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## Competitive Intelligence Dimensions as a Tool for Reducing the Business Environment Gaps: An Empirical Study on the Travel Agencies in Jordan

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**Abstract:** The study aimed to identify Competitive Intelligence Dimensions as a tool for reducing the business environment gaps. The study population consisted of an intentional survey sample of 102 top and middle management in 12 tourism agencies in Jordan. The results revealed an impact of Competitive intelligence and its variables (Technological Intelligence, Competitor Intelligence, Customer Intelligence, Strategic Alliance Intelligence) on the Business Environment and its variables (Environmental Disturbance, Scarcity of Resources, Critical Factors) at ( $\alpha \leq 0.05$ ). The paper highlights the importance of applying the Competitive Intelligence Dimensions in travel agencies to invest their resources and provide high-quality services in the market. The scientific research novelty lies in the fact that this study is one of the first that contributed to solving some business gaps, which the tourism sector and the industry sector suffer from.

**Keywords:** competitive intelligence dimensions, business environment gaps, travel agencies.

## 竞争情报维度作为缩小商业环境差距的工具：约旦旅行社的实证研究

### 摘要：

本研究旨在将竞争情报维度确定为缩小商业环境差距的工具。研究人群由约旦12家旅游机构的102名高层和中层管理人员的有意调查样本组成。结果揭示了竞争情报及其变量（技术情报、竞争对手情报、客户情报、战略联盟情报）对商业环境及其变量（环境干扰、资源稀缺性、关键因素）的影响（ $\alpha \leq 0.05$ ）。该论文强调了在旅行社中应用竞争情报维度来投资其资源并在市场上提供高质量服务的重要性。科学研究的新颖之处在于，这项研究是最早有助于解决旅游业和工业部门遭受的一些商业差距的研究之一。

**关键词：**竞争情报维度、商业环境差距、旅行社。

## 1. Introduction

The dynamic, unstable, and intricate business environment has led today's organizations to rely on early detection of environmental changes so that they can respond quickly [1]. As stated in [2], since organizations need time to accommodate changing environments, they need the ability to expect changes and identify the consequences of alternative responses

to those changes. Competitive Intelligence (CI) has arisen in this unstable and competitive environment and has grown into a discipline to enable organizations to adapt to environmental change [3].

As indicated in [4], competitive intelligence enhances decision-making because it provides a framework for including integrated environmental analysis in the decision-making process and, therefore,

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can enable an organization to achieve or exceed its business objectives. According to [5], competitive intelligence helps organizations develop and maintain their competitive advantage. This was backed up in a competitive intelligence study conducted in [6]. It was found that managers who survey a wider range of market segments have a better competitive advantage than those managers who survey a smaller range of market segments [7]. As reported in [8], competitive intelligence activities have grown in the past ten years as measured by organizations with formal intelligence structures and personnel and membership in competitive professional intelligence associations.

Competitive intelligence is the foundation of business intelligence that seeks strategic advantage [9]. By itself, competitive intelligence is viewed as an environmental sensing system that investigates opportunities and threats in the business environment. Competitive intelligence is not only limited to market research or business survey; it is a process and a product (intelligence) [10].

The characteristics of the business environment have been suggested in many ways, but most of them can be traced back to the ideas and applications suggested in [11]. A review of previous studies provides a visualization of dynamic environments characterized by a constant change and flow rate that opens opportunities and market niches. In such environments, organizations will strive to innovate in their services to meet changing customer preferences and secure a competitive advantage [12]. By contrast, hostile competitive environments represent a large gap and threat to organizations due to fragmented and intense competition due to scarcity of resources and tight profit margins. Enterprises operating in this environment usually pay more attention to resource conservation and focus more on competitive economic strategies [13].

To better understand the importance of competitive intelligence in reducing the gaps in business environments, researchers need to build on existing knowledge about employers and research more deeply how to leverage this knowledge to give tourism enterprises a competitive advantage in the labor market. This study applies a qualitative research design to examine the view of upper and middle management on the extent to which competitive intelligence is applied in the tourism sector and its impact on periodically improving business environments so that researchers and qualification providers can better understand it.

