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Analysis of Competitive Intelligence in Retail Management in the Jordanian Market from the Consumer's Perspective

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ABSTRACT This study analyses the competitive intelligence in retail management in the Jordanian market from the consumer's perspective. The study used stratified and random sampling process and collected the data from 334 respondents of the various retail sectors. In addition, this study employed uses the Partial Least Squares Structural Equation Modelling (PLS-SEM) technique. The outcomes disclose several substantial connections. Jordanian sellers' market efficiency is favourably pertaining to expertise of rivals, understanding of consumers, market knowledge, technological expertise, and intelligence of determined alliances. These results emphasise the value of recognizing competitive strategies, customer actions, market trends, tactical alliances, and technological growths for market success. Nevertheless, the research study discovers no significant favourable relationship in between social intelligence and market efficiency in the Jordanian retail industry. This research suggests that while social knowledge is important, its direct impact on immediate market efficiency in this specific atmosphere may be limited. Overall, this research study supplies an useful understanding of the complex relationship between facets of intelligence and market performance in the Jordanian retail market from the consumer's perspective. The effects of these findings for are helpful for retail professionals as they highlight the significance of reviewing competitors, utilizing consumer-oriented methods, integrating modern technologies, and developing

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calculated collaborations to enhance competitors and market performance. This study not only contributes to the scholastic conversation however additionally gives purposeful assistance for retail monitoring techniques in the dynamic and competitive Jordanian market.

KEYWORDS: Competitive Intelligence, Jordanian Retail Management, Market Performance, PLS-SEM

INTRODUCTION

Making decisions is one of the most difficult fundamental tasks in the corporate world. Globalisation, rapid economic development, technological advancements, new legislation, and emerging markets have all had an impact on how businesses make decisions. It includes a thorough data management approach that helps managers make better decisions. BI has emerged as a prominent area within IT, and CI is regarded as a key priority by executives. According to Alfawaire & Atan, (2021), CI is a collection of tools used to enhance decision-making. These tools include data mining, online analytical processing, balanced scorecards, decision support systems, and warehouses. CI solutions help managers learn, govern, and synchronise their organization's operations and processes by providing data for strategic and tactical decision making (Koeseoglu et al. 2021). These days, CI systems are most commonly used by companies that deal with massive amounts of data gathered from a variety of operational and financial sources, like banks and insurance companies. CI is a type of application that can help managers make better decisions by providing them with relevant data. An organization's performance could be enhanced in the long run by making better decisions with the help of CI. Ram and Zhang (2021) states that CI can store many kinds of data and transform it into useful information that the company can use to make smart decisions and boost their production and efficiency. The ability of an organisation to efficiently use the data gathered from their regular business operations can also be seen as CI. Additionally, CI is critical for optimising company effectiveness since it improves decision-making by providing information on new opportunities, risks, and additional business insights. Fast and reliable reporting, better market choice, better client services, more revenues, better knowledge processing, less expense, and faster decision-making are all benefits of CI (Maluleka & Chummun, 2023). Organisational performance is enhanced as a result of better decision-making made possible by the important information offered by CI. Business operations, services, products, innovation, and agility can all benefit from this data, as can decision making. Despite the prevalence of methodical approaches like the CI approach, many businesses still rely on experience and intuition when making decisions (Madureira et al., 2023), particularly in developing nations where users are resistant to technology. Users' comfort with new technology, muddled objectives, insufficient information, ignorance of potential dangers, and insufficient resources are all factors that might influence the so-called "traditional" approach to decision-making, 50% of the CI implementations that try to impact the decision-making process of organisations end up failing because CI is not included in the decision-making process. The aim of this study is to establish the relationship between the different facets of competitive intelligence and market performance in the Jordanian retail sector. Section II: Literature Review provides a detailed assessment of the components of CI and previous research studies. This section also discusses the academic framework of the research. Section III: Method describes the research layout, data collection techniques and analytical approaches used to examine the impact of CI on market performance. Section IV: Independent Variables analyzes the importance and impact of various elements such as innovation, competition, customers, critical partnerships, social elements, and market knowledge on market efficiency. Section V: Dependent Variable focuses on the examination of market efficiency itself,

which is influenced by the independent variables. Section VI presents the results and conclusions, along with an empirical analysis and interpretations based on the information gathered. The limitations of the study are discussed in Section VII: Discussion, along with the implications of the results and key findings for retail managers. The key findings are summarised in Section VIII: Conclusion, which highlights the value of CI and provides directions for future studies.

