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<input type="checkbox"/>	Licentiate's thesis
<input type="checkbox"/>	Doctor's thesis

Subject	International business	Date	20.2.2006
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		Number of pages	157
Title	Marketing intelligence as support for decision-making in an international team-context		
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Abstract

As today's business environment gets more complicated and competitive, even more effort is put on making the right marketing decisions to adapt to the fast-moving environment. Time-based competition as well as increased globalisation has led to a situation where organizational learning has to occur faster and information has to be shared across long distances. The increasing internationalisation of business combined with the fast-paced development of technology has also led to some kind of information overflow. This has led to an increased uncertainty about how to manage the flow of marketing intelligence and how to use the information in the right way for marketing decision-making. Large high-tech companies face an especially complex situation because they are organized globally and are active in multiple businesses. They have to deal with multiple countries as well as differing information needs of their business units and subsidiaries. High tech companies are also constantly facing the threat of obsolete technology and changing customer needs. The increased specialization of workforce combined with an ever more important focus on knowledge specialization has led to new organizational forms within such companies. All forms of teams are frequently used to combine specialization with the benefits of knowledge transfer. These team structures, the value of their specialist knowledge and evolving knowledge barriers between teams pose a challenge to how marketing intelligence should be organised. Knowledge management is closely linked to marketing intelligence. Both areas are related to the fostering and upgrading of such information and data that is first possessed only by individuals and groups. The purpose of marketing intelligence should be to support these strategically important teams in their activity as well as create knowledge or possible competitive advantage for the company as a whole. How this can be accomplished is studied with the help of the following research questions: which kinds of decisions are made in the synergy teams, what kind of marketing intelligence is needed for these decisions, and how can this marketing intelligence be gathered / analyzed/ and distributed effectively? The results of this study show that strategically important synergy teams are not only important users of marketing intelligence but they are also main providers. The specialist knowledge they possess make them also essential in the process of turning data into knowledge, i.e. in producing strategically important marketing intelligence for the company as a whole.

Key words	business intelligence, knowledge management, cross-functional teams, international
Further information	This master's thesis was conducted in cooperation with ABB.