## 2. Literature Review

### 2.1. Competitive Intelligence

Recognizing and analyzing the aspects related to the competitive dimension in the markets in which travel agencies operate is a prerequisite for their survival and

continuity within these markets, and as they move to work in the virtual environment to provide their services over the Internet [14]. It has become necessary for these agencies to adopt a set of new tools to collect information about competitors [15].

The markets in which travel agencies operate nowadays are characterized by a high degree of complexity and a sharp increase in competition, which has led to the emergence of many challenges that must be solved by analyzing the aspects related to the competitive dimension in the local and global markets [16]. Whereas, the survival and development of travel agencies depended on their ability to employ and direct resources as efficiently as possible, in addition to their ability to identify strategic priorities that should be undertaken in all their activities to enhance and support their competitiveness [17].

The rapid developments in technical and technological progress, of which e-commerce is one of its main axes, have forced travel agencies to adopt new work methodologies that enable them to achieve relative excellence in the work (environment [18]) as it has become necessary for travel agencies to improve their chances in competitive situations in the e-commerce environment [15].

Since these agencies must adopt some modern methods and tools that enable them to collect detailed information about y regularly and identify the sources through which this information can be obtained in order to conduct an effective analysis of competitors, and then formulate appropriate competitive strategies [19], competitive intelligence is one of the most important methods and tools that travel agencies can use to see data and information related to competitors, and then collect, store and analyze this data, which helps increase their ability to continue in the labor market [16].

Competitive intelligence can be defined as a systematic strategy that depends on collecting information about competitors, customers, potential customers, and changes in the labor market in an ethical manner, and then analyzing this data to develop plans and strategies that help to maintain the competitiveness of the institution or the agency [20]. Where travel agencies analyze all available information to make strategic decisions that help increase market share and anticipate future changes and challenges that may occur in the labor market. While analyzing the information, using competitive intelligence helps reveal the strategies followed by competitors and helps to study the impact of new technologies on the labor market [21].

The competitive environment among travel agencies has undergone numerous changes in the past few years. These changes have heightened the tension and competition in the market, increasing the interest in competitive intelligence since competitive intelligence focuses on analyzing all of the important information

that helps predict the future and reduce the risks that can hinder the workflow [22]. Competitive intelligence also helps formulate new plans and strategies that keep pace with the rapid changes in the labor market, whereas competitive intelligence focuses on preserving the competitiveness of travel agencies and providing them with all the necessary information about the labor market [23].

On the other hand, competitive intelligence increases the ability of travel agencies to predict the future and changes in the labor market [24]. It also helps to know the intentions of competitors and their strategic plans, which is positively reflected in the ability of travel agencies to continue to compete [6]. Competitive intelligence is also concerned with collecting data related to labor market changes and internal strategies followed by competitors, which enhances the ability of travel agencies to exploit financial and human resources in the best possible way. While the importance of competitive intelligence revolves around improving the quality of services provided by travel agencies [25].

## 2.2. Business Environment Gaps

Business organizations, in general, are considered social systems open to an external environment in which many elements can influence the behavior of the organization in one direction or another. Therefore, understanding this environment, its components, and the nature of its interactions becomes essential for the success of the organization's management, especially in the current era in which technological and knowledge developments are accelerating [26], where the business environment affects a number of factors that can constitute an obstacle to its development and success, such as the scarcity of resources or the strong competitors in the labor market [27].

The business environment can be defined as all the internal and external factors surrounding the organization that affect the process of making administrative decisions, drawing strategies, and setting policies related to its ability to obtain productive resources, distribute its products and services to customers and develop its capabilities to resist the surrounding threats and risks [28]. Some external factors that affect its ability to secure scarce and valuable resources affect the business environment, including everything outside the organization's borders, including political, economic, social, demographic, technological, cultural, and material factors [29]. On the other hand, some internal factors that can sometimes be controlled, such as customers, distributors, competitors, and suppliers, also affect the business environment [30].

Travel agencies are greatly affected by the business environment that surrounds them. Travel agencies are sensitive establishments that need successful management and can keep pace with all changes in the

labor market [27]. Therefore, travel agencies must collect as much information, data as possible about the labor market, competitors, new marketing methods, and financial resource management strategies to maintain their market share in the labor market [31].

