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RESEARCH ARTICLE

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THE IMPACT OF COMPETITIVE INTELLIGENCE ON DIGITAL MARKETING IN JORDANIAN TOURISM COMPANIES

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ABSTRACT

This study examines the impact of competitive intelligence on digital marketing in Jordanian tourism companies by analyzing the relationship between competitive intelligence as an independent variable and digital marketing—with its dimensions of Attraction, Engagement, Communication, and Learning—as a dependent variable. The study employed a descriptive-analytical approach, and data were collected from 27 companies registered with the Jordanian Ministry of Tourism. The target population consisted of 170 senior and middle management employees, to whom the questionnaire was distributed; a total of 113 valid responses were retrieved for analysis. The findings revealed a statistically significant effect of competitive intelligence on overall digital marketing, with competitive intelligence explaining 74.6% of the variance in digital marketing levels. The results further indicated significant effects of competitive intelligence on all dimensions of digital marketing, with the strongest impact observed on the attraction dimension ($R^2 = 0.772$), followed by communication and learning, while the weakest impact was recorded for engagement ($R^2 = 0.389$). The study concluded that strengthening competitive intelligence capabilities directly enhances the effectiveness of digital marketing initiatives and contributes to improved marketing performance and digital interaction within organizations. It recommends establishing dedicated competitive intelligence units, developing robust data collection and analysis mechanisms, and employing these capabilities to enhance digital attractiveness, increase engagement, strengthen communication channels, and elevate institutional learning and digital transformation.

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INTRODUCTION

Organizations carry out marketing work in an uncertain and dynamic complex environment, despite the constant change in the needs and requirements of customers, in addition to the breadth of markets and their different characteristics, which necessitated the development of practical strategies that include digital marketing methods, and it has been proven that digital marketing methods improve distribution, lead to increased sales, and attract new customers, all of which contribute to a stronger overall performance of organizations that adopt and implement these strategies (Adede, 2017). Digital marketing has become a roadmap used by organizations to convince their customers to buy the products or services they market, through what has been made possible by the means of modern technology related to the Internet, such as the web, social networking sites, and applications available on smartphones, through which services and products are advertised and marketed based on promotional and price strategies, thus the interaction between the two parties of the marketing relationship is achieved (Palos et al., 2019), and the organization's competitive intelligence may affect its achievement of digital marketing goals. As a result of globalization and its technological,

knowledge, and information variables, knowledge- and information-based organizations have become the most prevalent in the new business world, and organizations' quest to achieve excellence has become dependent on their ability to deal with this knowledge and information (Bordima, 2021), which is one of the important basic resources for organizations, and hence the interest in competitive intelligence has become what occupies many organizations to maintain their survival and continuity and achieve the requirements of excellence and success (Al-Kharousi, 2017). Many organizations encourage learning to acquire knowledge and skills through training and development activities, with the aim of creating new skills for them, and transforming existing knowledge into new formations capable of meeting emerging needs (Battistelli et al., 2019). In light of the presence of competitive intelligence, Jordanian tourism companies can achieve their digital marketing goals, as competitive intelligence is concerned with everything that happens in the external environment, uniting in human competencies and technologies to reach the right information and work to solve problems and avoid them as an organizational force, as it serves as a guide to make appropriate decisions that target the labor market and develop the methods of the organization's internal environment. Based on the

above, the study came to investigate the impact of competitive intelligence on digital marketing in Jordanian tourism companies.

Study Problem and Questions: This study seeks to examine the role of digital marketing in enabling tourism companies to enhance their effectiveness and efficiency in achieving their organizational objectives, as well as their ability to operate within the various dimensions of competitive intelligence. Accordingly, the study focuses on the concept of digital marketing in Jordanian tourism companies and investigates the impact of competitive intelligence on achieving digital marketing outcomes.

Based on the above, the study problem can be formulated through the following main question::

Main Question:

- What is the impact of competitive intelligence on digital marketing in Jordanian tourism companies?

Based on the main question identified in the study problem, the following sub-questions are formulated:

- What is the level of relative importance of competitive intelligence in Jordanian tourism companies?
- What is the level of relative importance of digital marketing in Jordanian tourism companies?
- What is the impact of competitive intelligence on the dimensions of digital marketing in Jordanian tourism companies?

Importance of the Study

The importance of this study is reflected in two main aspects:

1. Scientific Importance

The scientific significance of this study lies in its focus on two key variables and their sub-dimensions. Competitive intelligence is one of the essential managerial concepts that, in the researcher’s view, warrants deeper investigation due to its critical role in enabling organizations to survive, adapt, and sustain their operations. Likewise, digital marketing is considered one of the contemporary administrative topics in the business field, attracting growing research attention because of its influence on organizational growth and its contribution to achieving strategic objectives.

