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The Impact of Social Media Forecasting on Competitive Advantage: A Field Study on Tourism and Travel Companies in Amman City

أثر التنبؤ بوسائل التواصل الاجتماعي على الميزة التنافسية: دراسة ميدانية على شركات السياحة والسفر في مدينة عمان

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Authorization

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This thesis of the student Hanadi Mamdouh Al Terkawi, which studied **"The Impact of Social Media Forecasting on Competitive Advantage: A Field Study on Tourism and Travel Companies in Amman City"** has been defined, accepted, and approved on 23/01/2024.

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Hanadi Mamdouh Al terkawi

Dedication

To my mother, to my grandfather Faisal, may God prolong his life, and to my dear uncles. Without them, I would not exist in this life, and from them, I learned steadfastness and love of life, no matter the difficulties.

To my distinguished professors, who had the credit, after God Almighty, in illuminating the path of research for me by providing support, and guidance, may God put it in the balance of their good deeds.

To all those who supported me and did not hesitate for a moment to provide me with the data and information necessary to prepare my thesis.

I dedicate my master's thesis to you.

Praying to God - Glory be to Him - that it be crowned with success and acceptance by the esteemed members of the discussion committee.

Hanadi Mamdouh Al terkawi

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The Impact of Social Media Forecasting on Competitive Advantage: A Field Study on Tourism and Travel Companies in Amman City

Prepared by: Hanadi Mamdouh Al terkawi
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Abstract

Purpose: This study aimed to investigate the impact of social media forecasting (understanding customer needs, purchasing intention, and social interaction) on competitive advantage (quality, cost, time, flexibility, innovation) on Tourism and travel companies in Amman.

Design/Methodology/Approach: This research work has used quantitative research design. To achieve the objectives of the study, data collected from (233) executive directors, unit directors, and department heads who work in tourism companies in Amman using an electronic questionnaire. The normal distribution of the data and the reliability of the tool were confirmed.

Findings: The results showed a high interest among tourism and travel companies in Amman city in social media forecasting and competitive advantage, and that the relationship between social media forecasting and competitive advantage is strong. The results also showed a positive and statistically significant effect of predicting social media on competitive advantage in tourism and travel companies in Amman city, where the largest effect was for purchase intention, then understanding customer needs, and finally for social interaction.

Practical and Managerial Implications: Social media forecasting is an important and necessary strategy for tourism and travel companies, as it helps improve their marketing strategy, increase interaction with customers, and provide services that are consistent with the expectations and needs of the market and society, which enhances their competitive advantages.

This study recommends that tourism and travel companies take into account corporate social responsibility through social media forecasting, by paying attention to collecting and analyzing data from social media to understand community reactions, identify main trends and interests, and build bridges to communicate with them and

provide detailed information about their initiatives and activities, and benefit from their participation and interactions in developing strategies and improving performance, which contributes to enhancing and building competitive advantages.

Limitations/Recommendations: This study was conducted on tourism and travel companies in Amman, so this study recommends conducting future studies to collect more data on a larger number of tourism and travel companies. This study recommends conducting further research to include the opinions of management and clients of tourism and travel companies to ensure that the results can be generalized.

Keywords: Forecasting, Social Media, Social media forecasting, Competitive Advantage, Travel and Tourism companies, Jordan

أثر التنبؤ بوسائل التواصل الاجتماعي على الميزة التنافسية: دراسة ميدانية على شركات السياحة والسفر في مدينة عمان

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ملخص

الغرض: هدفت هذه الدراسة إلى البحث في اثر التنبؤ بوسائل التواصل الاجتماعي (فهم احتياجات العملاء، نية الشراء، التفاعل الاجتماعي) على الميزة التنافسية (الجودة، التكلفة، الوقت، المرونة، الابتكار) في شركات السياحة والسفر في عمان.

التصميم / الإجراءات: لقد استخدمت هذه الدراسة تصميم البحث الكمّي، ولتحقيق أهداف الدراسة، تم جمع البيانات من (233) مديرًا تنفيذيًا ومدير وحدة ورؤساء أقسام يعملون في شركات السياحة والسفر في غرب عمان باستخدام استبيان إلكتروني. تم التحقق من التوزيع الطبيعي للبيانات وموثوقية الأداة.

النتائج: أظهرت النتائج ارتفاع اهتمام شركات السياحة والسفر في مدينة عمان بالتنبؤ بوسائل التواصل الاجتماعي والميزة التنافسية، وأن العلاقة بين التنبؤ بوسائل التواصل الاجتماعي والميزة التنافسية قوية. كما أظهرت النتائج وجود أثر إيجابي وذو دلالة إحصائية للتنبؤ بوسائل التواصل الاجتماعي على الميزة التنافسية في شركات السياحة والسفر في مدينة عمان، حيث كان الأثر الأكبر لنية الشراء، ثم فهم احتياجات العملاء، وأخيراً للتفاعل الاجتماعي.

التطبيقات العملية والإدارية: يعد التنبؤ بوسائل التواصل الاجتماعي استراتيجية هامة وضرورية لشركات السياحة والسفر، حيث أنها تساعد في تحسين استراتيجيتها التسويقية، وزيادة التفاعل مع العملاء، وتقديم خدمات تتوافق توقعات واحتياجات السوق والمجتمع، مما يعزز من مزاياها التنافسية.

التطبيقات المجتمعية: توصي هذه الدراسة شركات السياحة والسفر الأخذ بعين الاعتبار المسؤولية المجتمعية للشركات من خلال التنبؤ بوسائل التواصل الاجتماعي، وذلك بالاهتمام بجمع وتحليل البيانات من وسائل التواصل الاجتماعي لفهم ردود أفعال المجتمع وتحديد التوجهات والاهتمامات الرئيسة، وبناء جسور للتواصل معهم وتقديم معلومات مُفصّلة حول مبادراتها وأنشطتها، والاستفادة من مشاركاتهم وتفاعلاتهم في تطوير استراتيجيات وتحسين الأداء بما يسهم في تعزيز وبناء المزايا التنافسية.

المحددات/ التوصيات: أجريت هذه الدراسة على شركات السياحة والسفر في عمان، لذلك توصي هذه الدراسة إجراء دراسات مستقبلية لجمع المزيد من البيانات على عدد أكبر من شركات السياحة والسفر. وتوصي هذه الدراسة بإجراء المزيد من الأبحاث لتشمل آراء إدارات وعملاء شركات السياحة والسفر للتأكد من إمكانية تعميم النتائج.

الكلمات المفتاحية: التنبؤ، وسائل التواصل الاجتماعي، التنبؤ بوسائل التواصل الاجتماعي، الميزة التنافسية، شركات السياحة والسفر، الأردن.

CHAPTER ONE
Introduction

1.1 Background

The tourism industry, sometimes referred to as the travel industry, is associated with individuals who travel, either domestically or abroad, for business, social, or recreational reasons. It shares a close relationship with the transportation, hotel, and hospitality industries, the total contribution (direct, indirect, and induced) of tourism to Jordan's Gross domestic product (GDP) was 15.8 % (Jordan Strategy Forum, 2022). The tourism and travel industry not only boosts economic expansion but also plays a major role in lowering unemployment rates. Numerous job opportunities have been generated by the rapid growth of this industry. Jordan's historical landmarks, breathtaking scenery, and dynamic culture continue to draw tourists, and the travel and tourism industry is doing a great job of supporting the national economy and promoting sustainable development as well as competitiveness(Bazazo et al.,2022) .

The global economy is entering a new era as a result of the use of the Internet and other information and communication technologies, social media is still expanding and has a growing impact on a variety of social and commercial facets including the tourism and travel sector (Pateli, et al., 2020). Local and other Westside travelers' and tourists' search, finding, reading, and trusting experiences, as well as their collaborative production of information about travel suppliers and destinations, are being profoundly altered by social media (Wang et al., 2016). Social media is a big part of many aspects of tourism like promoting travel, finding information and making decisions, and concentrating on customer service best practices. Using social media to promote travel-related products and services has shown to be a successful marketing tactic (Zeng &

Gerritsen, 2014; Mohamad et al., 2023). This study focuses on tourism and travel companies located in the capital, Amman.

Gaining a competitive advantage has become crucial for businesses to thrive in the fast-paced global economy. A common strategy for any business is to gather information and use it to make decisions. The ease of reporting and analyzing the data created on social media platforms has increased along with the number of users and platforms. Businesses can now use social media platforms to gather insightful business data and monitor their rivals' innovations and strategic initiatives (Pooja & Vikas,2023).

Social media forecasting has become a much-talked-about topic in the previous couple of years with increasing popularity in several contexts, and is considered as an emerging powerful tool attracting the attention of researchers and practitioners alike (Rousidi et al., 2020). Many businesses, sectors, and organizations use Social media forecasting to improve their operations by forecasting trends and behaviors and therefore fulfilling a competitive advantage (Kim et al., 2014). Even though it has many advantages Social media forecasting has several drawbacks because it is constrained by data problems like "bias and noise," as well as a "lack of confident predictions" and "generalizable results" . Social media forecasting is still a challenge to today's digital business environment (Rousidi et al., 2020; Schoen et al., 2013).

If used properly, a prediction mechanism derived from social media data has the potential to be a very useful tool for businesses, and it can give them a competitive advantage by providing insights into how best to satisfy consumers' ever-changing needs, which can be communicated through social media (IBM, 2015). If social media data is used appropriately as a predictive tool, businesses should be able to develop and offer their customers innovative products and services that meet their specific needs and

wants before they have given them much thought (Barakos, 2015). Despite the advantages that social media offers to organizations, however, very little is known about the influence of social media forecasting on competitive advantage in the tourism sector in Jordan. This field study in general aims study aims to fill the gap by exploring the influence of social media forecasting on competitive advantage in Jordanian tourism and travel companies.

1.2 Research Problem

Utilizing social media data, is vital to forecast consumer needs, purchasing intention, interactivity, and market trends in order to accomplish this goal. Social media-based forecasting is a marketing strategy that entails making predictions about future events, however, social media forecasting is still relatively uncommon in business organizations due to the difficulty in turning unstructured social media data into something useful.

The problem businesses face is ineffective evaluation of the data they have. Essentially, they don't know how to use the data most effectively and practically possible to use it as a prediction tool (Ruizendaal, 2016; Schoen et al., 2013). Moreover, because this topic has not yet reached an advanced level of general knowledge and search, tourism and travel companies may not know how beneficial the data generated by social media can be, what can it be used for and how can it be applied, because this is a relatively little discussed topic in the literature since one cannot guarantee 100% that social media data will always provide valid and valuable information about the future (Barakos, 2015). Consequently, when attempting to use data as a forecasting tool "to achieve success and avoid false expectations, misinformation, or unintended consequences," it is imperative to comprehend the value and potential of prediction as a

marketing strategy as well as the constraints that social networking sites impose (Rousidis et al., 2020).

In addition to serving as a forum for the exchange of ideas, memes, and self-portraits, social media can be a useful tool of information for market research and trends. Thus, thru social media forecasting and analysis of "posts," "comments," "likes," "shares," and "hashtags," a company can learn about customer behavior, preferences, and trends as well as understand customer needs, purchasing power, interaction, and sentiment to gain competitiveness. However, still a very dearth of theoretical and empirical research in the literature regarding how businesses use social media as a prediction tool to gain a competitive advantage (Pooja & Vikas,2023).

To the researcher's knowledge, based on an in-depth review of previous research and studies on the research topicsthere are no theoretical or even experimental studies at the regional or local level that have addressed the impact of social media forecasting on competitive advantage. . Even in developed countries, very few of them were conducted in this domain. Hence, the overall research objective is to "find out how social media forecasting influences competitive advantage in the tourism and travel companies in Amman ", as well as "to provide a clear overview of this issue. The current research attempts to expand knowledge of the predictive power of social media and obtain insights to discover how important it is to understand customer needs, purchasing intention, and social interaction in achieving terms of (quality, time, cost, flexibility, and innovation). Therefore, to achieve the above-declared purpose, the following research main question be presented as follows:

what is the impact of social media forecasting on competitive advantage in the tourism and travel companies in Amman city?

1.3 Research Objectives (ROs)

General Objectives

The general objective of this research was: to empirically investigate the effect of social media forecasting on competitive advantage in the tourism and travel companies working in Amman.

Specific Objectives

The research was guided by the following objectives:

1) To determine the level of application of social media forecasting in the tourism and travel companies working in Amman.

2) To determine the level of application of competitive advantage in the tourism and travel companies working in Amman.

3) To explore the relationship between social media forecasting (understanding customer needs, purchase intention, and social interaction) and competitive advantage in the tourism and travel companies working in Amman.

4) To determine the impact of social media forecasting (understanding customer needs, purchase intention, and social interaction) on competitive advantage in the tourism and travel companies working in Amman.

1.4 Research Significance

This research contribute to the researchers, academicians, Practitioners, and policymakers.

For researchers and academicians, the research can contribute to the body of knowledge on social media forecasting in promoting competitive advantage in the products and services in the tourism and travel company which will be of interest to both researchers and academicians who seek to explore or investigate on the impact of

the social media forecasting in competitive advantage, especially since studies and research in this field are very rare in the Arab and local environment yet, therefore, this current research may open a new avenue for researchers to further investigation in this field.

For Practitioners, the research can help the tourism and travel industry and other similar hospitality industries can determine how to carry out their advertising and promotional strategies appropriately using forecasting through social media in the marketing of their services. The results from the research can assist marketing managers in having a deeper understanding of how social media forecasting can be used to create a sustainable competitive advantage in terms of time, quality, cost, and flexibility for their organization. This research provides practical information on forecasting through social media where tourism and travel firm owners/ managers can learn to be more vigilant to uncertainty and turbulence of the external factors that influence competitive advantage.

Concerning policymakers, government and business support agencies may also benefit from this study regarding accommodating the most appropriate support to the tourism and travel sector, which in turn, will help the government in increasing GDP performance and provide more employability opportunities for citizens.

1.5 Research Questions (RQs)

RQ1: What is the level of application of social media forecasting in the tourism and travel companies working in Amman?

RQ2: What is the level of application of competitive advantage in the tourism and travel companies working in Amman?

RQ3: Is there a relationship between social media forecasting (understanding customer needs, purchase intention, and social interaction) and competitive advantage in the tourism and travel companies working in Amman?

RQ4: Does social media forecasting (understanding customer needs, purchase intention, and social interaction) have an impact on competitive advantage in the tourism and travel companies working in Amman?

RQ1 and RQ2 are answered by descriptive analysis, while RQ3 by correlation, and RQ4 answered by using inferential statistics through hypothesis testing.

1.6 Research Hypotheses:

Based on the problem statement and research questions, the following null hypotheses are derived to be tested.

H0: There is no statistically significant impact of social media forecasting (understanding customer needs, purchase intention, and social interaction) on competitive advantage in the tourism and travel companies in Amman at a ($\alpha \leq 0.05$) significance level.

Based on social media forecasting dimensions, the main hypothesis is divided into the following sub-hypothesis:

H0.1. There is no statistically significant impact of understanding customer needs on competitive advantage in the tourism and travel companies in Amman at a ($\alpha \leq 0.05$) significance level.

H0.2. There is no statistically significant impact of social interaction on competitive Advantage in the tourism and travel companies in Amman at a ($\alpha \leq 0.05$) significant level.

H0.3. There is no statistically significant impact of purchase intention on competitive advantage in the tourism and travel companies in Amman at a ($\alpha \leq 0.05$) significance level.