The entry of a strong competitor in the labor market or any disturbance in the financial resources can upset the balance of work within the business environment and force travel agencies to abandon the methods used and adopt new business strategies to adapt to the new change in the labor market [31]. If travel agencies are able to deal with these new changes flexibly, this will reflect positively on their competitiveness. In contrast, if they cannot keep pace with the new changes, the entry of a strong competitor or any disturbance in the available resources may end their continuity in the labor market [32].

Competitive intelligence is closely related to the gaps in the business environment. The use of competitive intelligence methods and strategies helps reduce the gaps that occur in the business environment. Competitive intelligence helps travel agencies to collect information and data related to competitors and labor market changes, which is reflected positively on the travel agencies' ability to exploit the available resources in the best possible way and increases their ability to make strategic decisions that maintain their competitiveness and continuity in the labor market.

According to the above literature review, we analyzed the role of competitive intelligence in reducing business environment gaps in travel agencies in Jordan by taking into account some of the features suggested by [16, 33] and supplementing them with some of the reasons suggested by [34]. Moreover, we add to this framework some of the roles played by competitive intelligence, reducing market gaps and proposing a solution for them (Figure 1).

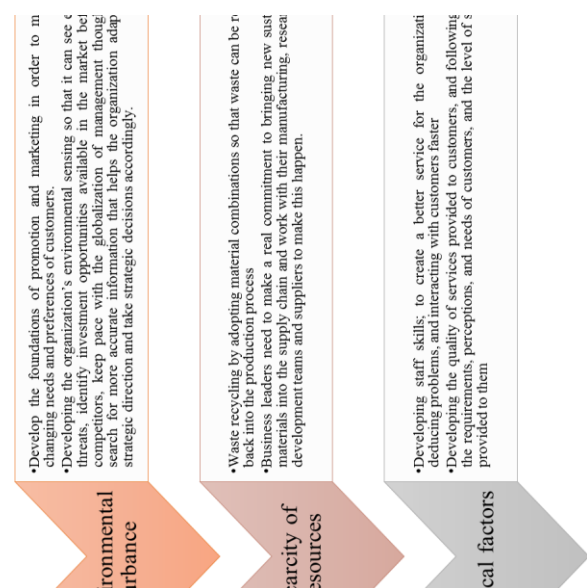


Fig. 1 Suggestion model to solve the problem of business market gaps through the implementation of competitive intelligence

### 3. Research Methodology

#### 3.1. The Research Method

The current research is based on the quantitative approach as it fits the purpose of the study, which is competitive intelligence dimensions as a tool of reducing the business environment gaps: an empirical study on the travel agencies in Jordan. A quantitative approach is concerned with gathering and examining information in numeric shape from the chosen sample.

#### 3.2. Conceptual Framework

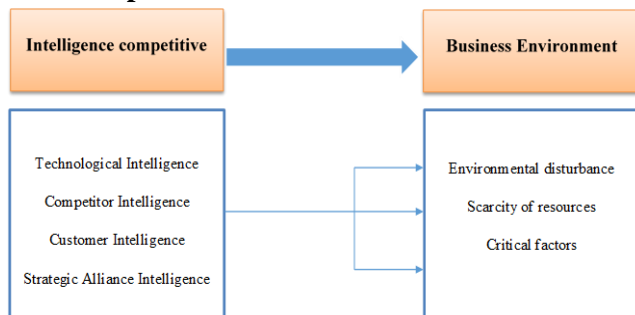


Fig. 2 Conceptual framework

#### 3.3. Study Participants

The study population consisted of an intentional survey sample of 102 of top and middle management in twelve tourism agencies in Jordan, which were classified within their demographic characteristics in the tables below:

