov, 2015). Using arrest and infractions data as a primary performance measurement for police work can be problematic because uniformity in how police agencies define arrest is lacking (Sherman, 1980).

Clearance rate also stands out as another traditional measure of police performance. Maguire (2003) describe clearance rate as the proportion of crime solved by a police jurisdiction in a given period of time. The problem associated with using clearance rate as a measure of police performance according to Riedel and Jarvis (1999) is that it is prone to definition and measurement error making cross comparisons difficult.

Call for service response time have also been used in the past to evaluate performance of the police. Response time may vary according to the size of the geographic area of community served, resources allocated to policing, location of the closest dispatching situation (Maslov, 2015). Research have shown that it is not the actual response time but the perception of the right response time that matters with regards to citizens' satisfaction (Halry, 1999). Using a customer or citizen as measure of satisfaction with response time is probably a better measure of police performance than using the actual response time (Maguire, 2003).

Maslov (2015) says surveys can be a ready source of indicators that measure police performance. According to him, they may be administered by police division, academics, and public opinion, pooling companies or national institutions. Collecting statistical surveys can be a very powerful tool to collect data that will supplement the traditional measures of police performance (Maguire, 2003).

Legitimacy is another area of origin for perception of police performance. Legitimacy can be seen as a characteristic of a social institution that will either encourage or discourage the public to obey its authority (Tyler & Huo, 2002). When it comes to the police, Skogan and Frydl (2004) point out that the legitimacy of the police may be constructed or damaged by the conduct of the police. When the police lose legitimacy in the eyes of the public, non-compliance with the law and opposition to police authority and even hostility are likely to occur (Maguire & Johnson, 2010).

In spite of these direct and indirect measures of police performance, operational flexibility and pro-activeness of the police become's inevitable for effective performance. The present technological age and changing environment makes flexibility one of the most important factor

that service firms have to deal with in their operations. Verdu and Gomezgras (2009) have suggested that organizational flexibility is the main capability that enables companies to face environmental fluctuation as it makes them more responsive to change. Responding to complex environment requires new learning innovation and different ways of doing things. Standard operating procedure have little relevance because the environment calls for exploration, new discoveries and adjustments (Uhl-Bieh, 2007). Most of what occupies police time could be regarded as complex. It is often said that police are the first respondents to a whole range of social issues (Bittner, 1990).

Pro-activeness is the propensity to identify event in advance or an act that facilitates future prospect and needs rather than responding later when the incidents must have been spread out (Moss & Short, 2009). Proactive policing refers to policing strategies that police organizations develop and implement with the intent to prevent and reduce crime (Consensus Study Report, 2017). Proactive policing developed from crises of confidence in policing that began to emerge in the 1960s because of social unrest, rising crime rate and growing skepticism regarding the effectiveness of standard approaches to policing which tended to react to crimes after they have occurred. Ho and Lee (2008) asserts that the success and failure of a police force is centered on their ability to monitor crime suspects closely and pre-empt strategies so as to avert any security breach. Proactive policing focuses greater concern on predicting the future occurrence of crimes in time and place. Weisburd and Meares (2019) says proactive policing relies upon sophisticated computer algorithms to predict changing patterns of future crimes, often promising to be able to identify the exact locations where crimes of specific types are likely to occur next.

Experts expect collaboration to matter in public management. They claim that collaboration is vital for any modern organization to accomplish its performance goals. When it comes to policing, collaboration is given such credence in dealing with the difficult problem encountered in policing the environment that Leonard (2016) assert that “the power of partnership and collaboration is such that even when mistakes are made, “community often triumph”. A growing body of literature suggest that the capacity to collaborate enables organizations to work better with citizens and other agencies to accomplish task and solve complex problems. (Bingham & O’ Leary, 2008; Daley, 2009). Others observe that the ability to collaborate provides practitioners with multiple ways to deal with unstructured problems or difficult problems that cut across academic discipline, policy domain and political/administrative jurisdiction (Robert & David, 2000; Conklin, 2006; Weber & Khademien, 2008). Thus, the consistent theme emanating from both claims and scholarly literature is that collaboration matters not only as a useful problem-solving activity for complex public issues but also as a solution to enhance the performance of organizations. A professional model of policing emerged in the early 1990s (Amadi, 2014). The traditional model was premised primarily on law enforcement and relied on a separation of police from the community to guard against corruption and political influence over police actions. However, police administrators found this model insufficient to handle disturbances caused by large movements of social unrest in the urban cities (Gaines & Kappeler, 2014). To tackle this problem, Leonard (2016) says a new model of policing that focused more on solving policing problems through the synergy created by community relations should be encouraged. This form of policing relied on collaborative efforts between the police and the community to solve community problems to both crime and disorder. It was referred to as either

neighborhood-oriented policing, community-oriented policing or simply community policing (Leonard, 2016).