1.7 Research Model:

The conceptual framework was developed based on the study problem and its questions for the current study and includes the i**ndependent variable**: social media forecasting represented by (Understanding customer needs, purchase intention, and social interaction). **Dependent variable**: competitive advantage, represented by (quality, cost, time, flexibility, and innovation) as shown in Figure (1-1) below.
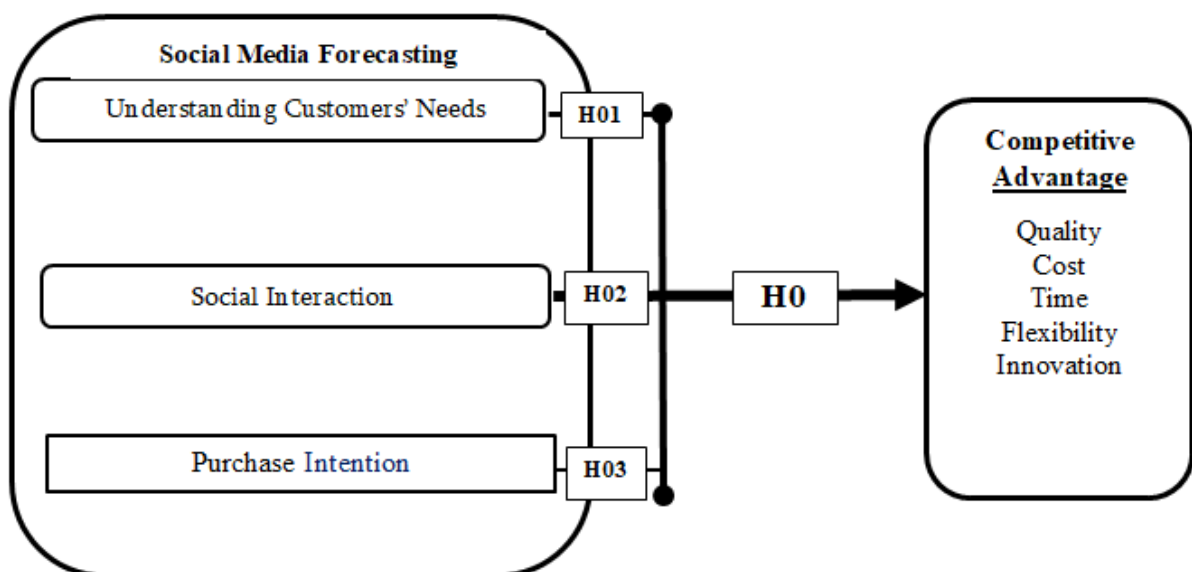
Figure (1.1): Research Model

Sources: The model is developed by the researcher based on previous studies*:*

Independent variable: [Schoen, et al 2013; Singla & Durga 2015; Asur & Huberman, 2010; Siddiqui et al. 2022].

Dependent variable: [Gumba et al., 2021; Baqleh& Alateeq, 2023; Bdair, 2017]

1.8 Procedural Definitions of Research Terminologies

Forecasting:

Forecasting means using data from the past, present, and trend analysis as a foundation, forecasting is "a planning instrument that assists management in its attempts to cope with the future uncertainty.

Social Media:

Social media is not only a platform for sharing opinions, memes, and selfies but also a valuable source of data tools for forecasting market research. By forecasting social media posts, comments, likes, shares, and hashtags, the tourism sector can gain insights into consumer behavior, preferences, trends, sentiment, social interaction, and purchasing intention which consequently leads to improved tartar making and the ability to compete locally and globally. The next section elaborates on social media forecasting. This Variable is measured by (Understanding customer needs, purchase intention, and social interaction).

Social Media Forecasting:

Social media forecasting is defined procedurally as "how management at all levels in the tourism and travel companies predict through social media: understanding customer needs, purchasing intention, and social interaction. The social media forecasting in the current research refers to the independent variable.

Understand Customer Needs:

Understanding customer needs is defined procedurally as the degree that respondents will obtain on the scale of understanding customers' needs included in the questionnaire appendix. In the current research, understanding Customer Needs is

indicated as a sub-independent variable. Measured by 1-5 questions in the questionnaire Appendix (2).

Social Interaction :

interaction is defined procedurally as the degree that respondents will obtain on the scale of social interaction included in the questionnaire appendix. In the current research, social interaction is indicated as a sub-independent variable. Measured by 6-10 questions in the questionnaire Appendix (2).

Purchase Intention:

Purchase Intention is defined procedurally as the degree that respondents will obtain on the scale of purchasing intention included in the questionnaire appendix. In the current research, purchasing intention is indicated as a sub-independent variable. Measured by 11-15 questions in the questionnaire Appendix (2).

Competitive advantage:

Operationally defined as everything that can distinguish a tourism and travel company in terms of capabilities and activities that distinguish its services from the rest of the other competing companies in the same sector in which it operates that is measured by quality, time, cost, and flexibility,innovation according to the participants' answers on the search tools. competitive advantage in this research refers to the dependent variable

Quality:

Define procedurally: characteristics, attributes, or features of service, or process that determine its ability to meet specified requirements or customer expectations. Quality in this research refers to the dependent sub-dimension. Measured by 16-20 questions in the questionnaire Appendix (2).

Cost:

Define procedurally: as the expenses incurred in producing and delivering a product or service relative to competitors. Cost in this research refers to the dependent sub-dimension. Measured by 21-25 questions in the questionnaire Appendix (2).

Time:

refers to the speed or swiftness with which a tourism and travel company can respond to market changes, introduce new products or services, or execute business strategies. Time in this research refers to the dependent sub-dimension. Measured by 26-30 questions in the questionnaire Appendix (2).

Flexibility:

Procedurally defined: refers to an organization's ability to adapt, adjust, and respond effectively to changes in the business environment. flexibility in this research refers to the dependent sub-dimension. Measured by 31-35 questions in the questionnaire Appendix (2).

Innovation:

procedurally defined as "a multi-phase procedure whereby companies convert concepts into new or enhanced goods, services, or procedures, in order to successfully advance, compete, and differentiate themselves in their marketplaces". Measured by 36 - 40 questions in the questionnaire Appendix (2).

1.9 Research limitations and Delimitations:

Research limitations

Human delimitations: The research was limited to senior and middle management in tourism and travel companies.

Place limitations: The research was limited to a sample of tourism and travel companies operating in Amman.

Time limitations: This research was completed during the period from October 2023 to November 2023.

Research Delimitation

This study was applied to the tourism and travel sector in Jordan, which makes it difficult to generalize its results to other industrial sectors or other countries. Therefore, the generalization results of this study will be determined by the degree of validity and stability of the tool used, in addition to the accuracy and objectivity of the subjects' response to the study tool.

CHAPTER TWO

Theoretical Literature and Previous Studies

2.1 Introduction:

This chapter aims to present and discuss two main topics, divided as follows: the first topic presents and discusses the basic concepts of the dimensions of the study's main and sub-variables: social media, social media forecasting, why social media forecasting, how can social media Forecasting be made better, and competitive advantage. The second topic presenting and discussing previous studies that were conducted in the Arab and foreign environments that dealt with the variables of the current study and knowing the nature of the relationships between those variables, arranged from the most recent to the oldest, and knowing what the current study benefited from those studies, in addition to knowing what distinguishes that study from its predecessors.

2.2 Theoretical Literature

2.2.1 Social Media

As social media has been a highly discussed topic in the past, there are many definitions out there. "A collection of open-source, interactive, and user-controlled online applications expanding the experiences, knowledge, and market power of the users as participants in business and social processes" is how Jahanbaksk and Moon (2014) define social media. They are websites on the Internet that provide a set of services to users, such as instant chat, private messaging, e-mail, video, blogging, file sharing, and other services, which have brought about a significant change in how people communicate. Social media is a communication and participation between people communities and business organizations (Al-Shehri, 2016). Social media is a set

of digital technologies and platforms that enable users to communicate, interact, share, learn, and entertain via the Internet. These means include social networking sites such as Facebook, Twitter, Instagram, LinkedIn, YouTube, Snapchat, forums, and blogs (Tufekci,2014).

While these definitions may sound different from one another, they all mean the same thing: social media is made up of the following components: openness, sharing, networking, communication, community, co-creation, or user-generated content. The ability to "predict" the future using data from social media platforms depends on these qualities.

The most popular social networks worldwide as of October 2023, ranked by the number of monthly active users according to (Statista,2023) were Facebook, YouTube, WhatsApp, Instagram, WeChat, Tiktok, Facebook Messenger, Telegram, Snapchat, Douyin, Kuaishou, X/Twitter, SinaWeibo, QQ, and Pinterest With 3.03 billion active users as of 2023, Facebook remains the undisputed leader of SM, according to the most recent statistics, this indicates that of the 4.89 billion social media users worldwide, almost two out of every three are frequent Facebook users.

Many organizations use social media to: communicate with their customers; listen to key stakeholders; provide customer service, develop valuable content for consumers; and involve consumers in product formulation and development, although the popularity of social media is considered a recent phenomenon, many companies have used it to achieve their goals, whether it is long-term such as awareness, brand reputation, and competitiveness or short-term goals such as generating profit (Qalati et al., 2017).

In summary, social media is not only a platform for sharing opinions, memes, and selfies but also a valuable source of data tools for forecasting market research. By forecasting social media posts, comments, likes, shares, and hashtags, the tourism sector can gain insights into consumer behavior, preferences, trends, sentiment, social interaction, and purchasing intention which consequently leads to improved tartar making and the ability to compete locally and globally. The next section elaborates on social media forecasting.

2.2.2 Social Media Forecasting

At a resolution hitherto unthinkable, social media data offers a vast record of people's daily thoughts, feelings, and behaviors. Researchers have found they can use social media to forecast, or make predictions because user behavior on these platforms reflects real-world events (Gemar et al., 2015; Rousidis et al., 2020). social media data has the advantage of being relatively easy to obtain, vast in quantity, and capable of capturing socially relevant information that could be challenging to obtain from other data sources (Lawrence et al. (2017), also , Social media can increase consumer knowledge and increase interest and purchasing intention for a product because social media can provide complete information about the product. Consumers can interact with producers through social media such as Facebook and Twitter.

Social media forecasting is an emerging powerful tool attracting the attention of researchers and practitioners alike (Rousidis et al., 2020), as well , Social media forecasting refers to the practice of utilizing data gathered from social media platforms to predict or anticipate future trends, behaviors, and outcomes. Rutger (2016) confirmed that with the exponential growth of social media usage, individuals and organizations have recognized the immense value of the vast amount of data generated through these

platforms. Social media forecasting activity can be useful in a variety of contexts, from recognizing anomalous behavior—like coordinated information operations manipulation efforts—to identifying trends, like which topics are likely to pique users' interest more.

By analyzing user-generated content, interactions, and sentiment expressed online, researchers and businesses can extract valuable insights that aid in making informed predictions about various aspects of society, including consumer preferences, market trends, public opinion, and even natural disasters (Ahmad et al., 2015). In harnessing the power of social media as a rich source of real-time information, Social media forecasting has emerged as a dynamic and effective tool, enabling proactive decision-making, targeted marketing strategies, and timely response to emerging opportunities and challenges. (Anusha et al ., 2014).

The following will provide a brief overview of the various experiments and published studies that have been conducted in this field of interest, even though it is still relatively new in the academic setting. It appears that social media forecasting is becoming more and more common in a variety of industries, including the business, film, and health sectors (Rousidis et al., 2020). (Asur & Huberman (2010) forecasted box office receipts for films using social media, specifically Twitter, by tracking the frequency of movie tweet creation. Similar to this, (Oghina et al. (2012) developed a model to forecast movie ratings based on social media data by tracking the number of YouTube likes and dislikes along with written comments from Twitter about a chosen film.

Bollen et al. (2011) used Twitter to predict stock market indicators by keeping an eye out for mood swings and emotional outbursts. By using their own specially

designed Social Network Enabled Flu Trends (SNEFT) framework, which tracks messages posted on Twitter in relation to flu indicators, (Achrekar et al. (2011) assert that they have been able to predict flu trends using Twitter data. Similarly, Colutta (2010) discovered a model to predict influenza outbreaks through the analysis of influenza-related tweets. Furthermore, (Goel & Goldstein (2014) found that there are limitations to the complete prediction process despite their attempt to predict individual behavior using social networks. Sentiment by conducting a Sentiment Analysis is another popular prediction variable with social media data (Nguyen et al., 2012).

Predicting election results is arguably the most prominent use of social media data for predictions in the politics division thus far (Mejova et al., 2013). Bendler et al. (2014) have identified sales and crime forecasts as additional determinants, it is evident that there is a wide range of models and prediction zones with various, varied approaches to data analysis and application. Sadly, no articles examining the use of social media data for customer needs and market predictions could be located.

The majority of the aforementioned articles portray the use of social media data as a predictive tool as a reasonably easy and straightforward process, and they are confident and assertive about their findings (Rutger (2016). However, some critics are raising doubts about this straightforward depiction of data analysis and utilization. One of those critics is Harald et al. (2013), who has written multiple articles on the aforementioned topic. They assert that no one has provided a proper prediction thus far, despite everyone's assertion that they could have predicted the correct results. The truth is, though, that all of the "predictions" were made public after the actual results had been announced. In addition, he discusses the possibility that results obtained from social

media platforms may be skewed, rendering them less reliable or invalid (Gayo-Avello, 2012).

In recent years, social media has become more and more a valuable source of real-time data that can offer critical insights for forecasting purposes, as confirmed by(Ren et al. (2020). Additionally, (Hofmann & Rutschmann (2018) attested to the fact that sophisticated forecasting methods, like time series analysis and predictive modeling, assist firms in anticipating market trends and making well-informed decisions to effectively meet customer demand.

Nte et al. (2018) emphasize the significance of mining social media data for consumer sentiment analysis. By analyzing social media conversations and trends, organizations can gain insights into consumer preferences, attitudes, and emerging health concerns. Such insights can inform strategic decision-making and enable organizations to stay ahead of their competitors.

Furthermore, Maroufkhani, et al (2019) highlighted the transformative power of big data analytics, including social media data, in information systems research. They emphasize the importance of utilizing social media platforms to capture a comprehensive and timely view of market dynamics. By monitoring user discussions and sentiment, organizations can gain valuable insights into changing consumer preferences and adapt their forecasting models accordingly. Integrating social media analytics with traditional forecasting techniques has proven to enhance accuracy and decision-making (Nenni, et al.2013). Also, demonstrates the value of integrating social media analytics into forecasting models for supply chain decision-making. By combining traditional forecasting methods with social media data analysis, an

organization can refine its forecasts, optimize inventory management, and gain a competitive advantage in the market (Akici, 2018)

Leveraging social media for forecasting in an organization holds significant promise in achieving a competitive advantage, by harnessing the power of social media data, organizations can make informed decisions, adapt to market trends, and ultimately gain a competitive advantage in the dynamic organization landscape. Finally, the top worldwide SM prediction tools for 2023 are Tiktok along with Facebook and Instagram (Statista,2023). Therefore, investigating the effect of social media forecasting on competitive advantage in the tourism and travel companies in Amman.

2.2.3 Why Social Media Forecasting in the Tourism Sector?

Since many factors could potentially affect tourist arrivals and there is a lag between events and their effects on arrivals (Li et al., 2020), accurate forecasting of tourist arrivals is important but also a well-recognized challenge for both scholars and destination managers (Zhang et al., 2021). The sustainability of the destination's tourism business may be significantly impacted by inaccurate forecasting, which could lead to an excess or shortage of infrastructure, food, and hotel rooms. Demand forecasting therefore requires recognizing those possible factors, gathering pertinent data, and using the right analytical techniques.

In addition to the many forecasting techniques used in the literature (e.g., Wu et al., 2017), causal econometric models (John & Maria,2011), and recent developments in machine learning and artificial intelligence (e.g., Bi et al., 2021; Hu et al., 2021) offer new approaches to forecasting tourism demand with higher accuracy.

