

Leveraging the SOAR Model for Strategic Analysis to Enhance Competitive Advantage in Jordanian Petroleum Marketing Firms

GHAZY AL-BADAINEH

Faculty of Business, Department of Business Administration,
Tafila Technical University,
PO Box 179 ,66110 Tafila Jordan,
JORDAN

Abstract: - This research is aimed at trying to find out the relationship between the SOAR model (Strengths, Opportunities, Aspirations and Results, and competitive edge: a survey study among oil marketing companies in Jordan) and performance. A cross-sectional descriptive-analytical research design was used, and data was gathered by means of a self-administered questionnaire, which was adjusted and sent to 210 employees and managers, 192 of which were legitimate and used (response rate $\approx 91.4\%$). All SOAR dimensions are correlated with the performance of the organization and competitive advantage significantly. Opportunity identification and aspirational vision of the dimensions were also relatively more highly correlated. The results of this study suggest that there is a potential relationship between strength orientation and innovation practices and strategic agility, but because of its design, no causation can be inferred. The study is limited, as it is based on the self-report methodology and it may be subject to common-method bias [23], given that the sample was limited to a single sector and country and, therefore, it is difficult to generalize. This study adds to the appreciative inquiry literature by offering evidence of relationships between SOAR practices and competitive outcomes, while highlighting that it would be valuable for researchers to undertake longitudinal and multi-method studies to support explanatory claims. **Key-Words:** - SOAR model, strategic analysis, competitive advantage, appreciative inquiry, organizational performance, Opportunity Identification, Innovation Strategy.

Key-Words: - SOAR Model, Strategic Analysis, Competitive Advantage, Organizational Performance, Appreciative Inquiry, Opportunity Identification, Innovation Strategy, Strategic Agility.

Received: April 6, 2026. Revised: May 18, 2026. Accepted: June 19, 2026. Published: August 4, 2026.

1 Introduction

The restructuring of organizational routines, competitive forces, and strategic priorities, in many advanced countries, have been redefined by the shift of an industrial based to a knowledge-based economy. This has resulted in unsustainable demands from organizations to rethink how they manage as well as strategize just to keep up. This is not a demotion of strategic planning because it aids organizations to systematically find their opportunities [1], adapt to the changing external environment, and position themselves in a competitive environment. However, the effectiveness of various strategic planning models differs based on sectors and is highly context-dependent with some of them not yet empirically tested in terms of their effects.

SOAR (Strengths, Opportunities, Aspirations, and Results) has emerged as a strength-focused framework for strategic planning that is an alternative to deficit-based approaches by focusing on organizational resources, future aspirations, and

outcomes desired. Previous studies—in higher education settings and not-for profit organizations in particular—also indicate that SOAR cultivates participatory planning, alignment of organizational activities, and increased participation among stakeholders, [2], [3]. Despite the contributions these studies make to understanding SOAR's potential value, many of them are conceptual or descriptive in nature, and few have empirically tested the relationships among the dimensions of SOAR and measurable organizational outcomes.

In competitive and developing industries, such as petroleum marketing in Jordan, organizations try to improve their strategic competencies because of volatile markets, regulatory demands, or technological modification. The second research question relates to the identification of patterns in dynamic competition. Answering this question is critical because competitive advantage, in these settings, is largely driven by the capability to perceive opportunities to align strategic intents with internal competences and turn them into

operational/innovative effects, [4]. While SOAR might serve as an organized approach to strategic thinking and alignment, the empirical evidence on its application for a competitive advantage in petroleum marketing companies, especially within the Jordanian context, is still scarce, [5].

There are many internal and external challenges that affect the performance of Jordanian petroleum marketing companies and their competitiveness. Organizational functionaries Time (within) Inwardly, organizational functioning is limited by resources, administrative routines, and existing practices. Outwardly there are uncertainties from the competition in the marketplace (ra), regulatory pressures (rb) and technological changes(rc). Further, due to the interdisciplinary nature of SOAR and the empirical relationships that have been identified in relation to its factors and the measures of competitive advantage, the study on how it is being used within organizations is theoretically and practically significant. Not taking the causal link for granted but measuring their "effective" strength on empirical information, is one of the main concerns of this article.

