Marketing Intelligence Dimensions As an Innovative Approach for Customer Retention through the Intermediate Role of Customer Experience

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ABSTRACT

This study aims to investigate the effect of marketing intelligence-dimensions (market intelligence, competitor intelligence, customer intelligence and product intelligence) on customer retention through the intermediating role of customer experience. A quantitative approach was used to collect data from four -and five-star hotels in Jordan using a questionnaire designed to achieve the study objectives. A simple random sampling methodology was used for this purpose, where a total of (307) questionnaires were valid for analysis out of (350) questionnaires distributed randomly. SPSS v23 and Smart-PLS 3.2.7 were used to answer the study questions and test the study hypotheses. The study results revealed that there is a significant positive direct effect of marketing-intelligence dimensions on customer experience and a significant positive effect of customer experience on customer retention. In addition, there is a significant positive indirect effect of marketing-intelligence dimensions on customer retention through customer experience. The study concludes that four -and five- star hotels have to utilize innovative tools to acquire information about the external environment, including the market, competitors, customers and products to survive in the competitive market environment.

Keywords: Marketing intelligence, Customer experience, Customer retention, Jordan.

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أبعاد الذكاء التسويقي كمنهج إبداعي للاحتفاظ بالعميل من خلال الدور الوسيط لتجربة العميل

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ملخص

تهدف هذه الدراسة للتعرف إلى أثر أبعاد الذكاء التسويقي (ذكاء السوق، وذكاء المنافسين، وذكاء العملاء، وذكاء المنتج) على الاحتفاظ بالعملاء من خلال الدور الوسيط لتجربة العملاء. تم استخدام المنهج الكمي لجمع البيانات من "الفنادق" ذات الأربع والخمس نجوم في الأردن باستخدام استبانة تم تصميمها لتحقيق أهداف الدراسة، حيث بلغ مجموع الاستبانات الصالحة للتحليل (307) من أصل (350) استبانة تم توزيعها باستخدام أسلوب العينة العشوائية البسيطة. وللإجابة عن أسئلة الدراسة واختبار فرضياتها، تم استخدام برمجية SPSS v23 وبرمجية Smart-PLS 3.2.7. وتوصلت الدراسة الى أن هناك تأثيرًا إيجابيًا لأبعاد الذكاء التسويقي على تجربة العملاء وتأثيرًا إيجابيًا لتجربة العميل على الاحتفاظ بالعملاء، بالإضافة إلى وجود تأثير إيجابي غير مباشر للذكاء التسويقي على الاحتفاظ بالعملاء من خلال تجربة العميل. وخلصت الدراسة إلى أن الفنادق ذات الأربع نجوم والخمس نجوم يجب أن تستخدم أدوات مبتكرة للحصول على معلومات حول البيئة الخارجية، بما في ذلك معلومات عن السوق والمنافسين والعملاء والمنتجات، من أجل البقاء في بيئة السوق التنافسية.

الكلمات الدالة: الذكاء التسويقي، تجربة العميل، الاحتفاظ بالعميل، الأردن.

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1. INTRODUCTION

Marketing intelligence, customer experience and customer retention are terms used to sustain the competitive advantage in the market. Market intelligence term is considered as a power to monitor the external turbulent environment and the stiff competitiveness using new mechanisms and technologies. These mechanisms and technologies allow to discover new patterns and trends about the market needs concerning products, customers and competitors (Stiernberg, 2009; Dam & Menvielle, 2019). Based on the stiff competition between four -and five- star hotels' in Jordan observed by the researcher in the initial stage of this study, four -and five- star hotels try to provide better services and reach the highest level of market share compared with others. Nowadays, companies collect data, information and knowledge about the external environment by several tools, including technological advancements, for discovering the market trends to increase revenue, growth and market share (Harrison & Cupman, 2008). Accordingly, companies try to adopt marketing strategies that meet customers' needs and preferences through developing campaign management analysis, loyalty programs and customer profiling for increasing customer experience and customer retention (Amado *et al.*, 2018; Dam & Menvielle, 2019).In this context, because of shifting from an economy based on service to an experience-based economy, satisfying company customers and making them more committed is a key issue for achieving customer retention which leads to competitive advantage (Chen & Fan, 2008; Sharma & Rather, 2015). According to Mustapha et al. (2017), customer satisfaction is considered as a positive feeling after purchasing and consumption of goods and services, which leads to customer retention. Therefore, the importance of this study stems from the role of marketing intelligence in achieving customer retention in the competitive turbulent environment. In addition, customer experience is important in the relationship between customer intelligence and customer retention. Based on previous literature, companies can retain their customers by adopting customer intelligence and customer experience using several mechanisms and technological tools that enable companies to acquire, increase and retain business, because the customer turnover cost to other competitors is rising (Petzer et al., 2009). In order to achieve competitive intelligence, high revenue and reputation, companies have to develop customer retention strategies compared with competitors. The study of Kakeesh and Ahmad (2020) recommended that information quality, hospitality, safety, security and services are important factors in the tourism industry that help practitioners compete successfully and gain a competitive advantage. Thus, the main objectives of the current study is to examine the relationship between marketing intelligence dimensions and customer retention through the mediating role of customer experience. In addition, it aims to answer the following question: What is the level of customer intelligence, customer experience and customer retention in four - and five- stars hotels in Jordan?