A new, large-scale, valuable, and publicly accessible source of data for market research has been made available by the recent growth of the internet and social media

(Ghimire et al., 2022). (Park et al. (2021) have employed online newspaper news topics to forecast demand for tourism. An online search index has been investigated by Sun et al. (2019) as a potential tool for forecasting visitor numbers. In addition to Google Trends, Gunter et al. (2019) demonstrate that Facebook "likes" can be utilized to forecast visitor arrivals. Furthermore, social media data has been used by researchers more frequently to evaluate visitor satisfaction (Guo et al., 2017) or to determine the relationship between visitors' use of social media and their general well-being (Chen et al., 2021). Ghimire et al. (2022) have recently investigated the connection between online reviews. It is unknown, nevertheless, if social media discussion content can be utilized to forecast the arrival of tourists.

High-level managers in the tourism sector understand the value of social media and insights into analyzing customer behavior, forecasting trends, purchasing intention, interaction, and arriving at well-informed decisions. Social data generates real, observable business outcomes that go beyond numbers (Asur & Huberman, 2010). Thus, forecasting market trends through social media is essential for tourism and travel agencies that want to stay competitive in terms of service quality, time to market, reducing cost, and flexibility to optimize their marketing strategy. Traditional forecasting methods, such as surveys, focus groups, and historical data, can be costly, time-consuming, biased, and outdated. Social media offers a large, diverse, and real-time data set that reflects customer opinion.

2.2.4 How Can Social Media Forecasting Be Made Better?

Social media forecasting is a continuous process that needs to be continuously observed, assessed, and improved (Yulei et al., 2022). It is crucial for the company to precisely define the research questions and objectives and to match them with the

strategy and business goals in order to ensure accuracy (Zhang et al., 2021). The business should also select the appropriate data sources, techniques, and social media platforms based on business goals and strategies (Li et al., 2020). A comprehensive understanding of market trends can be obtained by integrating quantitative and qualitative data and methodologies.

It will also be helpful to use a variety of tools and methods for gathering, analyzing, and projecting social media insights and data. Moreover, it is crucial to verify and cross-check the data obtained from a company's social media accounts with information from surveys, sales data, and industry reports (Rousidis et al., 2020). Last but not least, it's critical to share and communicate business social media forecasts and insights with stakeholders in a clear, succinct, and useful manner. Additionally, it's critical to routinely evaluate and update business social media projections to consider fresh information and input.

2.3 Dimensions of Social Media Forecasting

2.3.1 Understand Customer Needs

The suppliers of tourism services ought to be well aware of their clientele. They are required to conduct ongoing market research to understand the requirements and preferences of their clientele. If businesses wish to succeed in a cutthroat market, they must comprehend the needs and desires of their clients. Gaining a deep understanding of the needs of your clients is essential to meeting their expectations and building loyal customers. Customers have different preferences, and meeting their specific needs is essential to building a lasting relationship.

In the current fiercely competitive business landscape, a company's ability to comprehend customer needs and predict demand with precision is essential to its

success. Inaccurate demand forecasting and unmet customer needs can result in lower customer satisfaction, fewer sales, and higher expenses. Therefore, it's critical to pinpoint the fundamental principles underlying the significance of comprehending consumer demands and demand forecasting via SM. Meeting client expectations and cultivating a devoted clientele depend on having a thorough understanding of their needs (Camilleri, 2017). Consumers have varying tastes, and satisfying their unique demands is crucial to establishing a long-lasting partnership. Businesses can enhance customer satisfaction and loyalty by creating products and services that are customized to the preferences of their customers by comprehending their needs.

Creating marketing content on social media platforms poses a challenge for organizations as they must be able to adjust the marketing content according to customers' personal preferences or community preferences and understand their needs (Camilleri, 2017). Therefore, in order to foster strong relationships and encourage customer behavior that results in long-term performance for the company, organizations must select the right marketing content.

The dynamic aspect of social media, which enables individuals and businesses to engage in conversations within communities of sellers and customers, and encourages customer participation in content creation and value generation, has captured the enthusiasm of professionals due to its potential to enhance customer service and meet their wants more effectively (Sashi,2012).

Superior customer value can be achieved by prioritizing investments that align with the customers' needs and preferences. By understanding customers and their specific requirements, the organization can identify the key drivers that hold value for them. These drivers serve as leverage sources and enable the organization to differentiate its

offerings. By emphasizing customer-centric strategies and effectively managing these factors, the organization can gain a competitive advantage and deliver enhanced customer (Ali et al., 2022).

Any business's ability to successfully anticipate demand and comprehend customer needs is essential. The main secrets to this success are satisfying customer needs, spotting market trends, correctly estimating demand, making the most use of available resources, and cultivating relationships with customers. Businesses can boost profitability, enhance customer satisfaction, and remain competitive in the fast-paced business world of today by concentrating on these areas (Ali et al., 2022). Setting up SM focus groups is asking questions of the intended audience and getting their answers is one of the best ways for businesses to learn about the needs and wants of their customers (Camilleri, 2017). These groups are used as a social media marketing tool to interview and target members of a specific audience as a whole.

According to Smith (2020), organizations use three social media strategies to better understand customer needs, these are: pick the correct channel, learn about their customers with social media analytics, and use social media as an online focus group. In this research, understanding customer needs means that the tourism and travel company focuses its attention and activities on its customers and their expectations, does a better job than competitors in meeting customers' needs, and puts itself in the customer's situation.

2.3.2 Purchasing Intention:

The consumer's intention to purchase goods or services in the future is known as their purchase intention (Arifani & Haryanto, 2018). Advertisers can use it as a valuable tool to predict consumers' future buying habits and to find the best promotional tactics

to build enduring relationships with their target audience. According to Yu et al. (2018), a consumer's willingness to purchase goods or services can be used to determine their subjective purchase intention. Customers view things from a variety of angles, and perceived risk or trust has a big impact on their decisions (Isip &Jean, 2018).

According to Lim et al. (2016), purchase intention refers to the potential to obtain or buy a good or service. Before purchasing a good or service, people are becoming more conscious of what they do (Kumar, 2017). The inclination of customers to buy goods or services is known as purchase intention. The consumer's intention to purchase a product is defined as their "purchase intention" operationally (Arifani & Haryanto, 2018). Diallo (2012) states that four indicators are used to measure "purchase intention": planning to buy, having money set aside for purchases, considering purchases, and tending to buy.

The purpose of the "purchase intention" is to ascertain why customers purchased a specific brand (Wang, 2018). The results of the studies indicate that consumers' recommendations for products and other social media significantly influence their decision to buy (Wang, 2018; Isip &Jean, 2018). A customer's intention to establish an exchange relationship with a retailer, such as exchanging business information, upholding a business relationship, or carrying out a business transaction, is referred to as a "purchase intention" by Lim et al. (2016). Furthermore, "purchase intention" is defined by the theory of reasoned action (TRA) as the subjective likelihood of an individual engaging in a particular intention; this definition aims to identify the key components of "purchase intention" (Wang, 2018).

2.3.3 Social Interaction:

Interaction, according to Kizgin et al. (2020) is "the extent to which two or more parties are able to interact with each other using technology, and social media is an innovative technology because it provides ways to increase interaction between customers and organizations. Social interaction refers to the extent to which companies or individuals are able to interact using social media platforms such as Facebook, Instagram, and TikTok (Qalati et al., 2020). By interacting on social media platforms, individuals can express their opinions, share their interests and experiences, build new relationships, or strengthen existing ones. Users can also exchange information, see the latest news, and interact with current events (Hall, 2018). Social interaction on social media platforms is an important tool for promoting social communication (Bonilla et al., 2019).

It is reasonable to wonder how using social media platforms affects entrepreneurs' cognitive processes related to effectual thinking, given that social media facilitates social interaction, which is a crucial component of the effectuation perspective. Customers' use of social media improves their behaviors and ways of thinking, which opens doors and helps new businesses, markets, and industries get started. Concurrently, an analysis of social media's use from an effectuation perspective enables a theory-based understanding of the possible outcomes of business owners utilizing these channels.

It is claimed that interconnection improves and facilitates the use of already-existing networks, enables companies to establish new relationships with their clients, and gives access to pertinent information. Previous studies have shown the beneficial effects of interconnection on social media use; thus, it can be said that social media is a

new technology for business actors that increases customer interaction, improves performance, and makes a company more competitive (Qalati et al., 2020; Pradifera et al., 2022).

In this research, social interaction means the tourism and travel company's social media platforms provide interactive communication with customers, offer an interactive mechanism to create a feeling/ value with its audience, maintain a dialogue with customers on social platforms, and have the ability to engage customers via signals and responses with controlled message content. The following section presents the competitive advantage and its sub-dimensions. These sub-dimensions of competitive advantage were chosen due to its prevalence in many previous studies and in various contexts including tourism and travel sector as Jordan has become a popular travel destination in the Middle East. It was ranked the sixth Arab country in the 2022 Travel and Tourism Development Index and listed within the top 10 tourist destinations in 2023 by the US Tour Operator Association.

2.4 Competitive Advantage

In the realm of business, having a competitive advantage is essential to an organization's survival and expansion. In this context, a corporate environment that prioritizes quick profits over maintaining a competitive advantage in an unpredictable global market is posing new and greater challenges for marketers (Nte, et al., 2020). Therefore, organizations want to leverage their competitive advantage effectively, when an opportunity arises in the market, organizations must assess whether their existing capabilities align with the requirements of that opportunity represented by novel technologies, especially social media.

There are many definitions of competitive advantage in the literature. The concept of competitive advantage refers to the organization's ability to gain a lead over other organizations by providing products and services of high quality at lower prices than competitors, in addition to the ability to continue in the market and maintain market position by possessing the skills and capabilities necessary to provide value to customers (Arwa,2018). competitive advantage is considered to provide the main factors for long-term success and business sustainability.

Bdair (2017), defined competitive advantage "as an organization's ability to formulate and implement strategies that make it a better position relative to other organizations working in the same activity, which is achieved through better exploitation of technical, material, and organizational capabilities and resources, in addition to the capabilities and competencies that the organization possesses, which enable it to design and implement its competitive strategy". According to Kankaew et al. (2021), competitive advantage refers to the level where a company can build a safe status on its competitors.

Competitive advantage is the creation of a system that has a unique advantage over competitors and offers organization capabilities that allow differentiating itself from its competitors, this competition includes the business's main entrants, design and product/service growth relation, and upgrading of the organization's position (Silva et al., 2022), and can be obtained by offering unique services or products for specific segments with minimum price. Previous studies, for example (Bdair, 2017) summarized the importance of the organization's competitive advantage in the following: gives the organization qualitative and quantitative superiority and advantage over competitors; makes the organization superior in performance, or in the value of

what it offers to customers, or both; contributes to a positive impact on customers' perceptions, to motivate them to continue and develop dealings.

It is clear from aforementioned the that competitive advantage is the effectiveness of an organization in meeting the needs and wants of customers relative to other organizations that provide similar products and services, however, competitive advantage requires further efforts to face the rapid evolution in information and communication technologies from one side, and meeting customers increasing needs and competitors from another side. Therefore, in this research, it considered that understanding customer's needs, purchasing power and interaction are precedents to gain competitive advantage in tourism and travel companies.

2.4.1 Competitive Advantage Dimensions

Quality, cost,S flexibility, and innovation, in addition to time to market, are among others were identified as important competitive capabilities for organizations (Arwa et al., 2018; Bdair 2017; Baqleh & Alateeq, 2023; Amenih et al., 2020).

2.4.1.1 Quality

Quality is a key component of success in today's fiercely competitive business environment, where customer expectations are always changing. It not only boosts customer loyalty but also helps to draw in new clients, solidify the market position, and promote sustainable growth (Arwa et al., 2018). Quality is one of the important competitive advantages that refers to performing things correctly to provide products that suit the needs of customers (Baqleh & Alateeq, 2023). The superior standard, dependability, and excellence of a good or service that distinguishes it from its rivals in the market is referred to as "quality" in competitive advantage (Bdair, 2017). By

consistently delivering high-quality offerings, an organization can differentiate itself from competitors, and build a strong brand image (Tarí, 2020).

Quality is defined as "the suitability of the product and services' design characteristics to the employment function" or "they are appropriate for use and based on understanding customer requirements" (Amenih et al., 2020). Organizations strive to provide quality products and services that other organizations cannot compete with. According to recent research, by(Cao et al. (2019), a business can make decisions quickly, respond quickly, adjust to changing customer needs, and shorten sequence times across all organizational functions in order to provide customers with better value, improve the caliber of business processes, and achieve competitive advantage. Furthermore, quality is seen as a foundation for achieving a competitive advantage, which includes metrics like cost, distribution, cycle time, and flexibility management, which improves quality performance by reducing procedure alteration and resulting in fewer scraps and reworks (Phan et al., 2011).

According to Anabila (2019), quality is the capacity of a business to continuously deliver goods and services that either meet or surpass the expectations of its clients and offer unparalleled value. Superior quality products and services tend to attract more customers because they are thought to be more dependable, long-lasting, efficient, and effective. This view promotes loyalty, repeat business, and positive "word-of-mouth" referrals in addition to raising customer satisfaction. A concentration on "quality" means paying close attention to every little detail at every turn in the manufacturing or service delivery process, this entails putting in place strict quality control procedures, making use of the best resources available, hiring qualified staff, and supporting continuous (Jamaludin2021).

Customers want products and services with quality that meet the characteristics required of them, which are the characteristics that they expect or see in advertising thru several social media platforms. Companies that do not provide products and services with quality that meet the needs and desires of customers and their expectations cannot survive and succeed. Quality attracts customers' attention towards specific products and services and encourages them to use them frequently (Iqbal, 2020). According to Vargas et al. (2018), quality aims to outperform competitors by creating products and services that either meet or surpass consumers' expectations. Gaining a sizable market share and controlling the market through superior quality, aids the company in gaining a competitive advantage, for instance, high quality contributes to gaining a competitive advantage in terms of price, flexibility, distribution, and other factors that reduce scrap and rework (Phan et al., 2011).

One could argue that quality is restricted to meeting requirements or minimizing flaws. Consequently, rather than viewing quality as a means of avoiding issues or cutting expenses, organizations should view it as a chance to satisfy customers. The researcher sees quality as a set of integrated activities and processes that the company follows as a strategy to improve its production, reduce costs, gain customer satisfaction, expand the scope of marketing and distribution, and achieve the goals of textile and clothing companies. Organizations need to comprehend the attitudes and perceptions of customers regarding quality in order to satisfy them. In this research quality means the tourism and travel company is able to compete based on quality, offers services that are highly reliable, offers services that are very Prestigious, and offers high-quality services to its customers.

2.4.1.2 Cost.

Cost is the business's capacity to effectively meet the cost of manufacturing, which includes a number of features like overhead, portfolio, and new value (Amineh et al., 2020). The two most crucial cost-priority strategies are to achieve and reduce manufacturing costs through efficient, low-error production processes that are standardized. Additionally, a practical substitute for the challenging task of dimensional information estimation that enables the generation of information that is more crucial for the engineering of manufactured parts (Malapelle et al., 2017). Moreover, Cicellin et al. (2019) point out that the low-cost service business model represents an innovation with excessive potential since it abstracts to account for social outcomes in addition to financial returns when calculating income.

Competitive advantage is achieved when an organization can produce and offer its goods or services at a lower cost compared to its competitors while maintaining a similar level of quality (Nayak et al., 2022). A company that wants to gain a competitive advantage through cost usually concentrates on cost-cutting measures that don't compromise the value it offers to clients (Sansone, 2021). Cost is a basic idea in business and economics that measures the worth of resources or inputs used in the creation or purchase of products, services, or results; it also refers to the investment or outlay necessary for a company to create and carry out strategies that offer it a competitive advantage (Fainshmidt, et al., 2019). Varadarajan (2020) defines "cost" as the sum of money, resources, or sacrifices necessary to obtain, create, maintain, or complete an endeavor. The businesses that provide their products and services at a cheaper price than their rivals aim to gain a sizable market share in order to succeed and establish their superiority.