There are two main contributions to this paper. Theoretically, it contributes to the strategic management literature through empirical testing of the impact of SOAR dimensions on competitive advantage not limited only to normative or diagnostic usages. The study uses statistical inference in a relatively uncharted domain, and it highlights the need for methodological robustness when assessing claims pertaining to competitive advantage. Managerial Implications The results generate evidence-based implications for Jordanian petroleum marketing companies' managers on how and to what extent strengths-based strategic analysis is pursued and contributes to perceived competitive performance. Additionally, the analysis sets a potential reference point for future studies using longitudinal or mixed methods approaches to substantiate explanatory and causal inferences, [4], [6], [7].

2 Theoretical Framework and Previous Studies

2.1 Introduction to Theoretical Background

Organizational functionaries Time (within) Inwardly, organizational functioning is limited by resources, administrative routines, and existing practices. Outwardly there are uncertainties from the competition in the marketplace (ra), regulatory

pressures (rb), and technological changes(rc). Further, due to the interdisciplinary nature of SOAR and the empirical relationships that have been identified in relation to its factors and the measures of competitive advantage, the study on how it is being used within organizations is theoretically and practically significant. Not taking the causal link for granted but measuring their "effective" strength on empirical information, is one of the main concerns of this article.

2.2 Overview of SOAR Model: The Conceptual Perspective

SOAR model is a structured model for strategic dialogue and planning that facilitates an organisation to focus on its current strengths and what it needs to maintain, instead of weaknesses that need to be fixed Strategic inquiry into so far as possible in finding new opportunities. Unlike the traditional SWOT analysis, which generally focuses on organizational weaknesses and environmental threats, SOAR takes a constructive approach that highlights the positive aspects of strengths and existing resources an organization possesses, [8]. In conceptual terms, the division of SOAR into four factors assumes that each facet of this construct assesses a distinct part of strategic analysis and organizational decision making.

The capacity dimension refers to internal resources, competences, and capabilities that enable firms to outcompete their competitors. This dimension is consistent with resource-based theories and knowledge-based views of the firm, which focus on the strategic centrality of valuable and non-imitable internal resources. This empirically means strengths should be reflected by indicators that capture tangible and intangible organizational capacities rather than common performance perceptions.

Opportunities dimension covers environmental opportunities, market trends, and institutional factors that the organization can perceive to take advantage of growth or adaptation. Theoretically rooted in environmental scanning and dynamic capabilities views, this construct should be assessed through scale-design items that capture how well an organization can recognize, interpret, and react to changes in its external competitive environment.

Aspirations are an expression of the desired future for the organization and its long-term strategic intent, including shared purpose and values; strategic priorities; and a collective commitment. Conceptually, aspirations have been associated with the theory of strategic intent and goal-setting theories, proposing that they shape

organizational attention and collaboration. The only thing this dimension requires, then, is products that prove the transparency of vision, consistency of objectives and commitment of organization to vision-led efforts.

Lastly, the performance outcome plan lays a greater focus on the outcome-based approach which centers on the success factors and effectiveness of the strategy. Strategically, this dimension comes into play when it comes to planned planning and performance management, translating strategic plans into real-life performance. Measurable proxies --- Whether it is about organizational performance, competitive position, or attainment of strategic objectives --- must be described for legitimacy to exist for this variable.

In this meaning, not only must the theoretical underpinning of SOAR be defined but, each dimension of SOAR must be operationally distinct conceptually and statistically. This declares the use of suitable measurement models, checks for reliability, and examinations for construct validity in empirical studies. This methodological soundness is crucial for a individual investigation of relationship between SOAR dimensions and competitive advantage and to escape any potential conceptual overlap which will moderate the empirical findings, [9], [10].

2.3 Supermarket Oriented Action Research

The heart of strategic management is competitive advantage, that is, the value of the firm is greater than the value of the products or services that the firm finances to the consumers. The company is therefore more effective than their competitors, [11]. In practice, competitive advantage is dynamic rather than fitted and occurs because internal capabilities are continually adapted to rejoin to any changes in the external environment (its structure, the desires of its customers and competitors). This frame of reference of context is particularly important in retail businesses such as supermarkets that have low operating margins, rapid alterations in customer tastes, and the ability to run an efficient business.