2. Literature and Hypothesis Building
2.1 Marketing Intelligence

The main challenge of marketing in the global competition lies in informational issues about customers and competitors around the world. Marketing intelligence represents continued efforts to enhance the business ability to minimize the company's exposure to threat in a turbulent environment (Johns & Doren, 2010; Kunle, 2017). Thus, businesses should act fast and respond to the dramatic changes and competition for protecting their

position in the market. Marketing intelligence is considered a new apparatus for collecting more information and analyzing it to adopt new strategies for getting better market share (Kotler & Armstrong, 2013). According to Igbaekemen (2014), marketing intelligence is related to information and knowledge about the advancements in the global environment to be utilized in strategic marketing decisions that enable the company to adjust its marketing plan for sustaining the competitive advantage. Therefore, marketing intelligence became a part of the company's culture and shared responsibility for both the management and the workers. Information technology plays a significant role in marketing intelligence by providing several tools to enable companies to discover new knowledge about their customers and competitors to enhance long-term planning, brand positioning and product marketing (Matsuno & Mentzer, 2000; Kanwal et al., 2017). There are several digital marketing techniques that support the new interactions that adopt various online channels and platforms, such as social networks, blogging and media sharing to improving information distribution and collaboration for information creation using big data (Lies, 2019; Ruhi, 2012; Al-Hashem, 2020). The intelligence of marketing processes can be perceived by using data-mining techniques to discover and capture information and knowledge related to the market, customers and competitors, these techniques and big data have become essential tools to gather information to make strategic decisions (Efrat et al., 2017). According to the previous studies, marketing intelligence includes market intelligence, competitor intelligence, customer intelligence and product intelligence (France and Ghose, 2018; Amarouche et al., 2015; Chen et al., 2012). Based on the previous literature and the study of Al-Weshah (2017) that concentrated on the importance of marketing intelligence in building a close relationship with customers, the study adopted the dimensions shown in the next sub-sections (2.2, 2.3, 2.4 and 2.5).

2.2 Market Intelligence

Nowadays, companies are facing many threats and pressures that prevent them to gain a competitive advantage, because the market is changing dramatically, where traditional strategies are not able to meet management expectations and are insufficient to be the leader in the market. Thus, companies have to use market intelligence tools and techniques to gain better outcomes, in which marketing intelligence provides the top management a clear vision for the future through data, information and knowledge capturing and analyzing them for future marketing decisions (Rafael, 2019). The marketing intelligence concept is composed of external factors of the potential market, including technology, regulations, competition and any other forces that may affect the current and the future customer preferences and needs, to make strategic decisions companies rely on traditional sources such as market research and reports and open sources which considered a key source for collecting market intelligence (Kohli and Jaworski, 1990, Fleisher, 2008). In this context, marketing intelligence depends on the mixed marketing model which includes the product, price, place and promotion, therefore, the mixed marketing model enables sales and marketing managers to formulate a marketing strategy based on customer preferences and needs (Fleisher, 2008; Al-Hashem, 2018). Based on the above discussion, the study proposed the following hypothesis:

H1: Market intelligence positively influences customer experience.

Table (1)

Market intelligence items

Construct	Item Number	Questions	Author (s)
Market Intelligence (MI)	MI.1	The company collects information about the market continually.	Rafael (2019); Al-Weshah (2017)
	MI.2	The company uses advanced tools to analyze market information to predict the future.	
	MI.3	The company collects information about its products compared with others.	
	MI.4	The company collects information about market needs.	