Overview of Competitive Intelligence and its Components

According to Ain et al. (2019), CI is the keystone of contemporary firm techniques because it makes it possible to collect, examine, and use the important information required to obtain a competitive edge. This critical device is comprised of a variety of parts, each of which uses special insights that are important for making sensible decisions and cultivating lasting development. One of the essential parts of expert system is technological knowledge, which is interested in tracking and comprehending technology growths that have a straight influence on consumer practices and market fads (Ranjan & Foropon, 2021). Business can improve their market position by customising their solutions to fulfill altering consumer assumptions by keeping up to day with technology developments. A full awareness of competitors' tactics, benefits, drawbacks, and market positioning is needed for competitive intelligence. This aspect aids services to identify their rivals' vulnerabilities, recognize the competitive atmosphere, and create approaches to establish themselves in addition to the competition. Comprehending customer preferences, behaviors, and changing demands is the foundation of customer intelligence (Wu et al., 2023). Organizations can develop tailor-maked advertising and marketing approaches and cutting-edge services and products by celebration and analysing consumer data, which supplies them with understandings right into the changing choices and assumptions of their clients. Partnerships and collaborations that influence market dynamics are referred to as calculated partnership knowledge (Al-Okaily et al., 2022). Organizations can broaden into brand-new markets, pool resources, and capitalise on corresponding skills to strengthen their competitive setting by examining and developing calculated partnerships. Understanding social patterns, social shifts, and just how they affect customer practices is the significance of social intelligence. Business can make certain relevance and vibration with target clients by understanding the nuances of social modification and adjusting their techniques accordingly (Atkinsone et al., 2022). Evaluating macroeconomic variables, consumer demographics, market size, industry fads, and market knowledge are all consisted of in the more comprehensive context of market knowledge. Organisations can make critical decisions, respond proactively to market growths, and obtain a thorough understanding of the marketplace environment as a result of this element (Hassani & Mosconi, 2022).

Previous Studies on Competitive Intelligence in Retail Management

Within the context of Knowledge Management, Competitive Intelligence functions as a subset of Business Intelligence. Business intelligence, or strategic intelligence, is another name for it. The literature also uses terms such as Corporate Intelligence, Competitor Analysis, Strategic Planning, and Competitor Intelligence. The goal of competitive intelligence (CI) is not to illegally acquire a competitor's trade secrets or other proprietary information, but rather to gain a better understanding of their organisation, culture, behaviour, strengths, and weaknesses through the systematic and overt collection of a variety of data (Jones et al. 2018). No matter its location, CI's end purpose is the same: to help with company planning by raising awareness of the business environment and, more specifically, the actions of competitors. To be clear, CI is not the same as industrial espionage. When compared to industrial espionage, CI is always carried out in an ethical and lawful manner. It would be counterproductive for a company to conduct its intelligence operations in this space without thinking

about the ethical and legal implications, since doing so would be unethical and could hurt its reputation and ability to compete (Smith & Brown 2019). The idea that 90% of the data required for important decisions is already out there is almost axiomatic in the industry. Intelligence is data that has been processed and can propose courses of action, plans of action, or judgements.21 Beyond the facts, intelligence gives crucial information or insights. There are two subsets of intelligence: data and information. It is easy to jump to the wrong conclusions when you don't have a good reference point. It is easy to misjudge the dynamics or root reasons of the present industry without adequate data. The intelligence loop culminates with assessed data. It is highly improbable that flawless input will be used to generate the intelligence product in reality (Chen et al. 2020). Once the past has happened, it is impossible to foretell what will happen next. Because the correct information wasn't available sooner, the company is now in a position where it can do nothing more than respond to the competitor's move. The specifics, plans, and techniques may or may not be found out; nevertheless, this is far from guaranteed. Rather than focusing on past actions, managers can gain a better understanding of their competitors' future plans with the help of competitive intelligence. At its core, CI is about gaining a better understanding of the market, strengthening internal relationships across departments, gaining assurance when formulating long-term strategies, and outperforming the competition in terms of product quality. In a nutshell, enhanced company performance through enhanced execution (Taylor & Lee 2017). Technology transfer professionals from businesses, universities, and government agencies should be especially interested in CI in the areas of research and development and strategic technology planning. Competitive technology intelligence, which relies heavily on established approaches for technology forecasting, can give the necessary context for understanding technological trends as well as the strengths and weaknesses of competitors. Additional information about the state of technology can be found in new scientometric advancements that depend on database technology. These include things like patent analysis and literature citation analysis (Kim et al. 2019). This data is essential for businesses, academic institutions, and non-profits to use in their technology strategy planning, licencing, and other commercialization endeavours. Every company, for-profit or not-for-profit, feels the effects of societal trends and governmental actions on a daily basis. It may be possible to lessen the negative effect on the company by planning ahead for society's needs, which are expressed in laws and regulations. Opportunities may possibly be uncovered in the future. Already, the level of IT utilisation is a crucial component of the company (Wang & Liu's 2021). During analysis, that field becomes intriguing because a rival may have built a reputation for using its investment in better IT to acquire an edge over the competition. This advantage could manifest as better client acquisition and retention rates, more streamlined internal operations, or a more advanced service offering. To avoid falling behind in this crucial area, it is essential to compare the investments made in each technology initiative.