SMS-based service competition Present literature suggests that SMS-based services are one of the most recent innovations assumed to create competitive advantage in a shopping-oriented context, and that are connected to pricing, supply chains, product offer, customer relationship and quality of service. Internal strengths could, for example, be effectual inventory management systems, associations with good suppliers, white label possibilities, or a competent workforce. The supermarkets can look at these strengths as shown in

the SOAR model and assess how these strengths can help the firm to be distinct from its competitors.

Especially in the supermarket, there is a noteworthy dimension of SOAR in the context of digitalization and consumer behavior (S) and convenience and sustainability solutions production (O). Examples of such practical situations include the detection of opportunities in online grocery, home delivery, the promotion of products through data-driven identified offers, or the growth of products from organic and locally sourced foods. Systematic exploration and scanning of these opportunities can enable supermarkets to improve market responsiveness and strategic agility.

Supermarket based SOAR often consists of stating a common direction as to how to treat customers, position in the market or long-term growth. By way of illustration, a supermarket chain will strive to become the best local retailer through improved quality of service, or the best alternative retail format in terms of sustainability. These ambitions may be made to align managerial decisions and frontline employee behaviors in pursuit of some shared strategic goals.

Lastly, the results dimension transforms strategic intentions into actual effects, including increase in customer retention rate, or reduction in stock out rate, and increase in sales per m2 or specific productivity measures. In action research type situations, these results feedback into supermarkets, enabling them to consider the success of SOAR-informed strategies and adapt accordingly.

In terms of action research (SOAR) approach that is supermarket-oriented, SOAR presents the managers, staff, and other actors with an interactive structure in which the strategic talk can occur. This collaborative activity is congruent with experimentation, learning and improvement in small steps -all of which are necessary to retain a competitive presence in the most competitive of markets (in retail), [12]. Rather than prescriptively ensuring better performance, the SOAR model provides a structured, situation-sensitive vehicle by which supermarkets can synchronize strategic thinking with operational imperatives and competitive imperatives.

2.4 Dimensions of Competitive Advantage

Competitive advantage is a widely cited multidimensional rather than a universal construct in the strategic management literature (cf. It is the result of a firm's unique position in the industry, which is, in turn, its ability to leverage deployed resources and capabilities so that extraordinary value will be offered to customers while costs are

minimized. As a result, the selection 'and justification of indicators that reflect the strategic and operational nature of competitive advantage are critical for empirical research.

Competitive advantage in this study is construed in terms of four interrelated dimensions - cost leadership, quality, lead time, and market share. These dimensions are naturally taken on empirical studies since they encapsulate most of the performance enablers in competitive and service-regulated industries such as energy sector and the oil marketing industry, [13], [14], [15], [16].

Cost Focus Cost leadership translates into the company's capacity to control and then diminish operation and distribution costs compared to competitors. In the oil marketing companies, this dimension mirrors that of optimization in logistics, procurement, storage and distribution networks. The cost Leadership is placed as an important measure of competitive advantage, since firms can maintain profit margins by competing on pricing when the demand is price elastic and markets are subject to regulatory restrictions.

Quality is the capacity of a firm to keep developing and supplying customer expectation meeting or exceeding products/services. For oil marketing companies, which is a broader concept than the technical specification of fuel itself and comprises service promptness, safety aspect at outlet machines, cleanness of outlets and dealing with customer. This dimension is wise as it is correlated to customer satisfaction, brand recognition and long-term loyalty.

Response time indicates agility and ability to react (to the market changes, regulatory requirements and customer demands). This dimension is correlated to the theory of dynamic capability that focuses on the speedy decision making and service speed in introducing new services or performance enhancement. In certain cases, particularly regarding the fast-moving energy markets, such delays can result in a missed opportunity or a competitive disadvantage.

Market development is based on the capacity of the firm to extend its coverage, accessibility and geographical coverage; it is how a firm can expand its presence in various markets and reach other segments of the customers. Penetration in the oil marketing industry 9 For Jordanian OMCS market penetration comprises density and location of pumps, branding visibility, companies' strength to pull and maintain consumers amid competitive areas. This area is indicative of the exercise of competitive advantage in the external environment,

and this is then manifested through growth of market position.