2.3 Competitor Intelligence

Competitor intelligence is considered as a part of the competitive intelligence concept that can be described as a systematic process of retrieving and analyzing the raw data about competitors, market and technology to draw a full picture of the company position in the market. Using competitor intelligence will create and sustain the competitive advantage of the company by utilizing modern means and techniques to overcome competitors and differentiate itself from others; hence, if the company doesn't collect and analyze the competition information in a systematic manner, this will lead to failure (Porter, 1998; Wolter, 2011). Therefore, competitor intelligence has a significant effect on companies by adding value to their strategies, so that they can gain a competitive advantage by using the competitor strength and weakness information for building competitive strategies that sustain their position (Stenberg & Vu, 2017). In this context, knowing and monitoring competitors in the market lead to capture data, information and knowledge about them to exploit the weakness points and quickly respond to the dramatic changes and pressures in the market (Li et al., 2008). Thus, the second hypothesis was proposed as follows:

H2: Competitor intelligence positively influences customer experience.

Table (2)

Competitor intelligence

Construct	Item Number	Questions	Author (s)
Competitor Intelligence (CI)	CI.1	The company collects information about its competitors.	Porter (1998): Wolter (2011) Al-Weshah (2017)
	CI.2	The company retrieves and analyzes competitors' data continually.	
	CI.3	The company uses modern tools in order to quickly respond to competitive pressures in the market.	
	CI.4	The company implements several marketing strategies to overcome competitors.	

2.4 Customer Intelligence

Understanding and capturing customer information is essential to create innovative strategies that adopt a new service-oriented mindset to gain sustainable competitive advantage. According to Vargo and Lusch (2008), the main reason for failure in the product development process is lacking customer intelligence; therefore, acquiring deep quantitative and qualitative information about customer needs and preferences will lead to provide and develop new products or services (Flint, 2002; Aspara et al., 2011; Mittilä, 2014). Based on the previous literature, customer intelligence has a significant effect on profitability and is considered as an innovative approach which creates business value by maximizing the customer role and interaction with the company for increasing the efficiency of business performance (Reinartz et al., 2004; Watson and Wixom, 2007). This means that customers became partners in participating in the production processes of products and services based on their preferences (Vargo et al., 2007; Hosseini, 2012; Abdolmaleki, & Ahmadian, 2016). Therefore, the following sub- hypothesis was developed:

H3: Customer intelligence positively influences customer experience.

Table (3)

Customer intelligence

Construct	Item Number	Questions	Author (s)
Customer Intelligence (CIN)	CIN.1	The company collects information about its customers' preferences continually.	Abdolmaleki & Ahmadian, (2016); Aspara et al. (2011); Mittilä (2014).
	CIN.2	The company develops new products and services based on customers' needs.	
	CIN.3	The company allows its customers to participate in the production process.	
	CIN.4	The company analyzes customer data to make decisions based on past patterns.	

2.5 Product Intelligence

Nowadays, the competition among companies is dramatically intensified by increasing the competition of products and services and choices through providing high-quality products and services for attracting customers in the market (Pirbabayi & Amrayi, 2009). Delivering high-quality products or services and reducing costs are not sufficient for competition. Therefore, companies need to adopt new approaches such as product intelligence for presenting innovative products and services (Saeeda et al., 2010). Product intelligence involves scanning the products' attributes and customer needs in the market including product design, price and quality to meet customer preferences; hence, understanding previous experiences of products and consumers' perception is very important for customer retention to establish product loyalty (Nysveen, 2013). Based on that, the following hypothesis was introduced:

H4: Product intelligence positively influences customer experience.

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Table (4)

Product intelligence

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Construct	Item Number	Questions	Author (s)
Product Intelligence (PI)	PI.1	The company collects information about products in the market.	Pirbabayi & Amrayi (2009); Saeeda et al. (2010).
	PI.2	Products are designed based on customer specifications.	
	PI.3	The company collects information about product experience.	
	PI.4	The company provides high-quality products compared with competitors.	