Table 1 Demographic characteristics for the study sample

| Demographic characteristics | Groups              | Sample           |            |
|-----------------------------|---------------------|------------------|------------|
|                             |                     | Frequency        | Percentage |
| Gender                      | Male                | 59               | 57.7%      |
|                             | Female              | 43               | 42.3%      |
|                             | Total               | 102              | 100%       |
| Educational Level           | Bachelor's Degree   | 83               | 81.8%      |
|                             | Master's Degree     | 10               | 9.5%       |
|                             | Doctorate Degree    | 9                | 8.7%       |
|                             | Total               | 102              | 100.0%     |
|                             | Years of Experience | Less than 1 year | 9          |
| 1-3 years                   |                     | 21               | 20.7%      |
| 3-5 years                   |                     | 47               | 46.2%      |
| More than 5 years           |                     | 25               | 24.0%      |
| Total                       |                     | <b>102</b>       | 100.0%     |

Table 1 shows that the percentage of males from the Sample was (57.7%) and it was (42.3%) for females. Regarding the Educational level demographics of the study sample, participants were classified into three groups according to their academic degree. The first and the largest group is the bachelor's degree holders, which makes up (81.8 %) (n = 83) of the study sample, the second group includes Master's degree holders that make up (9.5 %) (n = 10), and finally, doctorate degree

holders' group which makes (8.7 %) (n = 9) of the study sample.

Also, years of experience demographics for the study sample (n = 102) participants were divided into four categories according to their experience. The first category represents participants with the least experience - less than one year. This category makes up (9.1 %) (n = 9) while the second category represents whose experience ranged between 1 –3 years; this category makes up (20.7 %) (n = 21) of the study sample. The third category, whose experience ranged between 3-5, makes up (46.2 %) (n = 47) of the study sample. The last category with more than 5 years of experience makes up (24.0 %) (n = 25) of the study sample.

#### 3.4. The Research Instrument

The instrument contains 28 questions that illustrate competitive intelligence dimensions as a tool of reducing the business environment gaps: an empirical study on the travel agencies in Jordan.

The questionnaire contains variables and questions represent study variables like the following:

Independent Variable (Intelligence competitive) is formulated into benchmarks or objectives to reach, into 4 fields with a total of 16 questions:

- Technological intelligence containing 4 questions.
- Competitor intelligence containing 4 questions.
- Customer intelligence containing 4 questions.
- Strategic alliance intelligence containing 4 questions.

Dependent Variable (Business Environment) is formulated into benchmarks or objectives to reach, into 3 fields with a total of 12 questions:

- Environmental disturbance containing 4 questions.
- Scarcity of resources containing 4 questions.
- Critical factors containing 4 questions.

#### 3.5. Data Analysis and Interpretation

To examine the hypotheses to examine competitive intelligence dimensions as a tool of reducing the business environment gaps: an empirical study on the travel agencies in Jordan. Statistical Package for Social Sciences (SPSS) in processing the following statistical techniques and tests in data analysis:

- Reliability Test
- Descriptive Statistical Techniques
- Linear Regression
- Multiple Regression

#### 3.6. Validity and Reliability of the Instruments

The test gave to experts to judge the extent to which the test is valid and reliable. For this reason, the test would be designed to meet such requirements as the validity of the test. The experts will be chosen according to their broad experiences in the field.

To get to the degree of the test reliability, the researcher used the reliability test for the instrument

measurement. The reliability of a measure highlights the stability of consistency with which the instrument is measuring the concept and helps to assess the 'goodness' of a measure to reach the research goal, which is to examine competitive intelligence dimensions as a tool of reducing the business environment gaps: an empirical study on the travel agencies in Jordan., to compare if the students achieve stability.

As seen from Table 2, the total Cronbach's alpha for the study fields was above (0.60), which will lead to the stability of the results for this study.

Table 2 Cronbach's alpha for the study fields

| Field number                                   | Field                           | Value of ( $\alpha$ ) |
|--|---------------------------------|-----------------------|
| Independent Variable: Intelligence Competitive |                                 |                       |
| F1-1   | Technological intelligence      | 0.841                 |
| F1-2   | Competitor intelligence         | 0.796                 |
| F1-3   | Customer intelligence           | 0.839                 |
| F1-4   | Strategic alliance intelligence | 0.718                 |
| Dependent Variable: Business Environment       |                                 |                       |
| F2-1   | Environmental disturbance       | 0.865                 |
| F2-2   | Scarcity of resources           | 0.841                 |