Lower cost is the strategic goal of companies that compete through cost, and even companies that compete through competitive advantages other than cost seek to achieve low costs for the products they produce, as the company that can reduce costs through the efficient use of the production capacity available to it as well as the continuous improvement of product and service quality and creativity in product design and process technology. Providing services and products at the lowest possible cost to satisfy customers. In order to reduce costs, operations must be designed and operated effectively through the use of accurate analysis of operations, including the workforce, methods, and techniques used. In this research, the cost means that the tourism and travel company reduces the service's / services set-up time, decreases the service's / services costs, and is able to effectively meet the cost of service/services.

2..4.13 Time.

Time is cutting edge these days. The most potent new sources of competitive advantage are the time management strategies used by top businesses in production, sales, distribution, and the development and introduction of new products. Even though some businesses are chasing these benefits, experience and practice offer the most illuminating examples, not because they are particularly special, but rather because they most clearly show the developmental phases that top businesses have gone through.

Time to market is the organization's capability to introduce new products faster than key competitors (Modak & Kelle, 2019). Time is the main source of achieving competitive advantage, which requires companies to quickly meet the requirements and needs of customers and adapt to changes in the changing environment, especially in social media, which requires segmenting work, predicting the occurrence of changes permanently, and updating mechanisms to ensure that customers obtain the product and

services quickly to avoid bottlenecks and increased costs (Annarelli et al., 2019). Time is the intangible force that drives organizations forward, impacting how quickly and efficiently they innovate, operate, and adjust to the constantly shifting dynamics of the market, according to (Modak and Kelle,2019).

In the realm of business and strategy, time can be a powerful catalyst for gaining a competitive advantage, time, in the context of competitive advantage, refers to the ability to leverage temporal factors strategically to outperform competitors and secure a unique position in the market (Mahdi, et al 2019). In a fast-paced and fiercely competitive business environment, time can be a critical factor that differentiates a successful organization from the rest (Annarelli et al., 2019).

This proactive approach allows businesses to be the first movers to introduce new products, services, or technologies, thereby capturing the attention and loyalty of customers (Chen, 2019). Time as a competitive advantage emphasizes the importance of agility and responsiveness. Organizations that can swiftly adapt to changing customer needs, market trends, and technological advancements gain a distinct edge over slower-moving rivals (Modak and Kelle, 2019). Recognizing the significance of time and harnessing its potential can pave the way for sustained success and growth in an increasingly competitive world (Annarelli et al., 2019).

In addition to the previously mentioned points, the delivery time matters to competitive advantage, this is mostly because customers can now access higher levels of competence and effectiveness because innovative technologies enable businesses to monitor and identify product delivery times while maintaining a consistent and efficient service flow for clients, allowing them to assess the competitive advantage over delivery time (Annarelli et al., 2019). Furthermore, as part of a marketing strategy to

draw in client requests, Modak and Kelle (2019) highlighted working delivery time in the supply chain's online sales channel and took performance into account.

In summary, Time-based competition is a demonstration of the power of time management, and how companies can use it to gain a competitive advantage. Companies that make the best use of time as they respond and adapt to changes in the market and other possible conditions and obstacles, will gain an adaptive advantage. But time-based competition is about more than just viewing time as a critical resource, it's about time as the basis of strategy. In this research, time means, the tourism and travel company delivers the product to market quickly, is first in the market in introducing new services, the company has a time-to-market lower than industry average, and has fast service development quality.

2..4.14 Flexibility

Flexibility is the basis for achieving a company's competitive advantage by responding quickly to changes in product design that suit customers' needs. Flexibility means the company's ability to change operations to other methods, and this may mean changing the performance of operations as well as changing the way and time of performing operations (Bdair et al., 2017). Being flexible is essential to achieving an organization's competitive advantage because it allows you to respond promptly to changes in work design and to customer requests. Additionally, flexibility demonstrates the organization's capacity to change procedures to alternative methods. This could entail adjusting the way and timing of operations in addition to the performance of the processes themselves.

In order to fulfill four needs, clients must have: first, the adaptability of products and services, or the processes' ability to accommodate new offerings, the second is mix

elasticity, or the capacity of processes to generate a variety of goods and services, thirdly, elasticity of scale refers to the processes' ability to change the manufacturing action or productivity level in order to produce a range of product and service sizes, lastly, innovation is the process by which information and communication technologies examines and applies knowledge to boost the possibility of flexibility in novel products or services(Amenih et al., 2020).. In addition, a number of companies are expanding their innovative services to increase their flexibility in the market (Seo et al., 2015).

Furthermore, Phan et al. (2011) pointed out that the core of industrial competencies for service organizations is flexibility, which includes the ability to change capacity at a real minimum cost with a short manufacturing series time and a short new product or service growth time.

In today's fast-paced and unpredictable business environment, the ability to adapt and respond swiftly to evolving market conditions is paramount. Seo et al. (2015) say this is where flexibility emerges as a powerful competitive advantage. Unlike traditional approaches that prioritize rigid structures and fixed strategies, a flexible business is agile, adaptable, and primed to thrive amidst uncertainty.

Flexibility empowers organizations to capitalize on market shifts, customer preferences, and technological advancements. It enables rapid decision-making, allowing organizations to swiftly pivot their operations, enter new markets, or introduce innovative products and services (Almajali,2021). Flexibility helps organizations optimize resource allocation and operational efficiency. By embracing dynamic business models and technology, an organization can optimize its supply chains, streamline processes, and adapt its workforce to meet shifting demands (Dubey, et al., 2021). In the face of uncertainty, flexibility emerges as a crucial strategic asset, driving

sustainable growth and securing a brighter future in today's dynamic business landscape (Al-Jobor, et al 2020).

It can be said that flexibility is the organization's ability to respond and adapt to changes in customer needs, or changes in the climate of the business environment. Flexibility involves two main dimensions: the organization's ability to respond in a timely manner to market needs by offering new products and adjusting production quickly and in accordance with changes in demand, and the second dimension is the organization's ability to produce according to customer desires. In this research, Flexibility means that a tourism and travel company can respond to customers' changing needs, diagnose changes in the business environment and adapt to them, and easy for its customers to switch to another company for similar services without much difficulty.

2..4.15 Innovation

Innovation is essential to maintaining a competitive advantage in this quickly evolving business environment. Innovation enables businesses to expand faster than their competitors, endure in the challenging and fiercely competitive business climate, and ultimately take the lead in their industry. "Innovation" can be defined as a thought process that results in the creation of a new phenomenon, which could be a new service new technique, or a new material or spiritual product (Abou-Moghli et al., 2012). Businesses are recognized to need innovation to generate value and maintain a competitive edge in the extremely complex and dynamic environment of today (Nimfa et al., 2021). Actually, "innovation" is the analysis or synthesis of some concepts into new ideas and concepts that were not previously available (Nimfa et al., 2021).

In today's extremely complex and dynamic environment, innovation is recognized as a critical component for firms to create value and sustain competitive advantage.

Businesses that embrace innovation and adapt to changing conditions by building new capacities that enable them to operate at higher levels will see greater success. Many academics and managers are interested in innovation because it has the potential to significantly increase the realization of competitive advantage (Abou-Moghli et al., 2012).

Broadly speaking, there exist two categories of innovation: process innovation, which pertains to modifications in the manufacturing process of a product or service, and product innovation, which involves alterations in the product or service that a company produces (Leković & Slobodan. (2016). Though technical innovations are only one kind of innovation, the term "innovation" is frequently used interchangeably with technical innovations. Every innovation has a significant effect on every facet of business life (Anning-Dorson, 2018). Only by managing for today and simultaneously innovating for tomorrow can organizations gain a competitive advantage (Anning-Dorson, 2018). Thus, one argument is that innovation plays a big role in helping businesses gain a competitive edge.

2.5 Previous Studies

A Study by Gémar et al. (2015) titled **"Text Mining Social Media for Competitive Analysis".**

The purpose of this study is to find out if text mining for competitive intelligence can significantly raise the return on equity (ROE) of businesses, particularly those in the Malaga, Spain, hotel sector. The information came from the Iberian Balance Sheet Analysis System or SABI. A database called SABI contains data on all Portuguese and Spanish businesses. It allows users to search for specific companies based on a variety of criteria, including name, location, activity, VAT code, financial information, market data, and cartographic location. With a focus on a sample of hotels, this study used a

text mining tool to analyze the main social media sites, such as Twitter, Facebook, LinkedIn, YouTube, and others. Sentiment, passion, and reach were the dimensions that were examined. Hotels with operating revenues of at least one million euros were included in this study. There were 83 hotels in the sample. Sentiment, passion, and reach were the dimensions that were examined. A correlation was discovered between a number of text mining-derived variables and financial performance. The findings suggest that employing these techniques for SM analysis can enhance financial performance.

A Study by Rutger (2016) titled "Capture the relationship between Twitter predictor variables and Spotify Streams Received by newly released albums".

To address the research questions and hypotheses, the study employed a quantitative approach. Data from Twitter was gathered for five weeks in 2016, starting on August 26 and ending on September 30. The findings indicate that: There is a positive sentiment in tweets that are positively associated with Spotify streams; there is a positive sentiment in tweets that is negatively associated with Spotify streams; there is no number of followers that is positively associated with Spotify streams; and the volume of tweets for each album and artist is positively associated with Spotify streams.

A Study by Omar (2017) titled "The role of electronic marketing through social networking sites among Internet service provider companies (CallU, Hadara, Mada) in achieving a competitive advantage".

the purpose of this study is to examine the effects of e-marketing and its seven elements (7Ps: e-Product, e-Price, e-Place, e-Promotion, e-Process, e-People, e-Physical evidence) on gaining the 6 CA elements (Quality, Market Domination, Improvement, Cost, Time and Flexibility). An exploratory research methodology was applied. A survey was used to collect data, and 166 people made up the research sample. Data were analyzed through the SPSS program. findings showed that: the companies searched

have persons or divisions specialized in communicating with customers via the SM networks*;* Facebook was the most prominent by mostly used in marketing, followed by Twitter, and that such companies are aware of the importance of marketing via the SM networks, and that there is a very high degree impact of e-marketing and its 7 elements (7Ps) in marketing via the SM networks – with all study independent variables – in gaining a competitive advantage, whereas such impact has been seen through the statistical analysis of all study variables. Findings have shown that all elements of the e-marketing mix via social media networks do affect highly onto all competitive advantage elements, as also appeared a great but huge impact on SM Marketing sales performance.

A Study by Bdair (2017) titled "The role of social networking in enhancing the competitive advantage for internet service provider companies in Gaza Strip".

The purpose of this study is to look into how social networking helps internet service provider companies in the Gaza Strip improve their competitive advantage (cost, quality, flexibility, innovation, and supply). All eight companies that provide internet services in the Gaza Strip make up the study population. The researcher employed stratified random sampling, and the internet service providers employed a total of 249 participants. The study sample consists of (147), the study concluded some results, including there is a significant statistical correlation between the use of social networks and the competitive advantage of internet service providers in the Gaza Strip, and there is a significant statistical role for the usage of social networks in enhancing the competitive advantage for these companies.

A Study by Harisa (2017) titled " Forecasting Social Media as potential tool for teaching and Learning Process in the Classroom ".

This paper examines social media forecasting as an instructional tool for the learning process. To provide a clear picture of the potential and value of social media

data for forecasting purposes, the study is based on a critical literature review. Social media has been shown to be a useful tool for the teaching and learning process. However, due to the many limitations of social media and the necessary methods of the teaching and learning process, caution must be exercised. Additionally, since social media forecasting as a tool has not been explicitly discussed, campuses, instructors, and students must use social media. In order to facilitate the process of making predictions about future high-quality educational systems, this paper proposes a new framework and identifies the professionalism of lecturers. It was suggested that more experimental research be done in settings other than the education sector.

A Study by Al-Bakri (2017) titled " The impact of social media adoption on competitive advantage in the small and medium enterprises".

Using structural equation modelling and confirmatory factor analysis, this study examined the connections between internet-based SM and CA in SMEs in the travel, dining, and hotel sectors in the Gulf Cooperation Council states. It was based on 2,000 SME directors and owners from six different countries. There were no discernible connections between social media use and competitive advantage, according to the findings. The percentage of SMEs using social media was just 10%. Of them, 27% used Twitter, 1% used YouTube, and 72% used Facebook. Eighty percent of respondents felt social media had enhanced relationships and customer service, and all had improved products and services. The biggest obstacles were not knowing how to use social media effectively, calculating the return on investment, and convincing staff members to use it.

A Study by Lawrence et al. (2017) titled " Using Social Media to Predict the Future: A Systematic Literature Review".

This study has focused our review on answering two questions: can social media be used to predict the future, and if so, how is this best accomplished? First, the good news: in addressing our first research question, the study finds that social media data

has been used to make accurate forecasts across all of the disciplines examined. Additionally, topics that can be shown to be directly relevant to social media users and how they interact with social media make more successful predictions, such as user location, user demographics, and civil unrest. The bad news: in addressing the second research question, we detail four major pitfalls that have made social media forecasting difficult. Noisy data, social media forecasting data biases, lack of generalizability, and difficulty incorporating domain-specific knowledge and theory lead to a fundamentally complex prediction task.

A Study by Akici (2018) titled " Using Social Media Data in Demand Forecasting: The Case of Walmart ".

An actual case study on the efficiency of social media in demand forecasting is presented in this paper. It centers on an entirely empirical methodology that can be applied to actual data. In order to predict Walmart's future sales, the study uses the Box-Jenkins methodology with exogenous variables, notably ARIMAX. As components, social media metrics are used, such as the number of likes and comments on Walmart's official Facebook page. The study discusses the findings and describes the empirical inquiry method used to find the best-fit ARIMAX model. The results emphasize the value of social media information for organizations in forecasting and decision-making processes, and how important it is to incorporate it into demand planning and inventory management.

A Study by Thacker & Mathur (2018) titled " Competitive Advantage through Social Media: A Study of Indian Firms - A Literature Review ".

the purpose of this paper is to visit the role of social media in attaining or/and sustaining competitive advantage. Not before some 5–10 years, especially in the Indian context, was social media this active and influential. Internet existed merely as a source of information; and nothing more. Technological and social advances have led the

Internet to give birth to an entirely new phenomenon called social media. Twitter, Facebook, LinkedIn, and many other web platforms have been established. People share their views, companies promote themselves, and all the protests and campaigning are done, very much through social media. In this changed time, companies are opting to stand out among their competitors through the use of social media. This study proposes new social marketing strategies and also recommends further empirical studies on how firms gain competitive advantage through social media.

A Study by Hall (2018) titled " When is social media use social interaction? Defining mediated social interaction ".

In this study, the question of when social media use occurs is investigated. Three studies' findings showed that using social media was hardly ever regarded as social interaction. Study 1 (N = 116) showed that after five or ten minutes on social media, directed, infrequent social media behavior (such as chatting, and commenting) predicted feeling related to people and having social interaction. Study 2 (N = 197) used event sampling to examine participants' social interactions with friends (n = 2388) and found that 96.5% of social interactions did not take place on social media. Study 3 (N = 54) used experience sampling to record participants' experiences over 5 days (n = 1332). Social media use and social interaction occasionally co-occurred, but only 2% of social interactions took place through social media. Social interactions through social media were usually talk-focused, one-on-one exchanges with closer relational partners, and rarely undifferentiated, broadcasted, or passively consumed information shared with acquaintances.

A Study by Medina et al. (2019) titled " The Effect of Interactivity, Cost Effectiveness, and Compatibility on the Use of Social Media and its Implications for Organizational Performance ".

The goal of this study is to investigate how social media usage affects interactivity, cost-effectiveness, compatibility, and organizational performance. Structural Equation

Modeling (SEM) is the analytical method used to test the hypothesis. In this study, 220 managers from 14 hotels that are state-owned by Indonesia and situated on the islands of Sumatra, Java, and Bali participated as respondents. The findings demonstrated that social media usage is significantly influenced by interactivity, cost-effectiveness, and compatibility and that this usage has a significant impact on organizational performance and entrepreneurial orientation. Additionally, the results indicated that the relationship between social media usage and organizational performance was mediated by entrepreneurial orientation.