3. Customer Experience

The concept of customer experience has received more attention in scientific research; as the new direction concentrated on the marketing area, experience provided to customers is the next step for competition and differentiation (Havíř, 2017; Bolton et al., 2014). Nowadays, companies seek to initiate experiential marketing strategies composed of several stimuli to provide satisfactory experience (Swinyard, 1993; Nasution, 2014). The satisfactory experience may have different levels depending on the experimentation journey by comparing customers' expectations against the stimuli by the interaction channels with the company. Simply put, customer experience generated from a set of interactions among customers, company and product reflects the personal response to any connection means with the company and its products or services (Gentile, 2007; Chandra, 2014). Thus, the degree of satisfaction or dissatisfaction is the net outcome of the experience of customers are toward products and services provided by the company. Also, expectations and experience considered important predictors of customer satisfaction and loyalty (Grace & O'Cass, 2004; Chen et al., 2008). Therefore, companies need a series of efforts for building customer experience, such as providing valued products different from those of competitors and creating a strategic brand image in the market. In addition, companies have to understand its customers' expectations, how they are feeling about the experience and what they think about the company products or services. To achieve this purpose, customer relationship management strategy is significant for building customer experience which is required for each segment in the market (Kirkby et al., 2003). In this context, customer experience is considered one of the key objectives in the competitive environment and requires delivering valued products through incorporating customer experience in the company's strategic mission to deliver a positive customer experience. To achieve this purpose, system-thinking approach for creating customer experience is essential to adopt the notion of experience that exceeds customer interaction with the company alone. The experience that evolved over the years of experience includes the searching process, purchasing, consumption and after-sale service (Neslin et al., 2006). Based on the study of Maklan & Klaus (2011), customers' experience is more than

product or service quality, comprised of four dimensions; the first dimension is the product experience that reflects customers' perception and ability to compare offers from multiple choices; hence, the availability of choices is very important to make the decision of accepting the company offers. The second dimension is the outcome focus related to reducing the cost of customer transactions. The third dimension is the moments-of –truth which refers to emphasizing the service recovery and the flexibility of provided services. The fourth dimension is peace-of-mind which is related to the emotional issues and perceived expertise of the service provider for increasing customer confidence; therefore, many companies, such as IBM, Dell Computers and Toyota, incorporated customer experience in strategies and are committed to providing the best experience for creating brand loyalty (Michelli, 2007;

Verhoef et al., 2009). Therefore, the study tries to examine the following hypotheses:

H5: Customer experience positively influences customer retention.

H6: Customer experience mediates the relationship between market intelligence and customer retention.

H7: Customer experience mediates the relationship between competitor intelligence and customer retention.

H8: Customer experience mediates the relationship between customer intelligence and customer retention.

H9: Customer experience mediates the relationship between product intelligence and customer retention.

Table (5)

Customer experience

Construct	Item Number	Questions	Author (s)
Customer Experience (CE)	CE.1	The company provides multiple-choice offers.	Maklan & Klaus (2011); Chandra (2014).
	CE.2	The company knows me and takes good care of my needs.	
	CE.3	The company makes transactions much cheaper and easier compared with others.	
	CE.4	I am not confident about switching to another provider.	
	CE.5	The company is flexible in dealing with me and meets my needs.	
	CE.6	The company keeps me up-to-date about new choices.	
	CE.7	The company provides different options to select the suitable one.	
	CE.8	The company provides me with the best offers compared with others.	

4. Customer Retention

In recent time, customer retention is seen as the key factor for company success and gains new importance to establish successful relationships with customers

through continuous one- to- one marketing for retaining customers (Morgan & Hunt, 1994; Hennig & Klee, 1997). Customer retention occurs when customers repeat the product or service purchasing many times, leading to economic benefits and gaining a competitive advantage in the market (Buttle, 2004; Ibojo, 2015). The competitive environment forces companies to adopt innovative strategies to optimize customer retention for sustaining the business position compared with competitors, which means that customer retention hinders the company customers from switching to competitors (Ramakrishnan, 2006; Molapo & Mukwada, 2011). Companies seek to turn their customers into frequent purchasers of various product and raise the probability of product or service recommendation to new consumers through providing a better experience about their products and services, as providing better products or services is considered a key success factor for customer retention, which leads to business reputation and allows gaining a completive advantage in the market (Singh & Khan, 2012; Magatef & Tomalieh, 2015). Hence, customer retention efforts have been given more importance to maintaining a close relationship with customers by reducing the rate of customer dissatisfaction using strategic tools of relationship marketing to meet customers' needs and preferences in order to provide a better value for customers compared with competitors (Nasır, 2017). Based on the study of Basheer et al. (2020), customers prefer to depend on high-quality reviews about a hotel's performance to determine the intensity of behavioral intention; therefore, managers can detect operational and technical issues and resolve them quickly to optimize the experience of customers. Marketers adopt and implement