Through reviewing previous literature, the researcher observed a noticeable scarcity of studies that examine the relationship between competitive intelligence and digital marketing, indicating a gap in academic research in this area. Therefore, this study aims to provide an added qualitative contribution that enriches the existing knowledge related to competitive intelligence and digital marketing, and helps address part of the shortage within the Arab academic library on this topic.

2. Practical Importance

The practical importance of this study stems from the potential benefits that Jordanian tourism companies may derive from its findings, particularly those related to the application of competitive intelligence and digital marketing concepts. Considering the critical role of the tourism sector—one of the most promising economic sectors in Jordan—the results of this study may assist decision-makers and managers in enhancing digital marketing practices, improving competitive intelligence capabilities, and strengthening overall organizational performance within this vital sector.

Study objectives

This study mainly aims to identify the impact of competitive intelligence on digital marketing, as well as to achieve a set of the following objectives:

- Identify the level of relative importance of competitive intelligence in Jordanian tourism companies.
- Identify the level of relative importance of digital marketing in Jordanian tourism companies.
- Identifying the Impact of Competitive Intelligence Management on Digital Marketing on Jordanian Tourism Companies

Study Hypotheses

Based on the main research question and its sub-questions, the study hypotheses are formulated as follows:

Main Hypothesis 1

H01: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of competitive intelligence on digital marketing, in terms of its dimensions (attraction, engagement, communication, and learning), in Jordanian tourism companies.

The following sub-hypotheses are derived from the main hypothesis:

Sub-Hypotheses

H01-1: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of competitive intelligence on attraction in Jordanian tourism companies.

H01-2: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of competitive intelligence on engagement in Jordanian tourism companies.

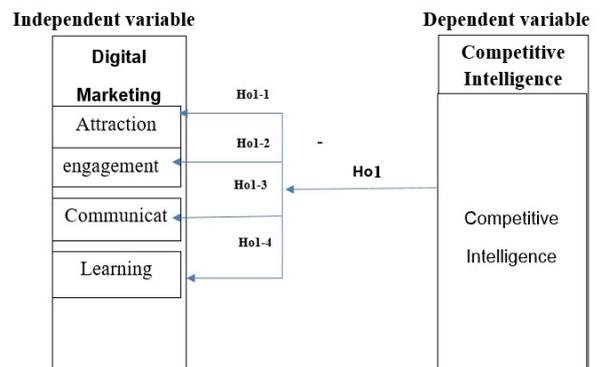
H01-3: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of competitive intelligence on communication in Jordanian tourism companies.

H01-4: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of competitive intelligence on learning in Jordanian tourism companies

Study Model

The proposed study model is based on examining the effect of Competitive Intelligence (independent variable) on Digital Marketing (dependent variable) within Jordanian tourism companies. The model assumes that competitive intelligence, influences the dimensions of digital marketing as follows

Figure 1.1 | Study Model



Source: Researcher’s design based on references

Procedural definitions

Competitive Intelligence: It is a systematic process that includes planning, collecting, analyzing, and disseminating information about the external environment in order to identify opportunities or developments that have the potential to affect Jordanian tourism company

Digital marketing: Jordanian tourism companies use digital technologies to communicate with customers that contribute to their acquisition and retention.

Attraction: Jordanian tourism companies rely on social media and modern technologies to promote and advertise their services.

Engagement: The behaviors and attitudes of Jordanian tourism companies towards social activities and other organizations, which in turn strengthens relations between them.

Communication: It is the means adopted by Jordanian tourism companies to convey messages or information about their services and products to convince customers of them.

Learning: It is the collection of customer feedback by Jordanian tourism companies about the services and products they offer, manage and share them, and predict their future needs to be a competitive tool.

LITERATURE REVIEW

Aziz, Shuaib Ahmed (2022) study entitled

Digital Marketing and its Impact on Organizational Prosperity: An Analytical Study of the Opinions of a Sample of Employees in Asia Cell Company, Nineveh Branch: The study aimed to identify the impact of digital marketing in its dimensions (attract, share, retention, learning, communication) on organizational prosperity in its dimensions (innovation, intellectual capital, organizational agility) in Asia Cell Telecommunications Company, Nineveh Governorate Branch in Iraq, and the study used the questionnaire that was distributed to the study sample of (86) employees, and the data were analyzed using statistical analysis software (SPSS). The study concluded that there is an impact of digital marketing in its dimensions on organizational prosperity in the studied companies. The study recommended that Asia Cell in Nineveh Governorate continue to pay attention to digital marketing, which plays a major role in organizational prosperity.