A Study by Lubna et al. (2019) titled " B2B E-Commerce Technology Factors with Mediating effect of perceived usefulness in Jordanian Manufacturing SMEs ".

The study was to use the Technological, Organizational, and Environmental (TOE) model to determine the factors influencing small and medium industrial companies in Jordan's intention to continue using B2B e-commerce. This study used a quantitative approach, and data were gathered from small and medium-sized manufacturing businesses in Jordan by means of a questionnaire. The study sample size was 168. Perceived usefulness, relative advantage, top management support, and information density have a significant indirect impact on the intention to continue using B2B e-commerce, according to the results of data analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM). With the intention to continue using B2B e-commerce, perceived usefulness—which comes from the Technology Acceptance Model (TAM)—mediates the relationship between the two factors: relative advantage and information intensity.

A Study by Dodakh & Al-Maaytah (2019) titled " The impact of the use of social media on organizational performance in the cosmetics sector in the Jordanian Dead Sea region ".

The purpose of this study is to look into how social media use affects organizational performance in Jordanian Dead Sea products companies. Twenty Dead

Sea products companies' managers and supervisors were surveyed for the current study. 169 managers and supervisors provided practical data for the questionnaire, which was developed and improved through expert interviews and committee member feedback. The study's findings showed that social media use significantly improved organizational performance in Jordanian Dead Sea products companies in terms of quick adaptation, time to market, and cost savings. Additionally, the study's findings demonstrated that limited liability companies—particularly small and recently established ones—use social media extensively. Also, the results showed that public shareholding companies, particularly big and established ones, do not use social media.

A Study by Rousidis et al. (2020) titled " Social media prediction: a literature review"

This study's objective is to examine and discuss the predictive models employed in the popular and trending fields of social media forecasting from 2015 onward. The research classifies the forecasting attempts according to particular values (data source, algorithm used, prediction outcome, etc.). The study found that, while some of the recorded attempts are encouraging, the results are unclear because not all forecasting models can predict with a high degree of accuracy, and prediction seems reliable in the related field. Of the attempts that were examined, over half (53.1%) were able to produce a valid prediction, almost one-fifth (18.8%) were unable to do so, and the remaining 28.1% were classified as plausible or partially validated. Social media forecasting has a lot of advantages, but it also has some drawbacks. These include bias and noise in the data, a lack of reliable predictions, and results that are not broadly applicable.

A Study by Amineh (2020) titled " Effect of Supply Chain Management on Competitive Advantage: The mediating role of information technology ".

This study aims to investigate the indirect effects of supply chain management (SCM) in its three dimensions—relationships with suppliers, relationships with

intermediaries and distributors, and relationships with customers—on the competitive advantage (CA) in its five dimensions—cost, quality, delivery time, flexibility, and creativity commitment. Moreover, Halawani Industrial Company distributed 250 questionnaires. There were 226 questionnaires examined. The theories were tested using the SPSS. According to the results of the partial analysis, the relationships with suppliers and customers both had an impact on IT. In contrast, the relationships with distributors and intermediaries had no impact, but they did help SCM indirectly influence CA. The study's most significant finding was the need to regularly and continuously assess the fundamental competencies in order to modify the imperative assets, which serve as the cornerstones of core competencies and include the prerequisites and conditions for leadership and strategic thinking.

A Study by Alhaimer's (2021) titled " The Role of Social Media in the Innovation and Performance of Kuwaiti Enterprises in the Food Sector ".

The study looked at social media's impact on performance, research, and development at different levels in Kuwaiti businesses. Four inductive case analyses from different industries were included in the study. The case studies perfectly capture Kuwaiti businesses' supply chains, particularly those of small and medium-sized businesses (SMEs). A theoretical framework and an effective theory were developed by utilizing the social exchange effectuation theory and the media richness theory. Eight manager interviews and a questionnaire filled out by one hundred managers working for Kuwaiti SMEs that specialize in the food industry were used to gather data for this study. While the thematic analysis was used to analyze textual data, SPSS software was used to analyze numerical data. According to the study's findings, Kuwaiti businesses should use social media sites and other cutting-edge, creative channels to promote their brands and increase output. The majority of Kuwaiti businesses choose their suppliers

based on social media's richness and transparency, which has positive transactional and social effects on entrepreneurship.

A Study by Chen et al. (2021) titled " Effect of Social Media Marketing Strategies on Competitive Advantage Among the SMEs in China ".

Investigated how social media tactics affected Chinese SMEs' ability to compete. The cross-sectional research design was used in the study. Purposive sampling was the method employed by the study to obtain the sample. The study selected a handy sample of 250 participants. The study concluded that using social media enables businesses to discover what society and customers need and increases brand awareness of the products and services. Businesses should continue using social media platforms to improve company performance and gain a competitive advantage in the long run. Social media marketing strategies are positively and significantly related to the competitive advantage. The study also found that using social media platforms like Facebook, Twitter, and Instagram facilitates the interaction between sellers and consumers.

A Study by Isip et al. (2021). titled " Social Media Use and Purchase Intention: The Mediating Roles of Perceived Risk and Trust ".

The study explores the ways in which the relationship between social media use and purchase intention is indirectly influenced by perceived risk and trust." A self-administered online survey questionnaire was used to gather the data. The proposed relationships were measured using partial least squares (PLS) path modeling in a predictive-causal research design. The findings demonstrated how social media use affects perceptions of risk, trust, and intention to buy. Additionally, it was discovered that the strong correlation between social media use and purchase intention is mediated by trust. According to this study, social media should be incorporated into businesses in order to affect consumers' brand awareness and purchase intentions. Furthermore,

businesses can preserve customer relationships and obtain a worldwide competitive advantage by utilizing social media effectively.

A study by Garmouche et al. (2021) titled " The role of social networking sites in enhancing the competitive advantage of tourism agencies: Facebook as an example".

The purpose of this study is to determine how Facebook, a social networking site, helps travel agencies gain a competitive edge in terms of quality, response, and cost. In order to accomplish the study's goal, an electronic survey was given to one hundred employees of different agencies; of those, 42 surveys were found to be suitable for analysis, and the data were examined using the statistical software SPSS. Following hypothesis testing, the study concluded that the quality and response dimensions of Facebook use by travel agencies contribute to the enhancement of their competitive advantage. Using Facebook has less of an impact on costs.

A Study by Agyapong and Yuan's (2022) titled " Social Media Impact on Tourism Destination Decision: Evidence from International Students in China ".

Study sought to evaluate the "influence of social media on foreign students' decision-making regarding tourism destinations in China." To accomplish the goal of the current study, a quantitative research approach was employed against the backdrop of the Uses and Gratification theory. This study analyzed 271 samples of international students in China using an online questionnaire tool that was validated using statistical software, partial least square and structural equation modeling, and SPSS. The study's conclusions demonstrate that social media has a major direct impact on travel destination decision-making and that behavioral intentions have a positive and significant impact on travel destination decision-making. Additionally, when social media usage is used as a mediator, visitor satisfaction can improve decisions about travel destinations.

A Study by Alalawneh et al. (2022) titled " The Complexity of Interaction between Social Media Platforms and Organizational Performance ".

The goal of the study looks into the influence of competition intensity as a moderating factor. Partial least squares (PLS) were used to collect data from 331 Jordanian restaurants in order to evaluate and analyze the study's model. The results showed a positive correlation between restaurant performance (financial, marketing, and operational) and the use of SMPs. Furthermore, the findings show that "competition intensity" alone significantly modifies the relationship between restaurants' marketing success and their use of social media platforms.

A Study by Tehranian et al. (2023) titled " Unveiling the Impact of Social Media Usage on Firm Performance: The Mediating Influence of Organizational Agility and Innovation Capability ".

The study investigate how organizational agility and innovation capability mediate the relationship between social media usage and firm performance. Descriptive correlation combined with structural equation modeling was the methodology employed. 148 managers, deputies, and specialists from the German automotive sector took part in the study for this reason. A questionnaire was used for data collection, and structural equation modeling, which is based on the partial least squares approach, was used for data analysis. According to the research, social media use significantly and favorably affects an organization's capacity for innovation, its agility, and its overall performance.

A Study by Baqleh et al. (2023) titled " The Impact of Supply Chain Management Practices on Competitive Advantage: The Moderating Role of Big Data Analytics".

Intends to look into how supply chain management practices (SCMPs) and competitive advantage in Jordanian manufacturing companies relate to one another, and how big data analytics (BDA) may play a moderating role in this relationship. Data was gathered from 156 Jordanian manufacturing companies using a quantitative approach.

Additionally, the study hypotheses were tested using hierarchical linear multiple regression with SPSS. The outcomes demonstrate the considerable benefits of SCMPs for competitive advantage. In particular, there is a strong positive correlation between information sharing and information quality on competitive advantage. Customer relationship management and strategic supplier partnerships did not, however, affect competitive advantage. The study did discover, however, that BDA has no additional effect on competitive advantage from SCMPs.

A Study by Ao et al. (2023) titled " Impact of Social Media Influencers on Customer Engagement and Purchase Intention: A Meta-Analysis. *Sustainability* **".**

The study is to provide a meta-analysis of empirical research findings regarding the effects of social media influencers' characteristics on customer engagement and purchase intention. Eight traits of social media influencers—"homophily, expertise, trustworthiness, credibility, congruence with the product, entertainment value, informative value, and attractiveness"—were determined by researchers specifically for this purpose. In this study, 176 effect sizes from 62 separate studies are synthesized, and an aggregate sample of 22,554 people is used. The findings showed that there is a moderate to high correlation between these traits and both purchase intention and customer engagement. Out of all the characteristics examined in this analysis, social media influencers' entertainment value has the strongest correlation with consumer engagement. It also found that the most important factor influencing purchase intention is the credibility of influencers.

A Study by Ye et al. (2023). titled " Consumer Purchasing Power Prediction of Interest E-Commerce Based on Cost-Sensitive Support Vector Machine ".

The objective of this research is to precisely forecast the degree of "purchasing power" associated with consumer content preferences and offer novel concepts for e-commerce businesses. Three cost-sensitive models are established in this study, and the

optimal misclassification cost is found using the new swarm intelligence algorithm. On this foundation, the level of purchasing power is predicted using the content preferences of online shopupers. The findings indicate that, at a 95% confidence level, the content preferences of interested e-commerce customers—such as "fashion," "photography," and "interpretation"—have a major impact on purchasing power prediction. All of the optimized cost-sensitive support vector machine's accuracy estimates of consumer purchasing power are higher than 0.9, with 0.9792 being the highest.

2.5.2 Difference between Current Research and Previous Studies

Since none of the earlier studies had specifically looked at this in the local and Arab environments, the current study investigated the impact of social media forecasting on competitive advantage in the tourism and travel sector. In addition, the bulk of earlier research was conducted in technologically and economically developed countries. Nonetheless, the Jordanian context is the focus of this study. In summary, the differences between the current research and the above previous Studies can be summarized from the researcher's point of view as follows:

- This study is one of the few that looked at social media and competitive advantage and forecasting together, as the majority of earlier research looked at them separately.

- This is one of the few studies that looked at how social media forecasting can give businesses in the apparel sector a competitive edge.

- The majority of the scant prior research examined how social media forecasting affects competitive advantage across a range of industries, including public, government, banking, and healthcare. Nonetheless, this study is among the first in this field since it particularly focuses on travel and tourism.

- finally, this study is one of the earliest attempts to examine the impact of forecasting through social media on competitive advantage in the tourism and travel sector in Jordan context.

2.5.3 The current research benefited from these studies in:

- Building a theoretical framework and knowledge of references, sources, and electronic search engines/the Internet.

- The researcher's insight into scientific research methods and methodologies, steps, methodologies, tools, and field application procedures.

- How to build a study tool on the impact of social media forecasting on competitive advantage in the Jordanian tourism and travel sector.

- Familiarity with future trends regarding the variables under study.

- Benefiting from its results and recommendations when discussing the results and recommendations of the current research.

2.5.4 What distinguishes the current study from previous studies is the following:

- The researcher believes that the current study is the first in the Arab world and locally to address the Impact of Social Media forecasting on Competitive Advantage**.**

- It was also characterized by its modernity, both temporally and spatially (Jordan).

2.5.5 Expected contribution for current research compared to previous studies.

Most of the reviewed previous studies on the effect of social media adoption on competitive advantage, not social media forecasting. Empirical studies on social media forecasting are very scarce and limited to theoretical aspects. This research will contribute to the academic activities, practitioners, and policymakers.

For academic activities, the contribution of the research is about understanding the different social media forecasting factors such as (purchasing intention, social interaction, and understanding customer needs) that impact competitive advantage are yet, undiscovered in literature in general and in Jordan particularly. Furthermore, this research contributes to fulfilling the very limited number of studies in determining different factors that potentially impact the travel and the tourism sector's competitive advantage when adopting the social media forecasting strategy.

For practitioners, this research offers recommendations to travel and tourism managers who search for factors that can quicken the attainment of competitive advantage by using social media as a useful predictive instrument. Additionally, travel and tourism companies can use the study's findings as a guide to fortify their businesses and become more competitive. Regarding policymakers, government and business support organizations may also profit from this study's recommendations for providing the tourism and travel industry with the best possible support. This will assist the government in boosting GDP performance and expanding citizens' employment prospects.

CHAPTER THREE
Study Methodology

3.1 Introduction

This chapter of the study presents the steps and procedures that were followed to achieve the objectives of the study, by reviewing the study's methodology, population, sample, and the sources that were used to collect the necessary data and information. It also reviews the study tool and the results of its validation, accuracy, and reliability, and explains the statistical methods used in analyzing data and testing hypotheses.

3.2 Research Methodology Design

The current research chose to use a descriptive quantitative approach in achieving the study goals and answering its questions. The quantitative method can uncover patterns in research, which could formulate facts using measurable data; therefore, primary data were collected with the mean of a questionnaire. This approach is helpful and very common in managerial studies because it helps the researchers to obtain quantitative insights about the policies and practices that are applied and adopted by organizations, without the need to change interventions on these policies and practices.

3.3 Research Population, Sample, and Unit of Analysis

Chief Executive Officer CEO/president of travel and tourism businesses based in Amman West, as well as division heads and unit managers, make up the study's population. The researcher thinks that responsible position holders like division heads, unit managers, and CEOs/presidents are better at demonstrating gaining a competitive advantage. As a result, they were selected to serve as the research's analytical unit.

Roscoe (1975) stated that any sample size between 30 and 500 is considered to be suitable for most research studies. Since the total number of travel and tourism companies in Amman west is large, the proper sample size for this study is (233).

3.4 Data Sources

Secondary Sources: the researcher referred to secondary data sources, such as books, Arabic and foreign references, journals, articles, reports, previous studies, and research papers that address the study topic. Additionally, various online sources were reviewed. The purpose of using secondary sources in the study is to understand the foundations and sound scientific methods of research writing

Primary Sources: To address the analytical aspects of the study topic, primary data was collected through the questionnaire as the main tool of the study. The questionnaire includes statements that reflect the study's objectives and questions to be answered by the participants. A five-point Likert scale was used, where each response carries relative importance

3.5 Research Instrument

A questionnaire used as a main tool, which contains two parts, as follows:

The first part contains the demographic factors related to gender, age, experience, education, job title. The second part includes both independent and dependent variables As follows:

Independent Variable: Social media forecasting contains the following (understanding customer needs, purchase intention, and social interaction)

Dependent Variable: Competitive Advantage contains the following (quality, cost, time, flexibility, innovation)

The questionnaire is developed by the researcher based on previous studies*:* [Singla & Durga 2015; Baqleh& Alateeq, 2023; Bdair, 2017]

included (40) items distributed across the sub-dimensions of the two variables: social media Forecasting and competitive advantage, with (5) items for each dimension. The Likert scale from 1 to 5 was used to rate respondents' perception

3.6 Data Collection

The researcher distributed the questionnaire to the targeted individuals electronically, and (233) questionnaires were collected, all of which were valid for statistical analysis. Valid questionnaires were coded and entered into SPSS. To ensure the validity and stability of the study tool and the normal distribution of dimensions and variables, the following tests were used:

3.7 Validity of the Study tool

The validity of the study tool was confirmed through three types of validity: content validity, face validity, and construct validity.