retention strategies that include preemptive strategy employed before customer defection and proactive strategy used when customer defection begins to appear through customer feedback as complaints about products and services or through reducing the usage of services or product purchasing. Companies that succeed in turbulent environments are those that have the ability to manage their customer care and concentrate on the most valuable customers (Kyei & Bayoh, 2017). Tauni et al. (2014) mentioned that knowing the customer retention rate is considered the initial stage in improving customer loyalty and profitability of the company; thus, companies are looking for modern ways to acquire and retain their customers continually (Petzer, 2009). Based on the study of Kate et al. (2014), retention strategies influence customers' continual patronage of company services and the quality of services. Thus, customer relationship management and loyalty rewards have a significant positive impact on customer retention. A successful company is working with various efforts for building a long-term relationship with its customers to increase the value of customers, word-of-mouth marketing, repurchasing and cross-selling behavior, in addition to declining migration rates, costs of capturing new customers and price sensitiveness (Narayandas, 1998; Beatrix, 2019). Based on this, customer retention is considered as a series of activities and methods that enable the company to build a close relationship with its customers and sustain competitive advantage.

Table (6)

Customer retention

Construct	Item Number	Questions	Author (s)
Customer Retention (CR)	CR.1	I am happy to continue with this company in the future.	Almohaimmeed (2019);
	CR.2	I always said positive recommendations about my company to others.	
	CR.3	My company is the first choice.	Ramakrishnan (2006);
	CR.4	I encourage my relatives and friends to deal with this company.	
	CR.5	I always buy my products from this provider .	Ibojo (2015).
	CR.6	The company provides loyalty rewards continually.	
	CR.7	The company built a close relationship with me.	
	CR.8	The company provides better value compared with others.	

5. Conceptual Model

Based on the literature reviewed and the hypotheses built, the conceptual model of the study constructs is proposed as shown in Figure 1. The independent constructs are formulated based on prior studies as referenced in Tables 1,2,3,4. The dependent variable is formulated as shown in Table 6. The mediating variable is constructed as shown in Table 5.
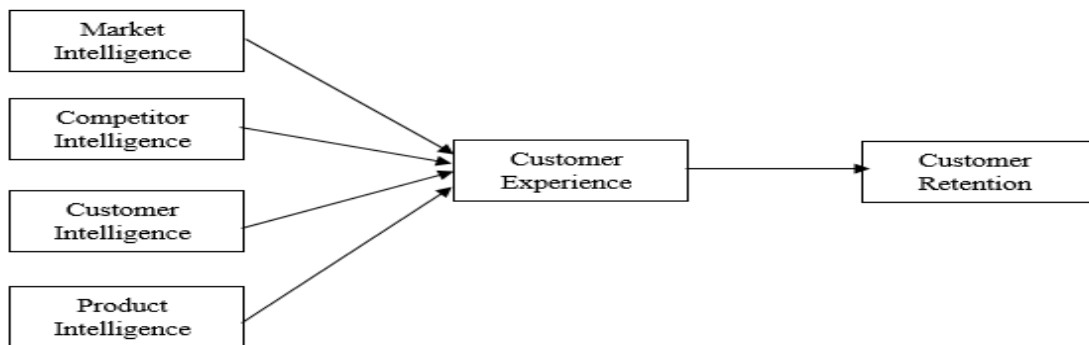

Figure (1)
Conceptual model

6. Research Methodology

The study purpose was to examine the impact of marketing intelligence dimensions (market intelligence, competitor intelligence, customer intelligence and product intelligence) on customer experience and customer retention, in addition to measuring the mediation role of customer experience in the relationship between marketing intelligence dimensions and customer

retention in four-and five- stars hotels' employees and customers in Jordan based on a well-designed questionnaire as illustrated in Table (1-6). This study used a quantitative approach to achieve its objectives. Accordingly, due to the nature of constructs' questions, the marketing intelligence construct is examined from the employees' perspective and customer experience and customer retention constructs are examined from the customers' perspective. Thus, the population of this study consisted of all employees working in the (19) four-star hotels and (13) five-star hotels in Jordan and the researched hotel customers. A simple random sampling methodology was used for this purpose, where a total of (307) questionnaire forms were valid for analysis out of (350) questionnaire forms distributed randomly to collect data about the marketing intelligence construct from the employees' perspective, in addition a total of (307) valid questionnaire forms collected randomly from customer' perspective about customer experience and customer retention constructs. Participants were asked to answer the survey items using the Likert scale (one to five), one being strongly disagree and five being strongly agree. SPSS v23 and Smart-PLS 3.2.7 were used to answer the study questions and test the study hypotheses.