Abuzaid (2022) study entitled

The Mediating Role of Knowledge Sharing on the Relationship Between Competitive Intelligence and Product Development: Evidence from Jordan: The study aimed to investigate the mediating role of knowledge sharing in the relationship between competitive intelligence and product development in chemical industry companies in Jordan, the study used the presentation section design, and the questionnaire to collect data was distributed to a sample of (178) general managers in the studied companies, and structural equation modeling (SEM) was used to test the hypotheses of the study. The study found that competitive intelligence and knowledge sharing have a positive impact on product development, competitive intelligence has a positive effect on knowledge sharing, and knowledge sharing partially mediates the relationship between competitive intelligence and product development. The study recommended focusing on competitive intelligence and knowledge sharing for product development.

Erlangga's (2022) study entitled

The Impact of Digital Marketing and Social Media on the Intention to Purchase Food Products for SMEs: The study aimed to determine the impact of social media-based digital marketing on the purchasing decisions of SME products, and the study was conducted in Banten province in Indonesia, and the questionnaire was used to collect data distributed to a random sample of (210) customers, and the data was analyzed using simple linear regression analysis using (SPSS) software. The results of the survey showed that

social media marketing has a significant impact on the purchasing decisions of SMEs products, and that there is a positive effect between social media marketing variables and SME product purchasing decisions. The study recommended that the companies under study should focus on digital marketing, especially through social media.

Keshavarz et al. (2020) study entitled

Investigating the Status of Marketing Philosophy, Competitive Intelligenceranian I nd Integrated Marketing Communications in Feder Sportations: The study aimed to investigate the marketing philosophy, competitive intelligence, and integrated assurance communication in sports federations in Iran, the study adopted the analytical method, the study used a questionnaire to collect data distributed to a random sample of (248) people from the top and middle management in the studied federations, and statistical methods such as structural equations, Pearson correlation coefficient, and t-test were used using SPSS software and AMOS software for data analysis.

The results of the study showed that there is a positive relationship between marketing philosophy, competitive intelligence, and marketing communication, and that it is not in a good position in associations. The study recommended an appreciation of marketing philosophy, competitive intelligence, and marketing communication in order to achieve success in all fields.

What distinguishes the study from previous studies: This study was distinguished from the studies reviewed by the researcher by an attempt to verify the impact of knowledge management on competitive advantage, and the mediating role of competitive intelligence in Jordanian tourism companies, and it is the first attempt to the researcher's knowledge that links these three variables, in general and in the tourism sector in particular, which is considered one of the important and developing sectors in Jordan, which confirms the research gap that will be the subject of this study's attention. In this study, the researcher also tried to adopt realistic measures for its variables, after reviewing many Arab and foreign studies and pairing them to reach results that reflect the actual reality of how Jordanian tourism companies achieve competitive advantage.

Theoretical Framework

Competitive Intelligence: Competitive intelligence is an important tool that increases the competitiveness of organizations, through a careful analysis of the external and competitive environment, and its results that contribute to making the right decisions (Moussa et al., 2022).

The Concept of Competitive Intelligence: The concept of competitive intelligence is the transformation of incomplete information about competitors into accurate and useful knowledge about their performance, trends, positions, and competitiveness, which contributes to the process of sound decision-making (Wheelen et al., 2018, 59). تefJnikov Jand MasJrov J(2014, 670)defined it as a process carried out by managers with the aim of seeking, collecting, and analyzing information, linking the success of organizations with the market economy by predicting opportunities and threats at the right place and time, and then developing solutions to potential problems in the future. It is also known as a number of intellectual and analytical processes aimed at transforming data related to competitors and the nature of customers into accurate information that is used to improve performance in the organization and increase the quality of its operations results and outputs (Al-Zaidi & Al-Sharif, 2023). The researcher defines competitive intelligence as a process based on planning aimed at collecting data related to competitors, analyzing it and converting it into useful information for decision-making and developing future strategies and plans that ensure the success of the organization and its achievement of competitive advantage.

The importance of competitive intelligence stems from its role in improving decision-making and strengthening organizational adaptability. By monitoring and analyzing external changes, organizations can identify emerging opportunities, anticipate threats, and develop proactive strategies that improve performance and competitiveness (Al-Zaidi & Al-Sharif, 2023). Competitive intelligence also supports innovation and enhances the organization's ability to adjust its digital marketing efforts in ways that align with evolving market expectations and customer needs (Aziz, 2022).