First: Content Validity

Content Validity was confirmed by referring to multiple literary sources such as books, magazines, scientific articles, dissertations, university research, and websites.

Second: Face Validity

Face Validity was confirmed by presenting the study tool to faculty members and those with expertise and specialization in the fields of study and their subjects in public and private Jordanian and Saudi universities, who numbered (8), and whose names are listed in **Appendix (1)**. The opinions and suggestions of the arbitrators were considered, and the amendments referred to by them were made in terms of additions, deletions, and

reformulation of some paragraphs, in cooperation with the supervisor. Accordingly, the study tool was considered valid to measure the purpose for which it was designed, and **Appendix (2)** presents the study tool in its final form.

Third: Construct Validity

Construct validity aims to discover the factors into which variables are classified, given that these factors represent categories of these variables, and it relies on the principal components' method, which is one of the most accurate, common, and used methods. It is characterized by obtaining accurate saturations, the least number of residuals, and reducing the relational matrix of uncorrelated factors to the smallest number. This method is based on several assumptions, which are as follows (Hair et al., 1998):

- The value of Bartlett's test of Sphericity must be statistically significant, which indicates that the matrix is a unit matrix.

- The value of the Kaiser-Mayer-Olkin (KMO Test) test must exceed (0.60), as this test is used to determine the homogeneity and adequacy of the sample, and to verify the small amount of partial correlations between variables.

- The saturation rate for each paragraph is not less than 0.40.

Below are the results of the exploratory factor analysis of the study variables.

Table (3.1): Exploratory factor analysis of items after understanding customer needs

Paragraph number	F1	KMO	Chi^2	B.T.	Var.%	Sig.
1	0.534					
2	0.642					
3	0.665	0.743	192.324	10	45.801	0.000
4	0.770					
5	0.747					

Extraction method: Principal components method

It is clear from the table (3-1) that the saturation of the items in the dimension (understanding customer needs) ranged between (0.534 - 0.770), which is greater than the value (0.30). The KMO test value reached (0.743), which is greater than the minimum (0.60). The level of significance reached (Sig=0.000), which is less than (0.05), and this indicates the homogeneity of the items, and that the sample size is considered appropriate and sufficient for the study. The explanatory value was (45.801), which indicates that the random variable explains (45.801%) of understanding customer needs.

Table (3.2): Exploratory factor analysis of items after purchase intention

Paragraph number	F1	KMO	Chi^2	B.T.	Var.%	Sig.
6	0.639					
7	0.693					
8	0.707	0.773	166.781	10	45.231	0.000
9	0.691					
10	0.629					

Extraction method: Principal components method

It is clear from the table (3-2) that the saturations of the items in the (purchase intention) dimension ranged between (0.629 - 0.707), which is greater than the value (0.30). The value of the KMO test reached (0.773), which is greater than the minimum (0.60). The level of significance reached (Sig=0.000), which is less than (0.05), and this indicates the homogeneity of the items, and that the sample size is considered appropriate and sufficient for the study. The explanatory value was (45.231), which indicates that the random variable explains (45.231%) of purchase intention.

Table (3.3): Exploratory factor analysis of items after social interaction

Paragraph number	F1	KMO	Chi²	B.T.	Var.%	Sig.
11	0.654					
12	0.674					
13	0.754	0.775	192.801	10	47.035	0.000
14	0.678					
15	0.665					

Extraction method: Principal components method

It is clear from the table (3-3) that the saturations of the items in the (social interaction) dimension ranged between (0.654 - 0.754), which is greater than the value (0.30). The KMO test value reached (0.775), which is greater than the minimum (0.60). The level of significance reached (Sig=0.000), which is less than (0.05), and this indicates the homogeneity of the items, and that the sample size is considered appropriate and sufficient for the study. The explanatory value was (47.035), which indicates that the random variable explains (47.035%) of the social interaction.

Table (3.4): Exploratory factor analysis of dimensions of social media forecasting

No	Dimension	F1	KMO	Chi²	B.T.	Var.%	Sig.
1	understanding customer needs	0.862					
2	purchase intention	0.885	0.726	322.690	3	78.093	0.000
3	**social interaction**	0.903					

Extraction method: Principal components method

It is clear from table (3-4) that the saturations of the dimensions of (social media forecasting) ranged between (0.862 - 0.903), which is greater than the value (0.30). The value of the KMO test reached (0.726), which is greater than the minimum (0.60). The level of significance reached (Sig = 0.000), which is less than (0.05), and this indicates homogeneity of dimensions, and that the sample size is considered appropriate and sufficient for the study. The explanatory value was (78.093), which indicates that the random variable explains (78.093%) of the social media forecasting

Table (3.5): Exploratory factor analysis of the quality dimension items

Paragraph number	F1	KMO	Chi^2	B.T.	Var.%	Sig.
16	0.636					
17	0.685					
18	0.700	0.775	194.303	10	47.114	0.000
19	0.695					
20	0.714					

Extraction method: Principal components method

It is clear from the table (3-5) that the saturations of the paragraphs of the (quality) dimension ranged between (0.636 - 0.714), which is greater than the value (0.30). The value of the KMO test reached (0.775), which is greater than the minimum (0.60). The level of significance reached (Sig=0.000), which is less than (0.05), and this indicates the homogeneity of the items, and that the sample size is considered appropriate and sufficient for the study. The explanatory value was (47.114), and this indicates that the random variable explains (47.114%) of the quality.

Table (3.6): Exploratory factor analysis of the cost dimension items

Paragraph number	F1	KMO	Chi^2	B.T.	Var.%	Sig.
21	0.613					
22	0.648					
23	0.604	0.724	137.648	10	42.049	0.000
24	0.692					
25	0.681					

Extraction method: Principal components method

It is clear from the table (3-6) that the saturations of the paragraphs of the (cost) dimension ranged between (0.604 - 0.681), which is greater than the value (0.30). The value of the KMO test reached (0.724), which is greater than the minimum (0.60). The level of significance reached (Sig=0.000), which is less than (0.05), and this indicates the homogeneity of the items, and that the sample size is considered appropriate and

sufficient for the study. The explanatory value was (42.049), which indicates that the random variable explains (42.049%) of the cost.

Table (3.7): Exploratory factor analysis of the time dimension items

Paragraph number	F1	KMO	Chi²	B.T.	Var.%	Sig.
26	0.665					
27	0.557					
28	0.710	0.734	216.484	10	47.091	0.000
29	0.756					
30	0.725					

Extraction method: Principal components method

It is clear from the table (3-7) that the saturations of the paragraphs of the (time) dimension ranged between (0.557 - 0.756), which is greater than the value (0.30). The value of the KMO test reached (0.734), which is greater than the minimum (0.60). The level of significance reached (Sig=0.000), which is less than (0.05), and this indicates the homogeneity of the items, and that the sample size is considered appropriate and sufficient for the study. The explanatory value was (47.091), which indicates that the random variable explains (47.091%) of the time.

Table (3.8): Exploratory factor analysis of the flexibility dimension items

Paragraph number	F1	KMO	Chi²	B.T.	Var.%	Sig.
31	0.729					
32	0.665					
33	0.587	0.713	150.978	10	42.674	0.000
34	0.619					
35	0.657					

Extraction method: Principal components method

It is clear from the table (3-8) that the saturations of the paragraphs of the (flexibility) dimension ranged between (0.587 - 0.729), which is greater than the value (0.30). The KMO test value reached (0.713), which is greater than the minimum (0.60).

The level of significance reached (Sig=0.000), which is less than (0.05), and this indicates the homogeneity of the items, and that the sample size is considered appropriate and sufficient for the study. The explanatory value was (42.674), and this indicates that the random variable explains (42.674%) of the flexibility.

Table (3.9): Exploratory factor analysis of the innovation dimension items

Paragraph number	F1	KMO	Chi²	B.T.	Var.%	Sig.
36	0.636					
37	0.678					
38	0.556	0.700	115.984	10	39.940	0.000
39	0.671					
40	0.610					

Extraction method: Principal components method

It is clear from Table (3-9) that the saturations of the paragraphs of the (innovation) dimension ranged between (0.556 - 0.678), which is greater than the value (0.30). The value of the KMO test reached (0.700), which is greater than the minimum (0.60). The level of significance reached (Sig=0.000), which is less than (0.05), and this indicates the homogeneity of the items, and that the sample size is considered appropriate and sufficient for the study. The explanatory value was (39.940), which indicates that the random variable explains (39.940%) of the innovation.

Table (3.10): Exploratory factor analysis of dimensions of competitive advantage

No	Dimension	F1	KMO	Chi²	B.T.	Var.%	Sig.
1	Quality	0.781					
2	Cost	0.827					
3	Time	0.834	0.866	514.223	10	65.613	0.000
4	Flexibility	0.797					
5	Innovation	0.810					

Extraction method: Principal components method

It is clear from Table (3-10) that the saturations of the dimensions of (competitive advantage) ranged between (0.781 and 0.834), which is greater than the value (0.30).

The KMO test value reached (0.866), which is greater than the minimum (0.60). The level of significance reached (Sig = 0.000), which is less than (0.05), and this indicates homogeneity of dimensions, and that the sample size is considered appropriate and sufficient for the study. The explanatory value was (65.613), which indicates that the random variable explains (65.613%) of the competitive advantage.

3-6-2 Testing the Reliability of the Study Instrument

The study tool's reliability test aims to ensure the reliability of the study tool in terms of consistency between the items and their interconnectedness, by finding the internal consistency coefficient Cronbach Alpha, whose values range between (0 – 1). The study tool is classified as having high reliability if the alpha value is greater than or equal to (0.60) (Sekaran & Bougie, 2016). The following table shows the results of the reliability test of the study tool, as follows:

Table (3.11): Results of the reliability test of the study instrument

No	Dimension	alpha value
1	Understanding Customer Needs	0.701
2	Purchase Intention	0.695
3	Social Interaction	0.716
Social Media Forecasting		**0.867**
1	Quality	0.718
2	Cost	0.651
3	Time	0.714
4	Flexibility	0.663
5	Innovation	0.623
Competitive Advantage		**0.914**
Study tool		**0.941**

It is evident from Table (3-11) that the study tool has a high level of stability and reliability, and thus the possibility of relying on it to achieve the objectives of the study. The values of Cronbach's alpha coefficient reached between (0.623 and 0.914), and the

value of the alpha coefficient for the study tool as a whole reached (0.941), both of which are greater than (0.60).

3.8 Describe Demographic Data

This part of the study presents a description of the demographic data of the study sample members, in terms of gender, age, experience, education, job title, and department, which was reached by analyzing the answers of the study sample members to questions related to personal data from the questionnaire, using statistical analyses represented by frequencies and percentages.

1- Gender

Table (3.12): Description of the gender

Variable	Category	Frequency	Percentage
Gender	Male	168	72.1
	Female	65	27.9
Total		233	100

It is clear from the table (3-12) that the percentage of males in tourism and travel companies in Oman is higher, which reached (72.1%) compared to the percentage of females, which reached (27.9%). This may be due to employing females in reservations and reception and assigning administrative tasks to males.

2- Age

Table (3.13): Description of the age

Variable	Category	Frequency	Percentage
Age	Less than 30 years	31	13.3
	31 – less than 40 years	98	42.1
	40 – less than 50 years	87	37.3
	50 years or more	17	7.3
Total		233	100

It is clear from the table (3-13) that the largest percentage of employees of tourism and travel companies are young people, whose ages range from (31 - to less than 50 years old). This may be due to the fact that reaching managerial positions in companies requires long periods of time to advance through the career ladder.

3- Experience

Table (3.14): Description of the experience

Variable	Category	Frequency	Percentage
Experience	Less than 10	87	37.3
	10 – less than 20	103	44.2
	More than 20	43	18.5
Total		**233**	**100**

It is clear from the table (3-14) that the largest percentage of employees of tourism and travel companies have experience ranging between (10 - and less than 20). This is consistent with the distribution of the sample members according to the age variable and also indicates that the sample members possess the necessary experience for work.

4- Education

Table (3.15): Description of the education

Variable	Category	Frequency	Percentage
Education	Diploma	55	23.6
	Bachelor	172	73.8
	Master or Ph.D.	6	2.6
Total		**233**	**100**

It is clear from the table (3-15) that the largest percentage of employees of tourism and travel companies hold an academic qualification (bachelor's degree), which amounted to (73.8%). This indicates the interest of tourism and travel companies in attracting people with academic qualifications to work for them.

5- Job title

Table (3.16): Description of the job title

Variable	Category	Frequency	Percentage
Job title	Division head	85	36.5
	Unit manager	78	33.5
	CEO/ President	70	30.0
Total		**233**	**100**

It is clear from the table (3-16) that the sample members were distributed in similar proportions in terms of job titles, with a slight relative increase in Division head, which amounted to (36.5%). This may be due to the different sizes and categories of tourism and travel companies, and the divisions of their organizational structure.

CHAPTER FOUR

Data Analysis and Results

4.1 Introduction

This chapter of the study presents the results of analyzing the study tool and testing its hypotheses, by analyzing the answers of the study sample members to the study tool paragraphs, providing a description of the dimensions and variables of the study model, and reviewing the results of hypothesis testing that were reached through the application of appropriate statistical methods.

4.2 Description of the Dimensions and Variables of the Research

This part of the study presents a description of the dimensions and variables of the study, which were reached by analyzing the answers of the study sample members to the items designated to measure them in the study tool, using statistical analyses, represented by means, standard deviations, t-value, and significance, in addition to rank and relative importance. The level of relative importance of the items and variables was determined based on the value of the mean of the study sample members' answers to the study tool items according to three levels, and by applying the following formula:

$$\text{Length of period} = \frac{\text{the upper limit of the alternative} - \text{the lower limit of the alternative}}{\text{Number of levels}} = \frac{1 - 5}{3} = 1.33$$

The following table shows the level of relative importance and its corresponding mean.

Table (4.1): Relative importance and its corresponding mean

Level of relative importance	Low	Medium	High
Mean	- 1less than 2.33	- 2.33less than 3.66	5.00 - 3.66

4.2.1 Description of the Social Media Forecasting Variable and its Sub-Dimensions

The social media Forecasting variable represents the independent variable in the study and includes (3) sub-dimensions, which are: Understanding Customers' needs, social interaction, and purchasing intention. The following is a description of this variable and its sub-dimensions.

Table (4.2): Description of the social media Forecasting variable

No	Dimension	Mean	Standard Deviation	Calculated t-value	Sig.	Rank	relative importance
1	Understanding Customers' Needs	3.773	0.698	16.901	0.000	1	high
2	Social Interaction	3.692	0.666	15.865	0.000	3	high
3	Purchasing Intension	3.758	0.660	17.536	0.000	2	high
Social Media Forecasting		**3.742**	**0.645**	17.569	**0.000**	**-**	**high**

T-tabulated = 1.960

It is clear from the table (4-2) that the value of the means for the dimensions of the social media Forecasting variable falls between 3.692 - 3.773, with a standard deviation that falls between 0.660 - 0.698. This indicates that there is agreement among respondents on the high importance of the social media Forecasting dimensions. It is also clear from the table that the general mean of social media forecasting reached (3.742) with a standard deviation of (0.645), which confirms the high relative importance of social media forecasting in tourism and travel companies in Amman. This is confirmed by the calculated t value, which was (17.569), which is greater than the tabulated value (1.960).