Theoretical Framework

Understanding the complex connections between these independent variables and their joint impact on market efficiency develops the academic basis for this research. This study means to clarify how CI components add to market performance in the context of Jordanian retail administration by empirically analysing these partnerships. This study uses a methodical framework for doing empirical study and contributes to the existing academic argument within the topic. The research study model portrayed in Number 1 is acquired from the literature gone over above. In addition, the authors who closely addressed these dimensions are referenced below the figure.

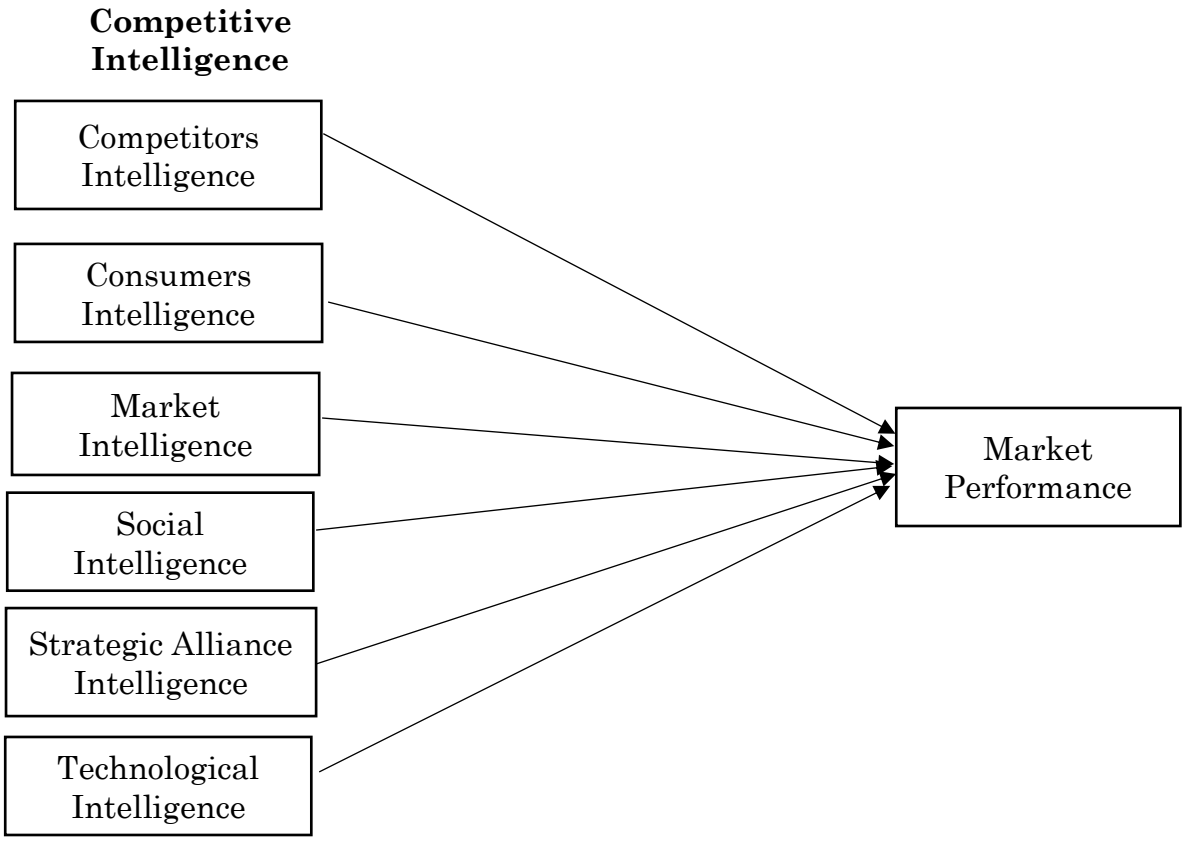

Figure 1. Research Model

Source: Cekuls, A. (2010). Competitive Intelligence Model in Latvian Enterprises. And Cekuls, (2015). Leadership Values in Transformation of Organizational Culture to Implement Competitive Intelligence Management: the Trust Building Through Organizational Culture. Cavallo, et al., (2021): Competitive intelligence and strategy formulation: connecting the dots