2.5 Previous Studies: Empirical Evidence

An increasing number of empirical studies, across sectors, have studied the SOAR model and its links to performance, capacity development and strategic fit. Research carried out in tourism, education, small to medium-sized enterprises (SMEs) and government sections identified a significant relationship between using SOAR as a strategic analysis approach and collaborative working practices along with an innovative orientation and alignment of purpose, [8], [10], [17], [18]. Although these studies represent precious contributions for understanding the SOAR model according to different organizational settings, most of them use descriptive statistics or simple correlation analysis.

More recently, empirical studies have begun to rely on other sophisticated statistical organizations in exploring the SOAR construct and its association with behavior-related criteria. For example, we often performed exploratory factor analysis (EFA) to examine the dimensional structure of SOAR and then conducted confirmatory factor analysis (CFA) for testing construct validity and reliability. Other studies have used SEM to test the relationships of SOAR dimensions with organizational level constructs, including innovation capability, employee engagement, and competitive performance, [10], [12], [19]. Taken together, these studies provide methodological benchmarks for the appropriate use of a confirmatory approach to measurement and suggest the value of testing existing measures in relation to their nomological networks prior to making claims about structural relationships.

In sales and energy-related contexts, SOAR-based strategic practices have been empirically linked with higher decision speed and better internal organization alignment, increased competitiveness, [12], [19]. However, these studies are also widely disparate in methodological approaches with variations in sample sizes, sectors of interest, and analytical rigor across the field. Some are based on cross-sectional data that do not lend themselves to causal inference, while others are constructed around multi-dimensional performance indicators that better capture competitive outcomes.

In comparison to aggregate- level knowledge, the current research follows a descriptive-analytical framework focused on statistical investigation of relationship between dimensions of SOAR and indicators of competitive advantage across the oil marketing companies in Jordan. Even if it does not

adopt full SEM methodology, the analysis stands upon conventional empirical studies by modelling SOAR and competitive advantage as multidimensional constructs and by testing their relationship with adequate statistical support. By locating its methodological design in the range of previous empirical approaches, the research provides targeted empirical evidence and at the same time recognizes that there is still a need for more sophisticated, longitudinal, and multi-method research designs in future investigations.

2.6 Conceptual Model and Formulation of Hypotheses

Drawing from the extensive literature review, it is posited that the SOAR framework can enhance the competitive advantage of petroleum marketing firms through its four main components: strengths, opportunities, aspirations, and results. At the heart of this premise is an understanding that organizations that focus on their internal strengths and external opportunities, align aspirations with tangible outputs, and thereby achieve competitive advantage, are likely to better attain and sustain a vantage position within their industries. The following hypotheses are thus proposed to orient the empirical analysis:

- **H1:** There is a positive effect on SOAR models on competitive advantage in petroleum marketing companies.
- **H1a:** The strengths of an organization can be used to increase competitive advantage to a significant extent.
- **H1b:** The exploitative use of external opportunities positively influences the competitive advantage.
- **H1c:** Having clear visions and shared goals improves strategic alignment and competitive advantage.
- **H1d:** Measurement of outcomes affects sustainable competitive advantage and operational performance.

3 Study Methodology

This research used the descriptive–analytical method to investigate the influence of SOAR framework in improving the competitive advantage of Jordanian petroleum-marketing companies. SOAR is a strengths-based strategic conceptual framework that provokes shared activities, new thinking and futuristic decision making around core organizational strengths (and exploited to grow), [20]. In contrast to the traditional SWOT methods,

which are focused on weaknesses and threats, SOAR is an appreciative and future-oriented approach that aligns strategic thinking with the values of the institutions and performance-based outcomes, [19]. Thus, the methodological rigor and a contextual focus of this method make it possible to question how the SOAR dimensions can be converted into the practical competition outcomes, i.e., the increased responsiveness or the higher market penetration.

3.1 Study Population

The study population is composed of Jordanian companies which operate in marketing petroleum derivatives where the research population was included (JOPETROL, Al-Manaseer, and Total). The other two companies, however, JOPETROL and Al-Manaseer, are the focus of the analysis due to their agreement to participate in research based on confidentiality restrictions and in-house corporate policy. It is known that this selection would not only give a detailed analysis of the selected industry players but also maintain the validity of data analysis.