Table 3 Simple regression test to check the direct effect of competitive intelligence on business environment at  $\alpha \leq 0.05$

| Dependent Variable   | R     | R <sup>2</sup> | F      | DF  | Coefficients             |       |       |       |
|----------------------|-------|----------------|--------|-----|--------------------------|-------|-------|-------|
|                      |       |                |        |     | Predictor                | B     | T     | Sig   |
| Business Environment | 0.573 | 0.328          | 48.836 | 1   | Competitive Intelligence | 0.865 | 6.988 | 0.000 |
|                      |       |                |        | 100 |                          |       |       |       |
|                      |       |                |        | 101 |                          |       |       |       |

As shown in Table 3, the effect of Competitive intelligence on Business Environment, the result shows that there is a significant effect for Competitive intelligence on Business Environment, because the significant value was (0.000) less than (0.05), the value of R is the square root of R-Squared and is the correlation between the observed and predicted values of the dependent variable was (0.573). The coefficient of determination is R<sup>2</sup> (0.328). Therefore, about 32.8% of the variation in the Business Environment is explained by Competitive Intelligence. Restriction Parameter (F) was (48.836) of the Business Environment caused by Competitive intelligence. Thus, we will accept the hypothesis: There is a significant

|      |                  |       |
|------|------------------|-------|
| F2-3 | Critical factors | 0.791 |
|------|------------------|-------|

#### 4. Hypotheses Testing

To analyze the data and to explore the competitive intelligence dimensions as a tool for reducing the business environment gaps: an empirical study on the travel agencies in Jordan, multiple regression is used to test the main research hypothesis and all its sub-hypotheses as shown below:

*Main Hypothesis (H01):* There is no impact of Competitive intelligence and its variables (Technological Intelligence, Competitor Intelligence, Customer Intelligence, Strategic Alliance Intelligence) on the Business Environment and its variables (Environmental disturbance, Scarcity of resources, Critical factors) at  $\alpha \leq 0.05$ .

We used the Simple Regression test to check the direct effect of Competitive intelligence on the Business Environment at  $\alpha \leq 0.05$  shown in the tables below.

direct effect of Competitive Intelligence on Business Environment in travel agencies in Jordan.

This hypothesis is divided into three sub-hypotheses:

*H<sub>1.1</sub>:* There is no impact of Competitive intelligence and its variables (Technological Intelligence, Competitor Intelligence, Customer Intelligence, Strategic Alliance Intelligence) on Environmental Disturbance at  $\alpha \leq 0.05$ .

We used the Simple Regression test to check the direct effect of Competitive intelligence and its variables (Technological Intelligence, Competitor Intelligence, Customer Intelligence, Strategic Alliance Intelligence) on Environmental disturbance at  $\alpha \leq 0.05$ , as shown in Table 4.

Table 4 Multiple regression test to check the direct effect of competitive intelligence and its variables (technological intelligence, competitor intelligence, customer intelligence, strategic alliance intelligence) on environmental disturbance at  $\alpha \leq 0.05$

| Dependent Variable        | (R)   | (R <sup>2</sup> ) | F Calculate | DF  | Sig*  | B                               | T Calculate | Sig*   |      |
|---------------------------|-------|-------------------|-------------|-----|-------|---------------------------------|-------------|--------|------|
| Environmental disturbance | 0.882 | 0.778             | 85.146      | 4   | 0.000 | Technological intelligence      | .047        | .573   | .568 |
|                           |       |                   |             | 97  |       | Competitor intelligence         | .165        | 2.056  | .042 |
|                           |       |                   |             | 101 |       | Customer intelligence           | .325        | 3.644  | .000 |
|                           |       |                   |             |     |       | Strategic alliance intelligence | 1.108       | 15.901 | .000 |

\* Impact is significant at level  $\alpha \leq 0.05$

Table 4 illustrates that the impact of quality of Competitive Intelligence and its variables