Research Methodology

This study utilizes a quantitative study design with the goal of analysing and quantifying information regarding the components of competitive intelligence (CI) and exactly how they affect market efficiency in the retail sector in Jordan. Retail supervisors and execs from various fields in Jordan make up the target population. A representative cross-section of the retail market was found to be stood for by the computed sample size of 334 participants. In order to make sure proportional representation and minimise prejudice, individuals in the stratified arbitrary sampling method were categorised according to retail sections. Questionnaires that have actually been meticulously established are the basis for information collection. These studies aim to provide a detailed understanding of retail managers' point of views and experiences relating to CI components and just how they influence market performance. The set of questions is developed with questions that align with existing literature and theoretical frameworks on knowledge pertaining to market, competitors, modern technology, consumers, society, and alliances. The inquiries were sourced from Wu et al. (2023), Jafar (2020), and Tahmasebifard (2018) and changed as required. To make certain the information collection is durable and trustworthy, credible measurement scales and things from previous research study are used. The research study utilizes the Partial Least Squares Structural Formula Modelling (PLS-SEM) method to assess the information. PLS-SEM was picked because it can manage several variables at the same time and is suitable for complicated designs. This method enables a thorough examination

of the connections between components of competitive knowledge and market efficiency in the retail market in Jordan.

Result and Discussion

Table 1 shows the variable loadings, standing for the connection between different things and their equivalent hidden constructs. The aspect loadings show the instructions and stamina of this relationship. For rival knowledge (COI), the considerable aspect loadings vary from 0.724 to 0.856, showing a strong connection between the measured things (COI1, COI2, COI3, COI4, COI5) and the Rivals Intelligence construct. Likewise, customer knowledge (CONI) exhibits outstanding factor loadings, ranging from 0.813 to 0.865, showing a strong relationship with the measured items (CONI1, CONI2, CONI3, CONI4). Market intelligence (MI) likewise shows significant element loadings, varying from 0.770 to 0.913, showing a solid correlation with the measured things (MI1, MI2, MI3, MI4). The market efficiency (MP) assessment things show substantial variable loadings also, varying from 0.730 to 0.862. The determined products (MP1, MP2, MP3, MP4, and MP5) and the market performance construct reveal a solid relationship, according to these worths. Furthermore, the things connected with social intelligence (SI) and technological knowledge (TI) reveal amazing element loadings, showing a robust partnership with the corresponding constructs (Chen et al., 2023; Sureshchandar, 2023).

Table 1 Factor Loading

Items	Competitors Intelligence	Consumers Intelligence	Market Intelligence	Market Performance	Social Intelligence	Strategic Alliance Intelligence	Technological Intelligence
COI1	0.724						
COI2	0.856						
COI3	0.819						
COI4	0.792						
COI5	0.758						
CON11		0.813					
CONI2		0.865					
CONI3		0.834					
CONI4		0.794					
MI1			0.900				
MI2			0.913				
MI3			0.770				
MI4			0.833				
MP1				0.815			
MP2				0.839			
MP3				0.862			
MP4				0.767			
MP5				0.730			
SAI1						0.822	
SAI2						0.853	
SAI3						0.839	
SAI4						0.868	
SI1					0.851		
SI2					0.843		
SI3					0.878		
SI4					0.868		
SI5					0.77		

TI1							0.849
TI2							0.855
TI3							0.852
TI4							0.706
TI5							0.738

Table presented the results of reliability and validity of the study. The Cronbach's alpha of the constructs showed the value from 0.846 to 0.897 which exceed the threshold value. These values exceed the commonly accepted limit of 0.7, suggesting a high degree of interior consistency among the things within each construct. Higher values recommend that the items successfully gauge the very same underlying concept. Compound reliability (rho_a and rho_c) examines the uniformity of the constructs, considering the variable loadings and typical variance of the items. The composite dependability values for all constructs vary from 0.852 to 0.898, surpassing the suggested threshold of 0.7. These worths even more verify the constructs' high internal uniformity and dependability. The typical variance drawn out (AVE) stands for the proportion of variation caught by the construct things. AVE values over 0.5 are taken into consideration acceptable signs of convergent legitimacy. Although all constructs in the table have AVE values between 0.626 and 0.733, which are slightly listed below the guideline value of 0.7, these values however suggest adequate convergent validity. To sum up, the constructs show strong interior consistency, suggesting that the products measuring each construct are very correlated and accurately determine the desired principles. The composite reliability scores even more support this and reveal that the constructs have regular and reliable relationships with their particular products (Cheung et al., 2023; Welhaf et al., 2023). Although the AVE worths are a little below the suitable limit, they still confirm convergent credibility, indicating that the things merge well to gauge the underlying constructs, albeit with a slightly lower common variance than wanted (Dos Santos & Cirillo, 2023). In general, these outcomes show robust integrity and ample credibility of the dimension design made use of in this research.