7. Data Analysis and Results

7.1 Descriptive Analysis

Descriptive statistics was used for analyzing the collected data using the Statistical Package for Social Sciences (SPSS)-version 23. The mean values of all constructs as shown in Table (7) were: (MI) 3.63, (CI) 3.68, (CIN) 3.69, (PI), 3.88, (CE) 3.68 and (CR) 3.81. Hence, the

findings indicated that all constructs have a good level of application in the researched hotels.

7.2 Reliability and Validity

The study used the reliability test to confirm internal consistency using Cronbach's alpha (α) value; in addition, exploratory and confirmatory factors were calculated in order to prove the validity of the instrument. The results of the reliability and validity tests are presented in Table (7). The values of Cronbach's alpha coefficient of robustness range from zero to one. As shown in Table (7), all values have a good scale of more than (0.78). Composite reliability was measured to test the convergent validity of the instrument, as shown in Table (7). Composite reliability findings were: Market Intelligence (MI) (0.951), Competitor Intelligence (CI) (0.846), Customer Intelligence (CIN) (0.855), Product Intelligence (PI) (0.892), Customer Experience (CE) (0.948) and Customer Retention (CR) (0.966). Based on these values, all reflective constructs were reliable with values greater than (0.80). Besides, the average variance extracted "AVE" expresses in a reflective model the average commonality for each construct. The findings in Table (7) showed that "AVE" values were: Market Intelligence (MI) (0.830), Competitor Intelligence (CI) (0.580), Customer Intelligence (CIN) (0.596), Product Intelligence (PI) (0.674) and Customer Experience (CE) (0.694), Customer Retention (CR) (0.778). Therefore, all indicators were confirmed with values greater than (0.50).

Table (7)

The measurement model of latent constructs

Construct	Item No.	Outer Loading	Item Mean	Mean	AVE	Composite Reliability	Cronbach's Alpha
Market Intelligence (MI)	MI.1	0.942	3.56	3.63	0.830	0.951	0.886
	MI.2	0.923	3.47				
	MI.3	0.885	3.66				
	MI.4	0.892	3.85				
Competitor Intelligence (CI)	CI.1	0.795	3.51	3.68	0.580	0.846	0.798
	CI.2	0.762	3.77				
	CI.3	0.725	3.64				
	CI.4	0.762	3.83				
Customer Intelligence (CIN)(	CIN.1	0.735	3.92	3.69	0.596	0.855	0.782
	CIN.2	0.778	3.64				
	CIN.3	0.792	3.69				
	CIN.4	0.782	3.52				
Product Intelligence (PI)	PI.1	0.823	3.87	3.88	0.674	0.892	0.823
	PI.2	0.821	4.12				
	PI.3	0.836	3.59				
	PI.4	0.804	3.97				
Customer Experience (CE)	CE.1	0.883	3.58	3.68	0.694	0.948	0.825
	CE.2	0.805	3.84				
	CE.3	0.812	3.69				
	CE.4	0.886	3.77				
	CE.5	0.812	3.98				
	CE.6	0.850	3.57				
	CE.7	0.801	4.16				
	CE.8	0.813	3.86				
Customer Retention (CR)	CR.1	0.801	4.31	3.81	0.778	0.966	0.877
	CR.2	0.889	3.88				
	CR.3	0.872	3.71				
	CR.4	0.932	3.68				
	CR.5	0.921	3.83				
	CR.6	0.882	3.64				
	CR.7	0.862	3.81				
	CR.8	0.891	3.63				

7.3 Hypothesis Testing

The study used bootstrapping through Smart-PLS 3.2.7 for analyzing the structural model to obtain statistical findings and verification of the study hypotheses. Based on the results in Table (8), the study found that hypotheses H1, H2, H3, H4 and H5 were confirmed,

which means that there is a significantly positive impact of market intelligence (MI), competitor intelligence (CI), customer intelligence (CIN), product intelligence (PI) and customer experience (CE) on customer retention (CE) based on the β values and t values in Table (8). Hence, H1, H2, H3, H4 and H5 were supported.