(Technological Intelligence, Competitor Intelligence, Customer Intelligence, Strategic Alliance Intelligence)

on Environmental Disturbance at ( $\alpha \leq 0.05$ ) from result shows that there is a significant impact for Competitive intelligence and its variables (Technological Intelligence, Competitor Intelligence, Customer Intelligence, Strategic Alliance Intelligence) on Environmental Disturbance because the significant value was 0.000 less than 0.05, the value of R is the square root of R-Squared and is the correlation between the observed and predicted values of the dependent variable was 0.882. The coefficient of determination is  $R^2$  (0.778). Therefore, about 77.8% of the variation in Environmental disturbance is explained by Competitive intelligence and its variables (technological intelligence, competitor intelligence, Customer Intelligence, Strategic alliance intelligence). Restriction Parameter (F) was 85.146 of the Environmental disturbance will be caused by Competitive intelligence and its variables (Technological Intelligence, Competitor Intelligence, Customer Intelligence, Strategic Alliance Intelligence).

Table 4 illustrates a significant impact on the quality of the competitor intelligence on Environmental disturbance because the significant value was 0.042 less than 0.05. Furthermore, the result shows that there is a significant impact on the quality of the Customer intelligence on Environmental disturbance because the significant value was 0.000 less than 0.05 and significant impact for quality of the Strategic alliance intelligence on Environmental disturbance because the significant value was 0.000 less than 0.05.

$H_{1-2}$ : There is no impact of Competitive intelligence and its variables (Technological Intelligence, Competitor Intelligence, Customer Intelligence, Strategic Alliance Intelligence) on the Scarcity of Resources at  $\alpha \leq 0.05$ .

We used the Simple Regression test to check the direct effect of Competitive Intelligence and its variables (Technological Intelligence, Competitor Intelligence, Customer Intelligence, Strategic Alliance Intelligence) on the Scarcity of Resources at ( $\alpha \leq 0.05$ ), as shown in Table 5.

Table 5 Multiple regression test to check the direct effect of competitive intelligence and its variables (technological intelligence, competitor intelligence, customer intelligence, strategic alliance intelligence) on scarcity of resources at  $\alpha \leq 0.05$

| Dependent Variable    | (R)   | (R <sup>2</sup> ) | F Calculate | DF  | Sig*  | B                               | T Calculate | Sig*  |      |
|-----------------------|-------|-------------------|-------------|-----|-------|---------------------------------|-------------|-------|------|
| Scarcity of resources | 0.363 | 0.132             | 3.637       | 4   | 0.008 | Technological intelligence      | .039        | .255  | .799 |
|                       |       |                   |             |     |       | Competitor intelligence         | .193        | 1.270 | .207 |
|                       |       |                   |             |     |       | Customer intelligence           | .213        | 1.261 | .210 |
|                       |       |                   |             |     |       | Strategic alliance intelligence | .381        | 2.888 | .005 |
|                       |       |                   |             | 97  |       |                                 |             |       |      |
|                       |       |                   |             | 101 |       |                                 |             |       |      |

\* Impact is significant at level  $\alpha \leq 0.05$

Table 5 illustrates that the impact of quality of Competitive Intelligence and its variables (Technological Intelligence, Competitor Intelligence, Customer Intelligence, Strategic Alliance Intelligence) on the Scarcity of resources at  $\alpha \leq 0.05$  from result shows that there is a significant impact for Competitive Intelligence and its variables (Technological Intelligence, Competitor Intelligence, Customer Intelligence, Strategic Alliance Intelligence) on Scarcity of resources because the significant value was 0.008 less than (0.05), the value of R is the square root of R-Squared and is the correlation between the observed and predicted values of the dependent variable was (0.363). The coefficient of determination is  $R^2$  (0.132). Therefore, about 13.2% of the variation in the scarcity of resources is explained by Competitive intelligence and its variables (Technological Intelligence, Competitor Intelligence, Customer Intelligence, Strategic Alliance Intelligence). Restriction Parameter (F) was (3.637) of the Scarcity of resources, which was caused by Competitive Intelligence and its variables (Technological Intelligence, Competitor Intelligence, Customer Intelligence, Strategic Alliance Intelligence).

The above table illustrates a significant impact of Strategic Alliance Intelligence on the Scarcity of Resources because the significant value was 0.005 less than 0.05.