Table 2. Reliability and Validity

Constructs	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Competitors Intelligence	0.851	0.859	0.893	0.626
Consumers Intelligence	0.846	0.852	0.896	0.683
Market Intelligence	0.877	0.885	0.916	0.733
Market Performance	0.862	0.863	0.901	0.647
Social Intelligence	0.897	0.898	0.924	0.710
Strategic Alliance Intelligence	0.867	0.869	0.909	0.715
Technological Intelligence	0.861	0.864	0.900	0.644

The HTMT ratio, displayed in Table 3, is an action of discriminant validity that figures out if constructs are more strongly connected with their very own dimensions (monotrait) or with measurements of various other constructs (heterotrait).The HTMT values compare the correlations between constructs with the correlations between items within the same construct (Cheung et al., 2023). The HTMT values in the table show the relationships between the different constructs. A value closer to 1 indicates weaker discriminant validity, i.e., higher similarity between constructs. On the other hand, values closer to 0 indicate stronger discriminant validity, suggesting that the constructs are more different from each other (Paap et al., 2023). The HTMT values for all

construct pairs range from 0.504 to 0.793. While some values are relatively high and indicate moderate correlations between certain constructs, overall, the HTMT values confirm adequate discriminant validity. As expected, the diagonal scores (where constructs are compared to themselves) show consistently higher correlations (scores are 1 as they represent the relationship of a construct to itself). Non-diagonal values indicate correlations between different constructs. For example, the correlation between competitor intelligence and strategic alliance intelligence is 0.620, which indicates a moderate relationship between these constructs. Other constructive pairs also show varying degrees of association. While some construct pairs show moderate correlations, most HTMT scores are lower, suggesting that the constructs are distinct from each other. This supports the notion that these constructs measure unique and separate concepts. Nonetheless, the modest correlations between particular constructs, such as market performance and market intelligence, warrant even more examination to understand feasible overlap or shared variance in between these constructs. These outcomes recommend satisfying discriminant legitimacy for the majority of constructs, suggesting that the dimension version efficiently catches the unique and unique aspects of each construct (Caronni et al., 2023). Nevertheless, taking a look at the relationship between constructs that reveal moderate connections could supply deeper insights into potential conceptual overlap or typical attributes that may need refinement or differentiation of the measurement version.

Table 3. Heterotrait-Monotrait Discriminant Validity

Constructs	Competitors Intelligence	Consumers Intelligence	Market Intelligence	Market Performance	Social Intelligence	Strategic Alliance Intelligence	Technological Intelligence
Competitors Intelligence							
Consumers Intelligence	0.588						
Market Intelligence	0.603	0.528					
Market Performance	0.714	0.645	0.755				
Social Intelligence	0.683	0.533	0.729	0.504			
Strategic Alliance Intelligence	0.620	0.695	0.630	0.678	0.673		
Technological Intelligence	0.676	0.631	0.753	0.538	0.659	0.793	

Table 4 shows the Fornell-Larcker standard, a measure of discriminant legitimacy that examines whether the square root of the AVE (average difference removed) of a construct is more than its relationship with other constructs (Cheung et al., 2023). The diagonal values in the table stand for the square root of the AVE for each and every construct. The AVE indicates the proportion of variance recorded by the determined products of the construct. Higher AVE values imply much better discriminant credibility. The non-diagonal values suggest the connections in between the constructs. The basic states that the square origin of AVE of a construct should certainly be far better than the links in between it and other constructs in order to show adequate discriminant reputation. The tilted well worths (square origin of AVE) are routinely above the relationships in between the constructs. As an example, the square beginning of AVE for rival intelligence is 0.791, which is greater than the correlation in between rival intelligence and the numerous other constructs. This pattern is the very same for all constructs in the table. This suggests that the difference of each construct talked about by the gauged products (square beginning of AVE) is greater than the common variation with the numerous other constructs, validating appropriate discriminant legitimacy. The values along the diagonal suggest that the constructs absorb a substantial part of the variation via their established products. The

off-diagonal worths, which stand for the connections in between the constructs, are lowered than the tilted worth. This confirms that the constructs have a lot more shared variation with their respective products than with items evaluating numerous other constructs. Overall, the outcomes confirm satisfactory discriminant validity in between the constructs based on the Fornell-Larcker requirement. These results support the concept that the constructs in the measurement design represent distinct and one-of-a-kind concepts and reveal that the things measured efficiently capture the difference within each construct and are relatively distinct from the things gauging various other constructs (Shiekh, 2023).