Table (8)
Path coefficients for hypothesis testing (direct effects)

Hypothesis	Path	β	t-value	Confidence Interval		p-value <0.5	Decision
				2.5%	97.5%		
H1	MI→CE	0.599	8.73	0.53	0.72	Yes	Supported
H2	CI→CE	0.472	5.54	0.28	0.59	Yes	Supported
H3	CIN→CE	0.433	4.88	0.24	0.62	Yes	Supported
H4	PI→CE	0.462	5.66	0.29	0.64	Yes	Supported
H5	CE→CR	0.523	6.23	0.35	0.68	Yes	Supported

The findings of the indirect effects as shown in Table (9) provide an evidence supporting the significant mediation effect of customer experience in the relationship of market intelligence (MI), competitor intelligence (CI), customer intelligence (CIN) and product intelligence (PI) with customer retention (CR) based on the β values and t values. Thus, H6, H7, H8 and H9 were supported. Figure (2) illustrates the path-analysis results for hypothesis testing.

Table (9)
Path coefficients for hypothesis testing (indirect effects)

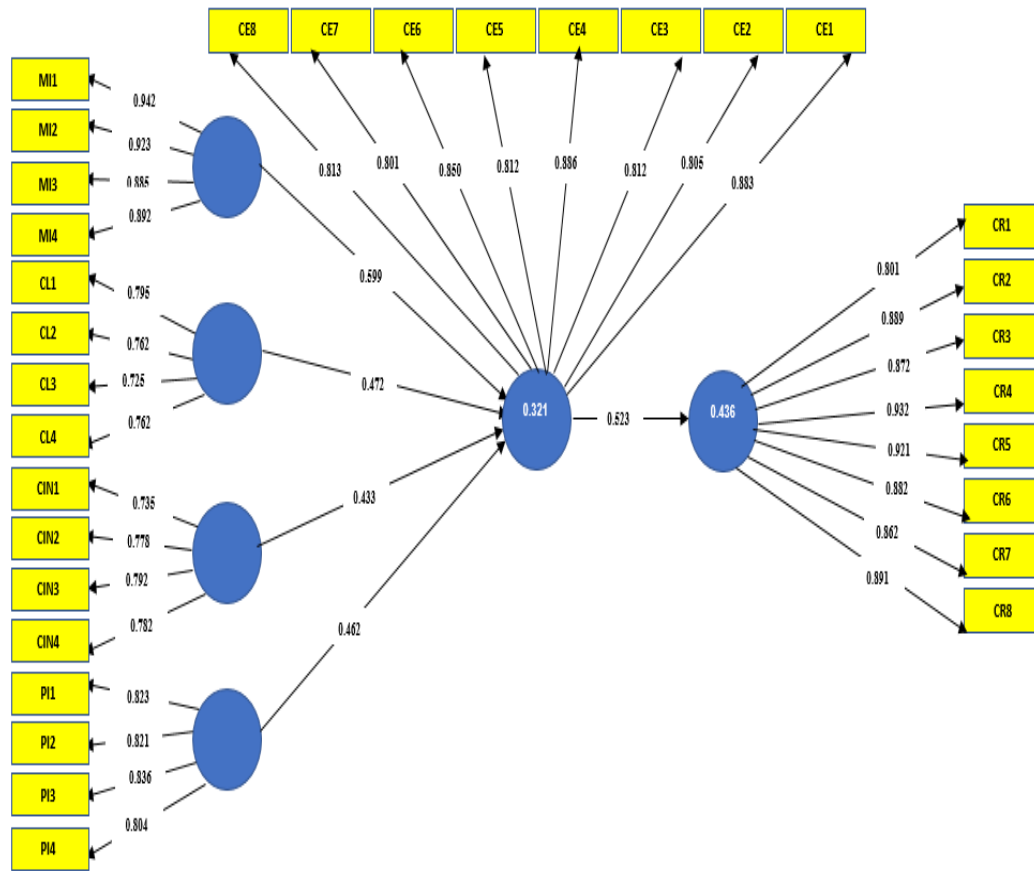| Hypothesis	Path	β	t-value	Confidence interval		p-value <0.5	Decision
				2.5%	97.5%		
H6	MI→CE→CR	0.313	11.187	0.17	0.43	Yes	Supported
H7	CI→CE→CR	0.247	8.814	0.22	0.35	Yes	Supported
H8	CIN→CE→CR	0.226	7.092	0.33	0.56	Yes	Supported
H9	PI→CE→CR	0.242	7.567	0.17	0.34	Yes	Supported