2.3 Conceptual Framework

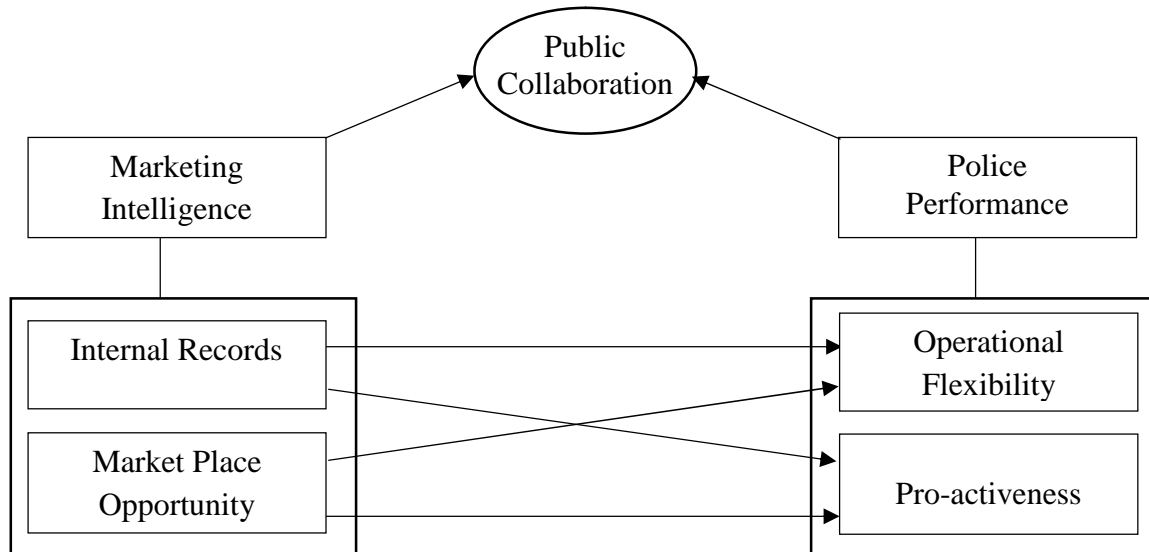


Figure 1: Conceptual Framework of the Relationship between Marketing Intelligence Dimensions and Police Performance Measures with moderating effect of Public Collaboration on Performance.

Source: Researchers' Desk, 2021

3. Methodology

The study adopted a cross sectional survey design of the quasi-experimental research because it allows for the collection of unbiased data from the study targets and describe the association between the variables. The target population comprises of the entire officers and men of Nigeria police force (NPF) domiciled in south-south Nigeria. Available data on the force official website indicates that the region has 52,579 officers and men. Taro Yamen formula was employed to determine the sample size of 397. Primary data were used for the study and were generated using a research questionnaire. Multiple regression was used to test the relationship among variables through the help of statistical package for social science (SPSS) version 21.0 while partial correlation analysis was used to test for the moderating effect of public collaboration on the predictor and criterion variables.

4. Results

Using purposive sampling technique, three hundred and ninety-seven (397) copies of questionnaire were distributed to selected men of Nigeria police in South-South, Nigeria. 342(86.1%) copies were accurately filled while the remaining 55(13.9%) contained certain

inconsistencies, and thus not valid for analysis. Therefore, the analysis was based on 342 accurately filled copies of the questionnaire.

Table 1. Regression Analysis showing the effects of Internal Records and Market Place Opportunity on Operational Flexibility.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.849 ^a	.721	.675	21.78348

a. Predictors: (Constant), Internal Records, Market Place Opportunity

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-8.185	7.206		-1.136	.272	-23.388	7.018
	Internal Records	.046	.445	.035	.104	.918	-.892	.985
	Market Place Opportunity	1.122	.414	.909	2.713	.015	.249	1.995

a. Dependent Variable: Operational Flexibility

Regression Model: OF = (0.046IR + 1.122PMPO)-8.185

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	64067.957	2	32033.979	67.508	.000 ^b
	Residual	8066.843	340	474.520		
	Total	72134.800	342			

a. Dependent Variable: Operational Flexibility

b. Predictors: (Constant), Internal Records, Market Place Opportunity

The result of the multiple regression of the above variables indicated R = 0.849, R²=0.721 which is equal to 72.1% and this is the explanatory influence of the model used for the study. It means that only 72.1% variation can be explained by factors within the model used for the study and the remaining 27.9% can only be explained by other external quantitative and qualitative factors of the model used for the study. The f-ratio (F_{2, 342}=67.508) showed significant effects in existence and this revealed the appropriateness of the model used for the study.