All dimensions appeared with high relative importance, with (Understanding Customers' needs) coming in first rank, followed by (Purchasing intensity) in second rank, and (Social interaction) coming in third and last rank.

4.2.1.1 Understanding Customers' Needs

Table (4.3): Description Understanding Customers' needs

No	Paragraph	Mean	Standard Deviation	Calculated t-value	Sig.	Rank	relative importance
1	The company management focuses attention on customers' expectations	3.961	0.930	15.779	0.000	1	high
2	The company management meets customers' needs	3.837	0.960	13.307	0.000	2	high
3	The company management cares about customers' opinions	3.657	0.948	10.572	0.000	5	Medium
4	The company management uses questionnaires to predict customer needs.	3.794	0.992	12.223	0.000	3	high
5	The company management investigates customer complaints.	3.730	1.013	10.997	0.000	4	high
Understanding Customers' Needs		**3.773**	**0.698**	**16.901**	**0.000**	**-**	**high**

T-tabulated = 1.960

It is clear from the table (4-3) that the value of the means for the Understanding Customers' Needs dimension is between 3.657 - 3.961, with a standard deviation of between 0.930 - 1.013. This indicates that there is almost agreement among the respondents on the high and medium importance of Understanding Customers' needs items. It is also clear from the table that the general mean for the Understanding Customers' Needs dimension reached (3.773) with a standard deviation of (0.698), which confirms the high relative importance of understanding customers' needs in travel and tourism companies in Amman. This is confirmed by the calculated t value, which was (16.901), which is greater than the tabulated value (1.960).

4.2.1.2 Social Interaction

Table (4.4): Description of Social interaction

No	Paragraph	Mean	Standard Deviation	Calculated t-value	Sig.	Rank	relative importance
6	The company management uses social media platforms for interactive communication with customers	3.794	0.996	12.169	0.000	1	high
7	The company management offers an interactive mechanism to create value with its audience	3.670	0.946	10.805	0.000	3	high
8	The company management maintains a dialogue with customers on social platforms.	3.657	0.997	10.055	0.000	4	Medium
9	The company management engages customers via message content.	3.648	0.963	10.273	0.000	5	Medium
10	The company management utilizes Social media for social interaction	3.691	1.054	10.007	0.000	2	high
	Social Interaction	**3.692**	**0.666**	**15.865**	**0.000**		**high**

T-tabulated = 1.960

It is clear from the table (4-4) that the value of the means for the social interaction dimension is between 3.648 - 3.794, with a standard deviation between 0.946 - 1.054. This indicates that there is almost agreement among respondents on the high and medium importance of the social interaction items. It is also clear from the table that the general mean of the social interaction dimension reached (3.692) with a standard deviation of (0.666), which confirms the high relative importance of social interaction in travel and tourism companies in Amman. This is confirmed by the calculated t value, which was (15.865), which is greater than the tabulated value (1.960).

4.2.1.3 Purchase Intention

Table (4.5): Purchase Intention Description

No	Paragraph	Mean	Standard Deviation	Calculated t-value	Sig.	Rank	relative importance
11	The company management investigates the buying patterns of its target customers	3.979	0.962	15.520	0.000	1	high
12	The company management uses competitive prices to increase purchases	3.657	0.971	10.328	0.000	4	Medium
13	The company management uses surveys to measure purchase intention	3.811	0.928	13.346	0.000	2	high
14	The company management cares about elements influencing customers' purchase intention.	3.725	0.925	11.972	0.000	3	high
15	The company management develops Social media to predict the consumers' future actions.	3.618	1.032	9.143	0.000	5	Medium
	Purchase Intention	**3.758**	**0.660**	**17.536**	**0.000**	**-**	**high**

T-tabulated = 1.960

It is clear from the table (4-5) that the value of the means for the purchase intention dimension is between 3.618 - 3.979, with a standard deviation between 0.925 - 1.032. This indicates that there is almost agreement among respondents on the high and medium importance of the purchase intention items. It is also clear from the table that the general mean of the purchase intention dimension reached (3.758) with a standard deviation of (0.660), which confirms the high relative importance of purchase intention in travel and tourism companies in Amman. This is confirmed by the calculated t value, which was (17.536), which is greater than the tabulated value (1.960).

4.2.2 Description of the competitive advantage variable and its sub-dimensions

The competitive advantage variable represents the dependent variable in the study, and it includes (5) sub-dimensions, which are: Quality, Cost, Time, Flexibility, and Innovation. The following is a description of this variable and its sub-dimensions.

Table (4.6): Description of the competitive advantage variable

No	Dimension	Mean	Standard Deviation	Calculated t-value	Sig.	Rank	relative importance
1	Quality	3.691	0.730	14.442	0.000	4	high
2	Cost	3.824	0.713	17.653	0.000	1	high
3	Time	3.721	0.762	14.435	0.000	3	high
4	Flexibility	3.751	0.718	15.970	0.000	2	high
5	Innovation	3.751	0.693	16.533	0.000	2	high
Competitive Advantage		**3.751**	**0.642**	**17.863**	**0.000**	**-**	**high**

T-tabulated = 1.960

It is clear from Table (4-6) that the value of the means for the dimensions of the competitive advantage variable falls between 3.691 - 3.824, with a standard deviation between 0.693 - 0.762. This indicates that there is agreement among respondents on the high importance of the dimensions of competitive advantage. It is also clear from the table that the general mean of competitive advantage reached (3.751) with a standard deviation of (0.642), which confirms the high relative importance of competitive advantage in tourism and travel companies in Amman. This is confirmed by the calculated t value, which was (17.863), which is greater than the tabulated value (1.960).

All dimensions appeared with high relative importance, with (Cost) coming in the first rank, followed by (Flexibility, Innovation) in the second rank, (Time) coming in the third rank, then (Quality) coming in the fourth and final rank.

4.2.2.1 Quality

Table (4.7): Description Quality

No	Paragraph	Mean	Standard Deviation	Calculated t-value	Sig.	Rank	relative importance
16	The company management competes based on quality	3.807	1.055	11.672	0.000	1	high
17	The company management offers highly reliable services	3.691	1.004	10.508	0.000	3	high
18	The company management offers very Prestigious services	3.631	1.030	9.347	0.000	5	Medium
19	The company management offers high-quality services to customers.	3.742	1.005	11.272	0.000	2	high
20	The company management conducts quality training programs continuously.	3.687	1.047	10.015	0.000	4	high
	Quality	**3.691**	**0.730**	**14.442**	**0.000**		**high**

T-tabulated = 1.960

It is clear from the table (4-7) that the value of the means for the quality dimension is between 3.631 and 3.807, with a standard deviation between 1.004 and 1.055. This indicates that there is almost agreement among respondents on the high and medium importance of the quality items. It is also clear from the table that the general mean of the quality dimension reached (3.691) with a standard deviation of (0.730), which confirms the high relative importance of quality in tourism and travel companies in Amman. This is confirmed by the calculated t value, which was (14.442), which is greater than the tabulated value (1.960).

4.2.2.2 Cost

Table (4.8): Description Cost

No	Paragraph	Mean	Standard Deviation	Calculated t-value	Sig.	Rank	relative importance
21	The company management reduces the service's set-up time.	3.888	1.007	13.471	0.000	2	high
22	The company management offers reasonable services	3.811	0.991	12.498	0.000	3	high
23	The company management aims to effectively meet the cost of service	3.575	1.108	7.921	0.000	5	Medium
24	The company management decreases the service's costs.	3.781	0.946	12.597	0.000	4	high
25	The company management offers attractive services	3.910	0.981	14.163	0.000	1	high
Cost		**3.824**	**0.713**	**17.653**	**0.000**	**-**	**high**

T-tabulated = 1.960

It is clear from the table (4-8) that the value of the means for the cost dimension is between 3.575 - 3.910, with a standard deviation between 0.946 - 1.108. This indicates that there is almost agreement among respondents on the high and medium importance of the cost items. It is also clear from the table that the general mean of the cost dimension reached (3.824) with a standard deviation of (0.713), which confirms the high relative importance of cost in tourism and travel companies in Amman .This is confirmed by the calculated t value, which was (17.653), which is greater than the tabulated value (1.960).

4.2.2.3 Time

Table (4.9): Description of Time

No	Paragraph	Mean	Standard Deviation	Calculated t-value	Sig.	Rank	relative importance
26	The company management delivers a product to the market quickly	3.687	0.974	10.761	0.000	4	high
27	The company management is the first in the market to introduce new services	3.657	1.064	9.423	0.000	5	Medium
28	The company management usually announces services on time	3.712	1.118	9.731	0.000	3	high
29	The company management cares about fast service development	3.815	0.994	12.527	0.000	1	high
30	The company management pursues reducing service time	3.747	1.063	10.725	0.000	2	high
Time		**3.721**	**0.762**	**14.435**	**0.000**		**high**

T-tabulated = 1.960

It is clear from the table (4-9) that the value of the means for the time dimension is between 3.657 - 3.815, with a standard deviation between 0.974 - 1.118. This indicates that there is almost agreement among the respondents on the high and medium importance of the time items. It is also clear from the table that the general mean of the time dimension reached (3.721) with a standard deviation of (0.762), which confirms the high relative importance of time in tourism and travel companies in Amman. This is confirmed by the calculated t value, which was (14.435), which is greater than the tabulated value (1.960).

4.2.2.4 Flexibility

Table (4.10): Description of Flexibility

No	Paragraph	Mean	Standard Deviation	Calculated t-value	Sig.	Rank	relative importance
31	The company management able to respond to customers' changing needs	3.867	1.027	12.881	0.000	1	high
32	The company management aims to anticipate the future and adapt to it.	3.738	1.048	10.747	0.000	3	high
33	The company management diagnoses changes in the business environment	3.773	0.980	12.029	0.000	2	high
34	The company management adapts to changes in the business environment	3.708	0.996	10.853	0.000	4	high
35	The company management provides flexible services	3.678	1.027	10.075	0.000	5	high
Flexibility		**3.751**	**0.718**	**15.970**	**0.000**		**high**

T-tabulated = 1.960

It is clear from the table (4-10) that the value of the means for the flexibility dimension is between 3.678 - 3.867, with a standard deviation between 0.980 - 1.048. This indicates that there is almost agreement among respondents on the high importance of the flexibility items. It is also clear from the table that the general mean of the flexibility dimension reached (3.751) with a standard deviation of (0.718), which confirms the high relative importance of flexibility in travel and tourism companies in Amman. This is confirmed by the calculated t value, which was (15.970), which is greater than the tabulated value (1.960).

4.2.2.5 Innovation

Table (4.11): Description of Innovation

No	Paragraph	Mean	Standard Deviation	Calculated t-value	Sig.	Rank	relative importance
36	The company management adopts new technologies	3.768	0.968	12.112	0.000	3	high
37	The company management conducts innovation training	3.764	0.996	11.711	0.000	4	high
38	The company management uses customers' complaints to improve its activities.	3.781	0.933	12.783	0.000	2	high
39	The company management implements an incentive system to reward valuable ideas.	3.541	1.102	7.489	0.000	5	Medium
40	The company management encourages creativity through employee participation	3.785	0.945	12.684	0.000	1	high
Innovation		**3.751**	**0.693**	**16.533**	**0.000**		**high**

T-tabulated = 1.960

It is clear from the table (4-11) that the value of the means for the innovation dimension is between 3.541 - 3.785, with a standard deviation between 0.933 - 1.102. This indicates that there is almost agreement among the respondents on the high and medium importance of the innovation items. It is also clear from the table that the general mean of the innovation dimension reached (3.751) with a standard deviation of (0.693), which confirms the high relative importance of creativity in tourism and travel companies in Amman. This is confirmed by the calculated t value, which was (16.533), which is greater than the tabulated value (1.960).

4.3 The relationship between variables

In order to examine the relationship between the main and sub-variables of the study, the Pearson correlation matrix was used, as follows:

Table (4.12): Pearson correlation matrix for study variables

	Variable	1	2	3	4	5	6	7	8	9	10
1	**Understanding Customer Needs**	1.000									
2	**Purchase Intention**	0.625**	1.000								
3	**Social Interaction**	0.669**	0.719**	1.000							
4	**Social Media Forecasting**	0.664**	0.756**	0.760**	1.000						
5	**Quality**	0.589**	0.644**	0.601**	0.608**	1.000					
6	**Cost**	0.552**	0.613**	0.560**	0.586**	0.574**	1.000				
7	**Time**	0.545**	0.616**	0.574**	0.563**	0.572**	0.639**	1.000			
8	**Flexibility**	0.549**	0.651**	0.587**	0.615**	0.494**	0.580**	0.558**	1.000		
9	**Innovation**	0.506**	0.620**	0.541**	0.559**	0.537**	0.548**	0.594**	0.602**	1.000	
10	**Competitive Advantage**	0.643**	0.678**	0.665**	0.667**	0.700**	0.724**	0.756**	0.763**	0.732**	1.000

Statistically significant at the significance level (0.01)

It is clear from the table that the relationship between social media Forecasting variables is strong, as r falls between (0.625 and 0.719). The relationship between the independent variables and the dependent variable is between strong and very strong, as r falls between (0.506 - 0.615). The relationship between the independent variable and the dependent variable is strong, as the r reached (0.667).

4.4 Testing the Hypotheses

The Main Hypothesis:

There is no statistically significant impact of social media forecasting (understanding customer needs, purchase intention, and social interaction) on competitive advantage in the tourism and travel companies in Amman at a ($\alpha \leq 0.05$) significance level.

After the normal distribution, honesty, stability, and correlation were confirmed, and so that we could use the multiple linear correlation test, the following tests were performed:

4.4.1 Multicollinearity test

The existence of the multicollinearity problem was verified by finding the Variance Inflation Factor (VIF) and the Tolerance Factor for the dimensions of the independent variable, the rule indicates that the data is free from the multicollinearity problem if the values of the variance inflation factor are less than (10), and the values of Tolerance factor are greater than (10%) (Guajarati, 2004). The following table shows the results of the multicollinearity test between the dimensions of the social media Forecasting variable using the variance inflation factor and Tolerance factor, as follows:

Table (4.13): Results of the multicollinearity test using the variance inflation factor and Tolerance coefficient

Variable	VIF	Tolerance
Understanding Customer Needs	1.963	0.510
Purchase Intention	2.246	0.445
Social Interaction	2.475	0.404

It is clear from the table (4-13) that the data are free from the multicollinearity problem, as the values of the variance inflation factor reached between (1.963 - 2.475), which is less than the value (10), and the values of the Tolerance reached between (0.404 - 0.510), which is greater than (10%).