Figure (2)
Path-analysis results for hypothesis testing

8. Findings, Conclusions and Recommendations

The results of the descriptive analysis for the study constructs showed that the adoption of marketing intelligence, customer experience and customer retention constructs was at high levels meaning that four- and five-star hotels in Jordan are aware of the importance of these constructs to be competitive in the market. The findings of the study showed that marketing intelligence (market intelligence, competitor intelligence, customer intelligence and product intelligence) has a significant positive impact on customer retention in four- and five-star hotels in Jordan, based on the results in Table 9. These results correspond with those of previous studies, such as Al-Weshah (2017) who indicated the importance of marketing intelligence in building a close relationship with customers, as well as France and Ghose (2018) and Amarouche et al. (2015) who concentrated on the importance of marketing intelligence, including market intelligence, competitor intelligence, customer intelligence and product intelligence in building a strong relationship with customers to gain a competitive advantage. The result of the second hypothesis showed that there is a significant positive impact of market intelligence (market intelligence,

competitor intelligence, customer intelligence and product intelligence) on customer experience, as shown in Table 8. This result is consistent with the prior studies of Swinyard (1993) and Nasution (2014) who stated that companies seek to initiate experiential marketing strategies composed of several stimuli to provide a satisfactory experience. The findings showed that customer experience has a significant impact on customer retention; this result is consistent with Morgan & Hunt (1994) and Hennig & Klee (1997) who stated that successful relationships with customers through continuous one-to-one marketing are important for retaining customers. Besides, there is a significant positive indirect impact of customer experience in the relationship between customer intelligence and customer retention. In conclusion, the study shed light on three constructs; namely, marketing intelligence, customer experience and customer retention to help companies survive in a competitive environment. The researched companies have to utilize innovative tools to acquire information about the external environment, including the market, customers, competitors and products compared with others. Customer intelligence is an important concept to gain full understanding of the market components to achieve competitive advantage through satisfying and retaining customers. The study highlights the vital concepts that should be adopted to sustain the competitive advantage in the market because of the transformation of businesses from a service-based economy to an experience-based economy. Finally, this study contributes to providing a clear understanding of the role of marketing intelligence in customer experience and customer retention in four- and five- star hotels in Jordan. The study concludes that four- and five- star hotels have to utilize innovative tools to acquire information about the external environment, including the market, competitors, customers and products in order to survive in a competitive environment.

9. Managerial Implications

The study findings have some managerial implications for managers in four- and five- star hotels to invest heavily in innovative tools to collect information about the hotels' external environment, including the market, competitors, customers and products to provide the best services to customers and gain a competitive advantage. In this context, the study aimed to investigate the role of marketing intelligence (market intelligence, competitor intelligence, customer intelligence and product intelligence) in achieving customer experience and retention. In order to achieve this goal, managers have to concentrate on how to differentiate themselves from others through deep understanding of these variables to create customer retention and increase the switching cost of moving to a competitor. The management of four-and five- star hotels should take into account the importance of creating a better customer experience using several innovative strategies enabled by information technology, such as customization and personalization models and transforming to electronic business in the digital era. The continuous effort of management should concentrate on customers' needs and preferences in the competitive environment. The study investigated a new topic related to four-and five- star hotels in Jordan, which is considered an important topic in the market. Therefore, managers should investigate the factors that may influence customer experience and customer retention and expand their vision to capture better market share using innovative models of doing business in a turbulent environment.

10. Limitations and Further Research

The study was conducted on a specific industry which has stiff competition in this domain compared with other industries; therefore, generalization of the

study results is impossible, because we need to let a large number of respondents participate from several domains for making comparison among the results from several industries in Jordan. In this study, a quantitative approach was used to examine the study hypotheses, to express customers' and employees' viewpoints about the study variables. Future work could these constructs at different industries to make a comparative study among them in Jordan.

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