Digital Marketing: Digital marketing is one of the most important contemporary methods used in communication between the organization and its customers in marketing, establishing and developing relationships with products and services (Lai & Yu, 2021), supported by digital elements that have characteristics, components, and strengths that enable organizations to choose tactical marketing strategies.

Digital Marketing Concept: The term "digital marketing" is defined as the efforts made by a company to connect with customers, advertise their products, and sell their products through the use of the internet (Sharma & Rishi, 2017). Obeidat (2021) defined it as the optimal use of social media networks, digital applications, and the Internet for the purposes of communication between companies and customers, and through this process, the needs and behaviors of customers are identified and the mutual communication relationship between them is controlled. Dumitriu and Popescu (2020) believe that digital marketing is the use of modern technologies such as social media, websites, and smartphones to inform customers about the products and services offered by the organization. The researcher believes that digital marketing is concerned with employing information technology, internet networks, and smart applications and other electronic means of communication as an alternative means to traditional marketing.

Dimensions of Digital Marketing

Attraction: Attraction is the beginning of the interaction between the organization and its customers, and refers to the organization's way of attracting customers to it, by following several means and relying on social responsibility programs through the use of environmentally friendly products and services, or placing the organization's position in search engine results (Tranchenko et al., 2020). It improves the organization's website ranking in search engine results through customer visits (Salam, 2022).

Engagement It is represented in the organization's engagement with customers with the aim of engaging them in the marketing process and knowing their opinions and perspectives in it, through interactive means of communication (Agustin et al., 2018). In order for the engagement process to be effective, the organization must provide interactive content in a creative way that attracts the attention of customers and inspires them (Salam, 2022).

Communication: Communication refers to the direct or indirect ways in which organizations communicate information about their products or services and the brands they sell to customers with the aim of convincing them to buy them (Finne&Grönroos, 2017). The means of communication between the organization and customers through email and advertising are represented by search engines, websites, and smartphones (Ceyhan, 2019).

Learning: Learning is seen as an intermediate link between the exchange of information and the creative behavior of employees in an organization as well as the direct relationship with their level of trust and security of this information (Mohammad & Thajil, 2023).

In the context of marketing, learning is to gather knowledge from customers about the products and services offered by the organization, and to manage and share them to be a competitive tool for it (Aziz, 2022), as well as through interactive social media to obtain information about customers' needs and desires (Tiago et al.,

2021), so that the organization can predict their future needs and provide them with distinguished offers (Khan & Islam, 2017)

The Relationship Between Competitive Intelligence and Digital Marketing The relationship between competitive intelligence and digital marketing is fundamentally complementary. Competitive intelligence provides the external data, competitive insights, and market signals that organizations need to design effective digital marketing strategies. By monitoring competitors, identifying customer trends, and analyzing changes in the digital environment, competitive intelligence enhances the accuracy of targeting, improves content relevance, and supports real-time digital decision-making (Wheelen et al., 2017; Moussa et al., 2022).

Digital marketing, in turn, offers interactive platforms—such as social media, websites, and mobile applications—that generate valuable feedback and behavioral data. This digital feedback enriches competitive intelligence by revealing customer preferences, engagement patterns, and emerging market opportunities (Dumitriu & Popescu, 2020; Aziz, 2022).

Together, competitive intelligence strengthens the attractiveness, engagement, communication, and learning dimensions of digital marketing, while digital marketing provides the data environment needed to refine intelligence outputs. This synergy enables organizations, especially in the tourism sector, to develop adaptive, data-driven, and highly competitive digital strategies

Study Methodology

Study population and sample: Data for this study were collected from 27 tourism companies operating within the tourism sector and registered with the Ministry of Tourism and the Association of Tourism and Travel Agents in Amman. These companies employ a total of 170 upper- and middle-management employees. A proportional stratified random sample of 118 participants was selected, and a total of 113 completed questionnaires were retrieved and deemed valid for statistical analysis

Study tool: The questionnaire was relied on as a means of collecting the data needed for the study, and the questionnaire was developed based on Previous studies that dealt with the dimensions of the study, competitive intelligence and digital marketing, after making the necessary adjustments to suit the nature of the study population, (7) paragraphs were selected for competitive intelligence and (12) paragraphs distributed on each dimension of digital marketing, where (3) paragraphs were identified for the dimension of attraction, (3) paragraphs for the dimension of participation, and (3) paragraphs for the dimension of communication, and (3) paragraphs for the dimension of learning.