$H_{1-3}$ : There is no impact of Competitive intelligence and its variables (technological intelligence, competitor intelligence, Customer Intelligence, Strategic alliance intelligence) on Critical factors at  $\alpha \leq 0.05$ .

We used the Simple Regression test to check the direct effect of Competitive Intelligence and its variables (Technological Intelligence, Competitor Intelligence, Customer Intelligence, Strategic Alliance Intelligence) on Critical factors at  $\alpha \leq 0.05$ , as shown in Table 6.

Table 6 illustrates that the impact of quality of Competitive Intelligence and its variables (Technological Intelligence, Competitor Intelligence, Customer Intelligence, Strategic Alliance Intelligence) on Critical factors at  $\alpha \leq 0.05$  from result shows that there is a significant impact for Competitive intelligence and its variables (Technological Intelligence, Competitor Intelligence, Customer Intelligence, Strategic Alliance Intelligence) on Critical factors because the significant value was (0.000) less

than (0.05), the value of R is the square root of R-Squared and is the correlation between the observed and predicted values of the dependent variable was (0.538). The coefficient of determination  $R^2$  was (0.285). Therefore, about 28.5% of the variation in Critical factors is explained by Competitive Intelligence and its variables (Technological

Intelligence, Competitor Intelligence, Customer Intelligence, Strategic Alliance Intelligence). Restriction Parameter (F) was (9.658) of the Critical factors that will be caused by Competitive Intelligence and its variables (technological Intelligence, Competitor Intelligence, Customer Intelligence, Strategic Alliance Intelligence).

Table 6 Multiple regression test to check the direct effect of competitive intelligence and its variables (technological intelligence, competitor intelligence, customer intelligence, strategic alliance intelligence) on critical factors at  $\alpha \leq 0.05$

| Dependent Variable | (R)   | (R <sup>2</sup> ) | F     | DF | Sig*  | B                               | T         |       |      |
|--------------------|-------|-------------------|-------|----|-------|---------------------------------|-----------|-------|------|
|                    |       |                   |       |    |       |                                 | Calculate |       |      |
| Critical factors   | 0.534 | 0.285             | 9.658 | 4  | 0.000 | Technological intelligence      | .058      | .632  | .529 |
|                    |       |                   |       |    |       | Competitor intelligence         | .272      | 2.994 | .003 |
|                    |       |                   |       |    |       | Customer intelligence           | .112      | 1.111 | .269 |
|                    |       |                   |       |    |       | Strategic alliance intelligence | .281      | 3.552 | .001 |

\* Impact is significant at level  $\alpha \leq 0.05$

The above table illustrates a significant impact on the quality of the Competitor intelligence on critical factors because the significant value was 0.003 less than 0.05. Furthermore, a significant impact on the quality of the Strategic alliance intelligence on Critical factors because the significant value was 0.001 less than 0.05.

## 5. Discussion

This paper presents a report on a study on Competitive intelligence Dimensions to reduce the business environment gaps in travel agencies in Jordan as a model framework. Based on the questionnaire developed to consider dimensions of competitive intelligence comprehensively and the responses from nearly 100 senior and middle management in travel agencies in Jordan, it appears that the responding companies have to a large extent central competitive intelligence units with designated managers responsible for CI. The results of most measures of competitive intelligence dimensions were positive. Furthermore, while a specific department managing competitive intelligence appeared in most of the companies surveyed, it was noteworthy that most respondents had CI-related activities conducted in several parts of the organization. Perhaps future research should consider how these different units coordinate their activities. This aspect was not examined in the current study.

Evidence from this research indicates that the dominant influence on successful competitive intelligence activity is the presence of managerial support, culture, and structure, which encourage trust, facilitate communication and encourage the easy flow of information.

The process and structure of intelligence and organizational awareness and culture are seen as having a direct impact on all the different stages in competitive intelligence, from the intelligence process and the structure of the existence of formal infrastructure. The level of employee engagement is essential to the success of a competitive intelligence activity [35]. Two

other concepts play an important role in competitive intelligence. They include emerging technology and reliance on smart strategic alliances to reach and target the largest segment of customers.