4.4.2 Normal distribution

Figure (4-1) shows that the study data are normally distributed, and the errors are randomly distributed around the mean
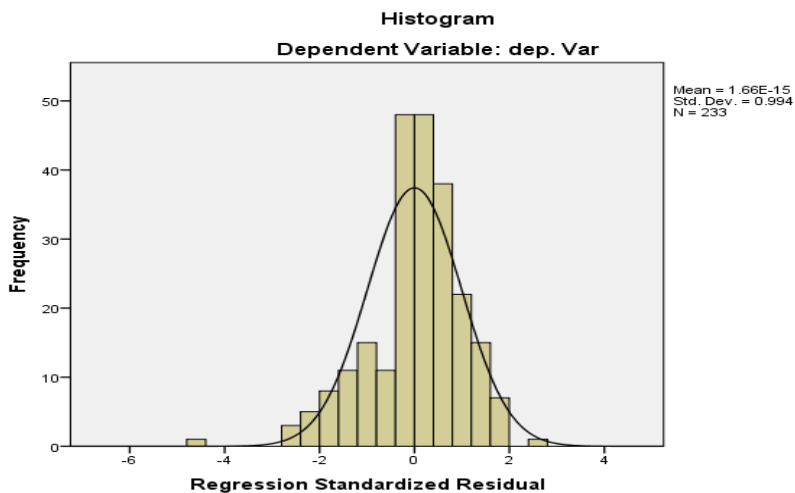
Figure (4.2): Normal Distribution of Study Variables

4.4.3 Linear Relationship

Figure (4-2) shows the linear relationship between the independent variable and the dependent variable of the study
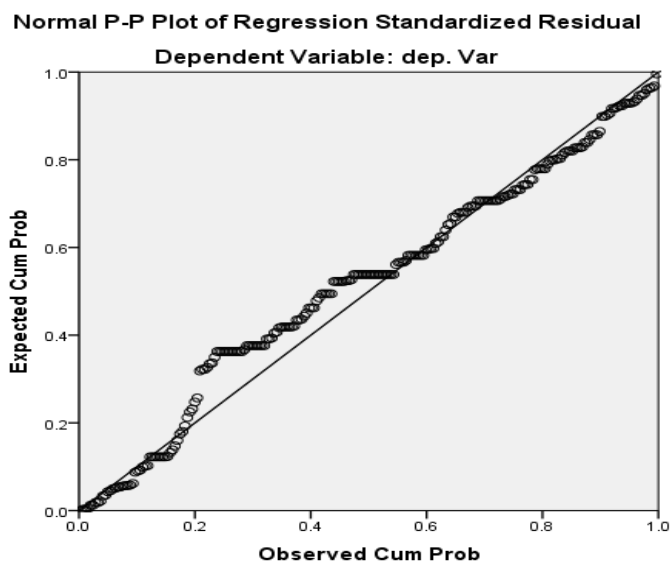
Figure (4.3): The Linear Relationship between The Independent Variable and The Dependent Variable of The Study

4.5 Results of Testing the Study Hypotheses

This part of the study presents the results of hypothesis testing, which were obtained by applying multiple linear regression analysis. These hypotheses aim to identify the impact of social media forecasting with its combined and individual dimensions on the competitive advantage with its combined dimensions in tourism and travel companies in Amman. Below are the results of testing the study hypotheses.

4.5.1 Results of Testing the Main Hypothesis

The main hypothesis aims to identify the impact of social media forecasting on competitive advantage in travel and tourism companies in Amman. This hypothesis states that: **"*There is no statistically significant impact of SMF (understanding customer needs, purchase intention, and social interaction) on CA in the tourism and travel companies in Amman at ($\alpha \leq 0.05$) significance level"*.** The results appeared as follows:

Table (4.14): Results of testing the impact of social media forecasting on competitive advantage

Ind. Var	Model Summary			ANOVA	
	R	**R^2**	**Adj. R^2**	**F**	**SigF***
Competitive Advantage	0.750	0.562	0.557	98.096	0.000

*The impact is statistically significant at the significance level ($\alpha \leq 0.05$)

It is clear from Table (4-14) that there is a significant impact of social media forecasting on competitive advantage, with a value of (F=98.096) and a significance level of (Sig F=0.000), which is less than 0.05. The value of the coefficient of determination ($R^2 = 0.562$) indicated that (56.2%) of the variance in competitive advantage can be explained by the variance in social media forecasting, with any other factors remaining constant. Accordingly, the main null hypothesis is rejected, and the alternative hypothesis is accepted, which states that*: "There is a statistically significant impact of social media forcasting (understanding customer needs, purchase intention,*

and social interaction) on CA in the tourism and travel companies in Amman at (α ≤ 0.05) significance level".

4.5.2 Results of testing sub-hypotheses from the main hypothesis

The hypotheses branching from the main hypothesis aim to identify the impact of social media forecasting dimensions on competitive advantage in travel and tourism companies in Amman. These hypotheses were tested through multiple linear analyses and t-values, and the results appeared as follows:

Table (4.15): Results of sub-hypotheses testing

Ind. Var.	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	St. Error	Beta		
Understanding Customer Needs	0.250	0.056	0.272	4.443	0.000
Purchase Intention	0.322	0.064	0.331	5.057	0.000
Social Interaction	0.236	0.066	0.245	3.562	0.001

T-Tabulated=1.960

The first sub-hypothesis aims to identify the impact of understanding customer needs on competitive advantage in travel and tourism companies in Amman. This hypothesis states that: *There is no statistically significant impact of understanding customer needs on competitive advantage in the tourism and travel companies in Amman at (α ≤ 0.05) significance level".*

The results of Table (33) indicated that the value of B in the dimension (understanding customer needs) reached (0.250), and the value of Beta reached (0.272), which is a significant impact, as the value of t for it was (4.443) with a significance level (Sig = 0.000). Accordingly, the first sub-null hypothesis is rejected, and the alternative hypothesis is accepted, which states that: *"There is a statistically significant impact of understanding customer needs on competitive advantage in the tourism and travel companies in Amman at (α ≤ 0.05) significance level".*

The second sub-hypothesis aims to identify the impact of purchase intention on competitive advantage in travel and tourism companies in Amman. This hypothesis states that: *"There is no statistically significant impact of purchase intention on competitive advantage in the tourism and travel companies in Amman at ($\alpha \leq 0.05$) significance level".*

The results of Table (33) indicated that the value of B in the dimension (purchase intention) reached (0.322), and the value of Beta reached (0.331), which is a significant impact, as the value of t was (5.057) with a significance level (Sig = 0.000). Accordingly, the second sub-null hypothesis is rejected, and the alternative hypothesis is accepted, which states that: *"there is a statistically significant impact of purchase intention on competitive advantage in the tourism and travel companies in Amman at ($\alpha \leq 0.05$) significance level".*

The third sub-hypothesis aims to identify the impact of social interaction on competitive advantage in travel and tourism companies in Amman. This hypothesis states that: *"There is no statistically significant impact of social interaction on competitive advantage in the tourism and travel companies in Amman at ($\alpha \leq 0.05$) significance level".*

The results of Table (33) indicated that the value of B in the (social interaction) dimension reached (0.236), and the value of Beta reached (0.245), which is a significant impact, as the value of t for it was (3.562) with a significance level (Sig = 0.000). Accordingly, the third sub-null hypothesis is rejected, and the alternative hypothesis is accepted, which states that: *"There is a statistically significant impact of social interaction on competitive advantage in the tourism and travel companies in Amman at ($\alpha \leq 0.05$) significance level".*

CHAPTER FIVE

Results and Recommendations

5.1 Results Discussion:

The aim of this research is to explore those factors that might influence the adoption of social media as a tool of forecasting by tourism and travel companies and its influence on competitive advantage. Three constructs/variables of social media forecasting were tested (understanding customer needs, purchase intention, and social interaction) to measure their influence on competitive advantage (i.e., cost, time, flexibility, quality, and innovation. To reach this goal, four research questions and four hypotheses were proposed. The research reveals several topics discussed in social media that can be used to predict competitive advantage for tourism and travel companies in Jordan. Based on the outcomes of the analysis of the study tool and testing of hypotheses, the following results were reached:

The results of the first question indicate a high level of interest among travel tourism companies in Amman in social media forecasting as a whole as all dimensions appeared with high relative importance, as understanding customers' needs came in first rank, followed by purchasing intention in second rank, then social interaction came in third and last rank. This indicates a high awareness of the tourism and travel industry in Amman about the importance of social media forecasting tools to develop and improve their services through understanding customers' needs, social their interaction, and their purchase intention and considering them a vital tool for business success and sustainability in general, and for the tourism sector in particular in the current digital environment. The findings are consistent with studies conducted by Lawrence et al. (2017). which demonstrated the growing significance of social media adoption by

organizations in the hospitality industry. This is due to the acknowledgment of Web 2.0 technologies as a valuable instrument for enhancing customer information searching and experience, as well as for enhancing firm digital strategy. Lawrence et al. (2017).

The results of the second question analysis indicated a high level of interest among travel tourism companies in Amman in achieving competitive advantage, since, all competitive advantage sub-dimensions indicated a high relative importance, as cost came in first rank, followed by flexibility, innovation in second rank, then time came in third rank, while quality came in fourth and last rank.

This indicates the high level of interest of tourism and travel companies in Amman in the constant pursuit to achieve competitive advantage through attracting more customers by focusing on achieving competitive cost, having the ability to adapt to changes and innovation, working to provide services efficiently and effectively, and achieving quality in them. These results agreed with many previous studies, for example, Medina et al. (2019) study, Omar (2017) study, and Baqleh et al. (2023) study.

When it comes to hypotheses testing, the first hypothesis (H0) was to study the influence of social media forecasting (understanding customer needs, social interaction, and purchase intention) on tourism and travel companies' competitive advantage. Although this result is consistent with the majority of previous studies (e.g., Bdair; 2017; Gémar et al. 2015; Al-Bakri, 2017), however, it does not go in line with the study of Garmouche et al. (2021) which has been conducted in a similar context of the current study.

This indicates that these means represent an essential part of companies' strategies to achieve wider access and increase competitiveness in the tourism and travel market. Also, this result indicated that the Jordanian tourism and travel sector has become

interested in understanding customers' social networks and gaining a competitive advantage through this understanding. Analysis of social interactions can potentially provide great value. Social network analysis in the tourism and travel industry provides insights into customers' relationships with each other, which can help drive customer retention, growth, and acquisition activities, as well as give operators a significant competitive advantage.

The results of testing hypotheses (H01), (H02), and (H03) showed that there is a statistically significant impact of understanding customer needs, purchase intention, and social interaction on the competitive advantage of travel and tourism companies in Amman. This indicates the importance of these factors in enhancing companies' ability to adapt to changes in the market and effectively meet customer expectations and needs, which contributes to achieving sustainable success and increasing their profitability. These results agreed with the results of previous studies (such as. Omar, 2017, Lubna et al. 2019, Alhaimer's, 2021, Medina et al. 2019, Chen et al. 2021, Thacker & Mathur 2018)

5.2 Conclusions

The research reached the following conclusions:

- The results of the analysis of the study tool showed a high level of interest in tourism and travel companies in Amman in the dimensions and variables of the study. This reflects the great interest it receives in social media forecasting and achieving competitive advantage, and its awareness of its role in achieving its goals. Accordingly, we can conclude that: Tourism and travel companies should :

- Focus on customer expectations and seek to meet their needs.

- Use social media platforms to communicate and interact with customers and the community.

- Achieve the purchasing patterns of their target customers and interested in measuring customers' purchasing intention using various social media means.

- Rely on the element of quality in confronting competitive challenges and competitors, and providing high-quality services to customers.

- Focus on providing attractive services in record time.

- Develop their services quickly and reduce service time.

- Respond to changes in customer needs and diagnose changes in the business environment.

- Encourage and enhance creativity through employee participation, and take customer complaints into account to improve their activities and services.

5.3 Recommendations

Based on the findings, the study recommends the following for Travel Companies

1- Tourism and travel companies pay more attention to the opinions of their customers and investigate the complaints they submit on an ongoing basis.

2- Tourism and travel companies activate the role of social platforms in conducting dialogues and discussions with customers and sharing them through message content.

3- Tourism and travel companies activate the role of social media and benefit from it in predicting future consumer actions and displaying their competitive prices through these means to increase their purchases.

4- Increasing the interest of tourism and travel companies in providing high-quality services, and implementing quality training programs on an ongoing basis.

5- Tourism and travel companies adopt procedures that contribute to meeting the cost of their services efficiently and reducing them without harming their quality.

6- Increasing the interest of tourism and travel companies in achieving excellence and being proactive in providing new services.

7- Increasing the interest of tourism and travel companies in providing flexible services that can adapt to changes in the work environment.

8- Tourism and travel companies provide material and moral incentives and rewards to employees who present valuable and distinguished ideas.

Recommendations for Future Research

9- understanding the different social media forecasting factors such as (purchasing intention, social interaction, and understanding customer needs) that impact competitive advantage are yet, undiscovered in literature in general and for Jordan particularly.

10- determining different factors that potentially impact the travel and the tourism sector's competitive advantage when adopting the social media forecasting strategy.

11- This study was conducted in Jordan, therefore the study recommends doing similar research in other countries.

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Appendices

Appendix (1)

Panel of Referees Committee

قائمة المحكمين

الرقم	الاسم	الرتبة الأكاديمية	الجامعة
1	علي محمد العضايلة	أستاذ دكتور	الشرق الأوسط
2	أحمد علي صالح	أستاذ دكتور	الشرق الأوسط
3	محمد آل عباس	أستاذ دكتور	الملك خالد
5	سليمان صالح الخربوش	أستاذ دكتور	طيبة
6	عبدالله الضويحي	أستاذ دكتور	سلطان
7	عامر حتاملة	أستاذ مشارك	البترا
8	عادل عبدالله الدوسري	أستاذ مشارك	الملك عبدالعزيز
8	احمد مرعي	أستاذ مساعد	الشرق الأوسط

Appendix (2): The Questionnaire in its final form

الاستبانة بصورتها النهائية

Section One: Demographics

<u>Gender</u>

Male   Female

<u>Age</u>:

- Less than 30 years
- 31 – less than 40 years
- 40 – less than 50 years
- 50 years or more

<u>Experience</u>:

- Less than 10
- 10 – less than 20
- More than 20

<u>Education</u>:

- Diploma
- Bachelor
- Master or Ph.D.

<u>Job title?</u>

- Division head
- Unit manager
- CEO/ President

<u>Department</u>:

- Finance/ Admin.
- Customer relationship management
- Marketing
- Reservations

Section Two: Questionnaire

No.	Item	completely disagree	Disagree	Neutral	Agree	Completely Agree
Understanding Customer Needs						
1	The company management focuses attention on customers' expectations					
2	The company management meets customers' needs					
3	The company management cares about customers' opinions					
4	The company management uses questionnaires to predict customer needs.					
5	The company management investigates customer complaints.					
Social interaction:						
6	The company management uses social media platforms for interactive communication with customers					
7	The company management offers an interactive mechanism to create value with its audience					
8	The company management maintains a dialogue with customers on social platforms.					
9	The company management engages customers via message content.					
10	The company management utilizes Social media for social interaction					
Purchase Intention						
11	The company management investigates the buying patterns of its target customers					
12	The company management uses competitive prices to increase purchases					
13	The company management uses surveys to measure purchase intention					

No.	Item	completely disagree	Disagree	Neutral	Agree	Completely Agree
14	The company management cares about elements influencing customers' purchase intention.					
15	The company management develops Social media to predict the consumers' future actions.					
Competitive Advantage :(**Dependent Variable)**. Measure thru dimensions (**Quality, Cost, Time, Flexibility, Innovation)**						
Quality:						
16	The company management competes based on quality					
17	The company management offers highly reliable services					
18	The company management offers very Prestigious services					
19	The company management offers high-quality services to customers.					
20	The company management conducts quality training programs continuously.					
Cost						
21	The company management reduces the service's set-up time.					
22	The company management offers reasonable services					
23	The company management aims to effectively meet the cost of service					
24	The company management decreases the service's costs.					
25	The company management offers attractive services					
Time:						
26	The company management delivers a product to the market quickly					
27	The company management is the first in the market to introduce new services					
28	The company management usually announces services on time					

No.	Item	completely disagree	Disagree	Neutral	Agree	Completely Agree
29	The company management cares about fast service development					
30	The company management pursues to reduce service time					
Flexibility:						
31	The company management able to respond to customers' changing needs					
32	The company management aims to anticipate the future and adapt to it.					
33	The company management diagnoses changes in the business environment					
34	The company management adapts to changes in the business environment					
35	The company management provides flexible services					
Innovation:						
36	The company management adopts new technologies					
37	The company management conducts innovation training					
38	The company management uses customers' complaints to improve its activities.					
39	The company management implements an incentive system to reward valuable ideas.					
40	The company management encourages creativity through employee participation					