Table 1. Reliability, mean and standard deviation

Dimension	Items	Alpha	Mean	Std. deviation
Competitive Intelligence	7	0.816	1.788	0.550
Attraction	3	0.844	1.800	0.740
engagement	3	0.822	1.649	0.602
Communication	3	0.685	1.982	0.692
learning	3	0.717	1.820	0.692

Table (1) shows the coefficients of stability, arithmetic averages, and standard deviations of the study dimensions. The alpha values ranged between (0.685 and 0.844), which indicates a good internal consistency in all measures and reflects internal consistency for each dimension of the study (Sekeran&Bougie, 2016, 289), while the arithmetic averages all revolve around (1.649 and 1.982).This reflects the extent to which the employees of Jordanian tourism companies are aware of all dimensions of digital marketing and competitive intelligence. Accordingly, all metrics are reliable and consistent.

Table 2. Impact of Competitive Intelligence on Digital Marketing

Variable	B	T	Sig.
Competitive Intelligence	0.879	2.648	0.001
=0.746	F=325.332		
Sig.=0.001			

The results of Table (2) related to the Ho1 test of competitive intelligence in digital marketing indicate that the value of (B=0.879), which means that competitive intelligence has a strong and positive effect on digital marketing, and the value of T=2.648) and the value of sig = 0.001 (which is significant and confirmed that the effect is statistically significant at the level of $\alpha \leq 0.05$) while the value of (R2 = 0.746) This means that competitive intelligence explained what was valued at 74.6% of digital marketing while its value reached (F=325.332), which confirms the strength and validity of the model. Competitive intelligence is a key driver in improving the level of digital marketing in Jordanian tourism companies and is considered one of the most important factors in the success of digital transformation programs.

Table 3. Impact of Competitive Intelligence on Attraction and engagement and Communication and learning

Hypothesis	R2	B	F	Sig.
Ho1.1	0.772	1.180	374.991	0.007
Ho1.2	0.389	0.682	70.582	0.006
Ho1.3	0.451	0.845	91.140	0.005
Ho1.4	0.411	0.808	77.565	0.030

Table (3) reviews the effect of competitive intelligence on each dimension of digital marketing (which after attraction was the most effective with an explanatory power of R2 = 0.772) i.e., competitive intelligence explains 77.2% of attraction at the level of sig = 0.007). As for the engagement dimension, it was the least effective as the value of R2 = 0.389) (which means that the competitive intelligence explained a percentage of (38.9%) of the engagement at the level of significance (sig = 0.006) and we conclude from this that competitive intelligence affects to varying degrees the dimensions of digital marketing, which confirms the strength of the model. The results prove that enhancing competitive intelligence in Jordanian tourism companies is closely related to improving digital marketing with the dimensions (Attracting, Participating, Communicating, Learning).

Discussion of Findings

- The Impact of Competitive Intelligence on Digital Marketing as a Whole
- The results showed that competitive intelligence explains about 74.6% of the change in digital marketing, which is a high percentage that indicates that digital marketing decisions have been greatly influenced by the analytical and graphical capabilities of Jordanian tourism companies.
- This finding is consistent with the management literature that holds that competitive intelligence raises the quality of marketing decisions and increases the effectiveness of digital practices.
- The Effect of Competitive Intelligence on Attraction
- The power of interpretation (R2) was 0.772 (R2=), the highest of all dimensions.
- This indicates that companies with accurate information about competitors and markets are able to develop engaging content and designs that are more in line with customer needs.
- The Effect of Competitive Intelligence on Engagement
- The ratio of interpretation (R2 = 0.389), which is lower than the rest of the dimensions.

This reflects a practical reality: engagement is influenced by other factors such as the culture of engagement, the type of content, paid advertising... And it's not just about competitive intelligence.

The Effect of Competitive Intelligence on Communication: The value of the explanation was (R2 = 0.451) , which indicates a moderate to high effect. Competitive intelligence helps companies choose how to communicate, determine the most appropriate time for messages, and personalize content.

The Impact of Competitive Intelligence on Digital Learning. The value of the explanation was (R2 = 0.411), which indicates a statistically significant effect. This shows that companies that use competitive intelligence are learning from the environment and constantly evolving their digital skills.

Practical Recommendations

- Establish specialized competitive intelligence modules within companies to analyze competitors and markets on an ongoing basis.
- Optimize digital architecture across CRM systems and data analytics to reach higher accuracy in attraction strategies.
- Invest in interactive content to boost engagement, such as videos, short presentations, and surveys.
- Develop digital communication channels such as instant messaging, chatbots, and live support platforms.
- Promote organizational learning through regular training in the field of digital transformation and the use of artificial intelligence tools.
- Integrating competitive intelligence reports into marketing and planning decision-making within senior management

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