Premised on evidenced shown in the beta values which are the strength or the extent of contributions to the present position of operational flexibility. Market place opportunity made the highest contribution of 1.122 values while internal records came second with 0.046 values. These results have revealed that the two dimensions of the predictor made significant contribution to the criterion variable. Also, the p-value<0.05 for the two dimensions of predictor as shown in table 1. These results imply a significant relationship between internal records, market place opportunity and operational flexibility of Nigeria police in south-south Nigeria.

Table 2. Regression Analysis showing the effects of Internal Records and Market Place Opportunity on Pro-activeness.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.963 ^a	.928	.920	11.39686

a. Predictors: (Constant), Internal Records, Market Place Opportunity

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	8.187	3.770		2.172	.044	.234	16.141
	Internal Records	.751	.233	.866	3.226	.005	.260	1.242
	Market Place Opportunity	.081	.216	.100	.372	.714	-.376	.537

a. Dependent Variable: Pro-activeness

Regression Model: $P = 8.187 + [(0.751IR) + (0.081MPO)]$

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28516.699	2	14258.349	109.774	.000 ^b
	Residual	2208.101	340	129.888		
	Total	30724.800	342			

a. Dependent Variable: Pro-activeness

b. Predictors: (Constant), Internal Records, Market Place Opportunity

The result of the multiple regression of the above variables indicated $R = 0.963$, $R^2=0.928$ which is equal to 92.8% and this is the explanatory power of the model used for the study. It means that only 92.8% variation can be explained by factors within the model used for the study and the remaining 7.2% can only be explained by other external quantitative and qualitative factors of the model used for the study. The f-ratio ($F_{2, 342}=109.774$) showed significant effects in existence and this revealed the appropriateness of the model used for the study.

The beta values as shown above represent the strengths or the extent of contributions to the present position of pro-activeness over the predictor variables. Internal records made the highest contribution of 0.751 values while market place opportunity came second with 0.081 values. These results have revealed that the two dimensions of the predictor made significant contribution to the criterion variable implying a significant relationship between internal records, market place opportunity and pro-activeness of the Nigeria police in south-south Nigeria. Also, the $p\text{-value} < 0.05$ for the two dimensions of predictor as shown in table 2.

Table 3: Partial Correlation Analysis showing the Influence of Public Collaboration on the relationship between Marketing Intelligence and Police Performance.

Partial Corr.

			Correlations	
Control Variables			Marketing Intelligence	Police Performance
Public Collaboration	Marketing Intelligence	Correlation	1.000	.718
		Significance (2-tailed)	.	.000
		Df	0	340
	Police Performance	Correlation	.718	1.000
		Significance (2-tailed)	.000	.
		Df	340	0

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Field Survey Data, 2021, SPSS 21 Output

Table 3 explained the moderating effect of public collaboration on the relationship between marketing intelligence and police performance. The association between marketing intelligence and police performance produced correlation of 0.718 with a probability value (Pv) of 0.00 and confidence level of 0.05. The same is applicable to the influence of public collaboration on marketing intelligence and police performance. The result revealed a moderate but positive significant influence of public collaboration on marketing intelligence and police performance.

5. Discussion

Objectives one and three were aimed at examining the significant relationship between internal records, market place opportunity and operational flexibility. The analysis revealed a positive and strong significant relationship between internal records, market place opportunity and operational flexibility (R= 0.849 and R²= 0.721). That is to say, internal records and market place opportunity have a positive relationship with performance. This is in tandem with the position of Kotler (1998) who describe internal records as the most important indicators of marketing performance.

Objectives two and four aimed at examining the significant relationship between internal records, market place opportunity and pro-activeness. The analyses revealed a positive and strong significant relationship between internal records, market place opportunity and pro-activeness (R= 0.963 and R²= 0.928). The findings corroborate the position of scholars like Fuld (1988) who says market place opportunity takes into consideration the organization readiness to take action in order to improve performance.

Objective five analysis revealed the moderating role of public collaboration on marketing intelligence and police performance. Public collaboration was observed to be significant on the relationship between marketing intelligence and police performance.

6. Conclusion and Recommendations

This study was conceptualized to determine the relationship between marketing intelligence and police performance in south-south, Nigeria. The outcome of the analysis reveals that marketing intelligence dimensions (internal records, market place opportunity) significantly influence police performance measures (operational flexibility, pro-activeness); thus, it was established that a positive and significant relationship exist between marketing intelligence and police performance. Therefore, the following recommendations are suggested:

1. That Nigeria police should continually collect, analyze and process information within its jurisdiction and make same available for easy and speedy decision making.
2. The police authority should keep daily records of its operational activities and store same for easy retrieval as may be required.
3. The force should conduct regular environmental scanning to spot threats that might exist and put in place cost effective preventive measures.
4. The Nigeria police should continually share regular intelligence with sister security agencies for effective policing.

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