Table 4. Fornell-Larcker

Constructs	Competitors Intelligence	Consumers Intelligence	Market Intelligence	Market Performance	Social Intelligence	Strategic Alliance Intelligence	Technological Intelligence
Competitors Intelligence	**0.791**						
Consumers Intelligence	0.538	**0.827**					
Market Intelligence	0.676	0.693	**0.856**				
Market Performance	0.583	0.613	0.642	**0.804**			
Social Intelligence	0.658	0.620	0.577	0.698	**0.843**		
Strategic Alliance Intelligence	0.619	0.598	0.549	0.663	0.597	**0.846**	
Technological Intelligence	0.543	0.602	0.662	0.529	0.539	0.699	**0.803**

The variance inflation factor (VIF) measures the extent of multicollinearity between the predictor variables in a regression model. VIF values above 5 or 10 indicate a problematic level of multicollinearity, meaning that the variables may be too highly correlated and affect the reliability of the regression results (Kyriazos & Poga, 2023). Table 5 shows the VIF values for different constructs in relation to market performance. VIF values of less than 5 generally indicate that there are no serious multicollinearity problems. Market intelligence and social intelligence have relatively low VIF scores of 1.165 and 1.207, respectively. These scores indicate a minimal degree of multicollinearity in relation to market performance, indicating that these constructs have relatively independent relationships with market performance. However, competitor intelligence (VIF = 2.655), consumer intelligence (VIF = 2.789), strategic alliance intelligence (VIF = 2.298), and technological intelligence (VIF = 1.985) have slightly higher VIF scores. While these scores do not exceed the threshold indicating strong multicollinearity, they do indicate some degree of correlation between these constructs and market performance.

Table 5. Variance Inflation factor (VIF)

Constructs	Market Performance
Competitors Intelligence	2.655
Consumers Intelligence	2.789
Market Intelligence	1.165
Social Intelligence	1.207
Strategic Alliance Intelligence	2.298
Technological Intelligence	1.985

The results of the path analysis in Table 6 show the path coefficients (beta), the standard deviations (STDEV), the T-statistics (|O/STDEV|), and the associated p-values, which indicate the significance and strength of the relationships between the

various constructs and market performance. The path coefficient (beta) of 0.372 indicates a significant positive relationship between competitor intelligence and market performance. The T-statistic of 6.365 and the low p-value (0.000) indicate high statistical significance, which means that changes in competitor intelligence have a significant impact on market performance. In addition, the beta value of 0.149 indicates a positive relationship between consumer intelligence and market performance, albeit weaker than competitor intelligence. The statistical value is suggested by the t-statistic of 2.811 and the p-value of 0.005, which indicate that rival intelligence has a better influence on market efficiency than consumer intelligence. Additionally, a positive however fairly weaker partnership between market intelligence and market performance is suggested by the course coefficient of 0.087. Despite the fact that it is not as strong as rivals' and customer knowledge's, the connected t-statistic of 2.055 and the p-value of 0.040 show statistical importance. Furthermore, there is an extremely minor positive relationship in between market efficiency and social intelligence, as shown by the course coefficient of 0.020. The t-statistic of 0.326 and the high p-value of 0.744 suggest a lack of statistical relevance, suggesting that social intelligence does not significantly influence market performance. In a similar way, the path coefficient of 0.238 indicates a significant favorable partnership in between critical partnership intelligence and market efficiency. The high T-statistic of 6.304 and the reduced p-value (0.000) indicate strong statistical relevance, which emphasises the considerable impact of strategic alliance knowledge on market efficiency. Lastly, the course coefficient of 0.156 shows a moderately favorable connection between technological knowledge and market efficiency. The t-statistic of 2.506 and the p-value of 0.012 show statistical value and show that adjustments in technological knowledge have a notable influence on market efficiency.