The results showed that technological intelligence helps manage various competitive intelligence projects, especially with the collection and filtering of information, analysis and continuous monitoring of database sources, and rapid distribution of competitive intelligence results in the markets so that challenges in the business market are identified and avoided. This result is in line with the results of [6], which indicated that there is an important and positive impact of the implementation of technological intelligence on improving the turmoil in the business environment by identifying the most prominent opportunities and challenges in the market immediately and accurately and working to exploit opportunities for the benefit of the company.

The study also revealed that competitive intelligence in travel agencies helps reduce the scarcity of resources. This may be attributed to the tendency of higher administrations to provide alternative solutions that contribute to improving the quality of their services and reducing waste. These results are consistent with the majority of previous studies and together provide strong support for the view that competitive intelligence significantly influences the improvement of the market environment. For example, it was concluded in [36] that competitive and marketing intelligence employment is positively and statistically closely related to competitive business advantage. As found in [37], the use of the competitive intelligence dimensions is positively and statistically significantly associated with improving the company's critical success factors.

## 6. Conclusion

The purpose of this study was to investigate the adoption and implementation of competitive intelligence by travel agencies. This study revealed that

competitive intelligence as a competitive tool is very important to overcome the gaps in the competitive market. Only very few travel agencies in Jordan use all dimensions of competitive intelligence to be more competitive than their competitors in the market.

Today's success in today's turbulent business environment depends largely on the ability of companies to collect and process information and the amount of relevant information used intelligently and innovatively. Thus, it is important to have information about which aspect of competitive activity can significantly impact business decisions.

It is believed that integrating competitive intelligence activities to improve labor market gaps, especially in the field of tourism, is recommended, as it allows the company to establish its management system in real-time. To do this, it is very important to provide well-organized and effective models of competitive intelligence systems that can meet the market's requirements and relevant organizations. In this way, models for developing the dimensions of competitive intelligence become essential to help companies that want to gain a competitive advantage and stay in the sector. This paper highlights the importance of applying the dimensions of competitive intelligence in travel agencies to invest their resources and provide high-quality services in the market.

In order to overcome the difficulties and challenges facing companies in the market, it is imperative that a strong competitive intelligence program is adopted and that the entire organization be involved in this effort. The study recommends the need to provide competitive intelligence specialists and experts in the use of various analytical models, such as SWOT analysis (Strength, Weakness, Opportunity, and Threat), BCG Matrix (Boston Consulting Group), Porter's Five Forces, etc. so that they provide the best analytical methods that express the future outlook. Market-friendly, company-relevant, accurate, resource-efficient, objective, informative, bias-free, and up-to-date with the competitive landscape.

### 6.1. Scientific Novelty

The present paper contributed by suggesting a model to solve the problems of the business market gap. The model may consist of well-studied and proper steps that have been applied to tourism agencies and have met with great success. The study results showed that the application of modern promotional and marketing foundations based on innovative technology by tourism agencies greatly contributed to meeting the changing needs and preferences of customers. The model also suggested developing employee skills; to create a better service for the organization by eliciting issues and interacting with customers faster. All this may contribute to achieving a high competitive advantage for tourism agencies. It also achieves great

profits for it, as it is superior in serving tourists and achieving their satisfaction.

The scientific research novelty lies in the fact that this study is one of the first studies that contributed to solving some business gaps, which not only the tourism sector suffers from but also the industry sector. This study attempted to shed light on the most important gaps and propose solutions that suit different sectors, as they are flexible and comprehensive in application. It also clarified that the implementation of competitive intelligence plays an essential role in providing sustainable solutions to the gaps in the business environment.

### 6.2. Limitations and Further Research

Our study has several limitations. First, we focused on the perceptions of senior and middle management in tourism agencies about the role of competitive competitors in solving business environment gaps, leaving the perspective of agency workers. In addition, only tourist agencies were studied in the capital, Amman, so the generalizability of the results was limited. Therefore, the impact of competitive intelligence in solving the environmental gaps in the Aqaba Governorate, for example, because it is one of the largest tourist cities in Jordan, has not been studied. Future research that includes intelligence tools and plans and their impact on the business environment in the tourism sector can lead to interesting insights about the impact of competitive intelligence on tourist satisfaction and its relationship to improving the quality of services.

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