Table 6. Path Analysis Results

Path Analysis	Beta	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Competitors Intelligence -> Market Performance	0.372	0.058	6.365	0.000
Consumers Intelligence -> Market Performance	0.149	0.053	2.811	0.005
Market Intelligence -> Market Performance	0.087	0.042	2.055	0.040
Social Intelligence -> Market Performance	0.020	0.06	0.326	0.744
Strategic Alliance Intelligence -> Market Performance	0.238	0.038	6.304	0.000
Technological Intelligence -> Market Performance	0.156	0.062	2.506	0.012

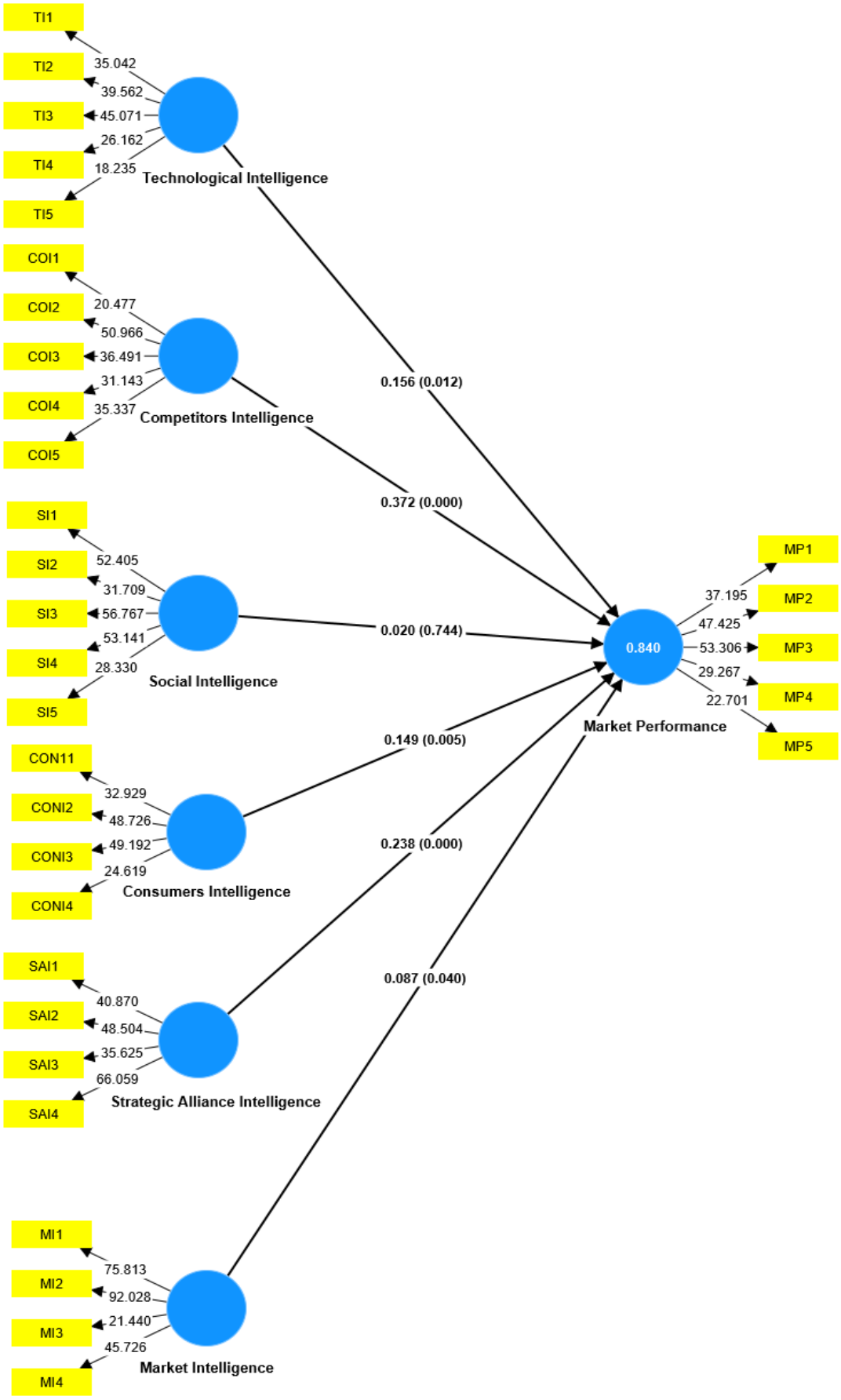

Figure 2. Graphical Results

Discussion

The strong connection in between competitor knowledge and market success in the retail industry in Jordan highlights the vital function of understanding and reacting to competitive characteristics within the neighborhood market. In a competitive retail setting, it is necessary to acknowledge and adjust to the approaches, rates models, item offerings, and market positioning of opponents. Retailers in Jordan must know their competitors' actions in order to place themselves advantageously, recognize gaps, and develop approaches to record market share. The considerable favorable connection uncovered in between customer understandings and market efficiency emphasizes the relevance of consumer-focused approaches in the Jordanian retail industry. Recognizing customer choices, buying behavior, cultural tendencies, and developing demands of regional customers enables retailers to provide customized products, effective advertising campaigns, and personalized solutions. This aligns with the value of attracting and maintaining consumers in an extremely competitive market. The notable positive connection in between market intelligence and market performance emphasizes the worth of extensive understanding of local market dynamics in the Jordanian retail industry. Retailers can obtain benefits from comprehending particular market fads, customer demographics, acquiring habits, and sector modifications that are distinct to Jordan. Adapting methods based upon regional market understanding allows merchants to successfully resolve details market needs. The insignificance of the favorable connection between social intelligence and market efficiency recommends that social patterns and cultural understandings might not directly affect the marketplace success of Jordanian stores as expected. While it is crucial to adapt to social changes, this variable might not have a straight influence on prompt retail market efficiency as various other aspects of intelligence, such as competitor and consumer insights, carry more weight. The significant positive relationship between strategic alliance knowledge and market efficiency in the Jordanian retail market stresses the function of partnerships and partnerships in browsing the market. Structure strategic partnerships with neighborhood companies, suppliers, or market partners can considerably add to market development, source optimization, and ingenious campaigns, thus positively influencing retail performance. Similarly, the observed significant favorable relationship between technological intelligence and market performance emphasises the influence of innovation on the retail field in Jordan.

Conclusion and Implications for Retail Managers in Jordan

This research study on competitive intelligence (CI) in Jordanian retail administration from the customer's point of view has disclosed considerable partnerships in between particular intelligence elements and market performance. Specifically, competitor intelligence, consumer intelligence, market intelligence, calculated alliance intelligence, and technological knowledge revealed substantial favorable associations with market efficiency. Nonetheless, Social Knowledge revealed an insignificant positive connection, recommending that its impact on market performance is reduced in the Jordanian retail landscape. Future study efforts must investigate various other aspects affecting market performance beyond the recognized knowledge measurements. Extending the examination to social or contextual variables, a much deeper evaluation of customer practices, and exploring alternate methods of data evaluation could improve the findings for the study. In enhancement, longitudinal researches can offer a vibrant sight of just how knowledge variables affect market changes gradually. Comprehending the intricate interaction between competitive intelligence factors and market performance in Jordanian retailing is main to monitoring decision-making. Retailers in Jordan must focus a lot more on understanding their rivals' approaches and consumer practices, as well as capitalizing on technological advancements. Strategic partnerships must be cultivated to capitalise on chances for

cooperation in the market. While the impact of social knowledge appears to be limited, its expedition and potential influence in other market segments merits better investigation. The usage of robust techniques, a depictive example and the PLS-SEM approach in the study contributes dramatically to comprehending the duty of knowledge factors in the Jordanian retail market. This investigation of competitive knowledge from the customer's viewpoint in the Jordanian retail industry produces a foundation for critical manoeuvres and future research possibilities that will certainly make it possible for merchants to efficiently leverage intelligence and browse the open market landscape with informed choices and adaptability. To value the value of Strategic Partnership Knowledge, it is suggested for retail supervisors in Jordan to advertise cooperation's and collaborations within the community retail industry. By developing critical alliances with neighbourhood companies or sector partners, there are chances for market growth and effective use sources. This develops a one-upmanship via the exchange of expertise, sources, and market infiltration. These steps not only improve operational performance however additionally strategically position retailers to attain sustainable growth and success in Jordan's challenging and competitive retail market.

Limitations of the Study

Although the research was performed with a sample size of 500 individuals and a stratified random example to make certain that all retail sectors were represented, the generalizability of the outcomes might be limited. Broadening the sample variety and size could give more extensive insights into the broader retail landscape. The research made use of the Partial Least Squares Structural Equation Modelling (PLS-SEM) method, which is appropriate for anticipating analyses and exploratory research yet may have its constraints when capturing intricate relationships. The usage of numerous approaches of analysis, or longitudinal researches, could provide deeper understandings. The study concentrated on particular competitive variables (rival, customer, market, social, tactical alliance, innovation) related to market efficiency. Nevertheless, certain nuances or other uncharted factors within these groups might likewise affect market results, requiring additional examination. The searchings for of the research are certain to the Jordanian retail market. Social, economic, or governing aspects certain to Jordan could influence the observed partnerships. Transferring these outcomes to other markets or global contexts should consequently be performed with caution and consider regional nuances.

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