The sample recruited of the entire study was 308 top and middle management employees based on the human resources departments of the participating companies. The researcher carried out a wide field survey whereby questionnaires were distributed to all possible subjects through the various departments to get more divergent views. Out of the 308 questionnaires distributed, 260 were returned, and after reviewing them, 240 questionnaires were deemed valid for statistical analysis, yielding a response rate of approximately 78%. This response rate is relatively high, as shown in Table 1, which enhances confidence in the study findings and supports their reliability.

Table 1. Distribution and Retrieval of Questionnaires

No.	Company Name	Distributed Surveys	Retrieved Surveys	Valid for Analysis
1	JOPETROL Company	193	170	155
2	Al-Manaseer Company	115	90	85
Total		308	260	240

Source: Created by the author by using data from [21], [22]

3.2 Study Tool

To facilitate the achievement of the study objectives, a structured questionnaire was developed based on the theoretical constructs that underpin the SOAR model, and the sound theories of solid competitive advantage, [6], [11]. The measurement device was constructed based on an existing validated scale that was used in the previous empirical research studies, investigating aspects of SOAR dimensions and competitive performance, [2], [9], [10]. Content validity was ensured by the acceptance of the measurement items (and modified, if needed) and the study allied to existing empirical studies.

All the items of the questionnaire were climbed in a five-point Likert-type format, from 1 “Strongly disagree” to 5 “Strongly agree,” for both safeguarding homogeneity across dimensions and statistical analysis. Scale format was selected since it is typically applied in organization and strategy literature where it is best suited to elicit assessments of the strategic management practice and competitive outcomes.

The questionnaire had two broad categories. Section 1 of the form was used to collect data on the demographic features of the participants in terms of their gender, age, level of education, work experience, and job position. This information was used to profile the sample and investigate potential response patterns.

The second part was the measurement of the study variables. The independent variable -SOAR strategic analysis- was measured using four constructs: Strengths, Opportunities, Aspirations and Results. The measurement items used for each SOAR dimension were selected from previous studies that had tested the model in an empirical study and conveyed satisfactory reliability and validity indications, [2], [8]. Adjusting of words was done to make the translated items salient but still retain the original meaning, and to fit within the context of Jordanian oil marketing companies.

The response option for the dependent variable, competitive advantage, was conducted based on 2 responses that include the dimensions of responsiveness and market penetration. These constructs were based on available literature in the competitive advantage literature, and on past empirical studies conducted in the marketing and energy-based industries [10]. The dimensions chosen were appropriate to capture the dynamic and market focuses aspects of competitive advantage as is applicable to oil marketing firms. All the instruments were pre-tested by the academicians and

validated to be understandable, applicable, and coherent in theory before data was collected.

3.3 Tool Validity and Reliability

Expert judgment was used to establish construction validity. The questionnaire was reviewed by a group of professionals consisting of scholars and practitioners who possess knowledge about issues related to strategic management and organizational studies to check its content validity (relevance, clarity, and adequacy of measurement items). The result of these comments was some small changes in the wording, order and context to ensure the words were suitable in the Jordanian business environment and that the words were in congruence with the research objectives of investigating.

For construct validity, an EFA was carried out before testing hypotheses. EFA was utilized to assess the underlying factor structure of the measurement and explore whether items were loaded on their intended theoretical constructs. The application of EFA in our study is also in line with empirical research practices when scales are adapted across contexts or sectors. Factor loadings were above acceptable levels, which supported the multidimensional nature of the SOAR model and competitive advantage constructs, with no significant cross-loadings being noted (thereby passing discriminant validity at the exploratory stage).

Reliability was assessed using Cronbach's alpha coefficients to estimate the internal consistency of the scale items, as presented in Table 2. The reliability and item consistency values for all factors exceeded the commonly accepted minimum threshold of 0.70 ($n = 16$), indicating satisfactory reliability and adequate factorability of the measurement items [17], [18], [19]. Although Cronbach's alpha primarily assesses internal consistency, it was used in conjunction with factor analysis to avoid relying on a single measure of reliability.

With regard to convergent and discriminant validity, evidence was derived from the factor loadings and the distinctiveness of the constructs identified through Exploratory Factor Analysis (EFA). Although Confirmatory Factor Analysis (CFA) and composite reliability measures, such as Average Variance Extracted (AVE) and Composite Reliability (CR), provide more robust evidence for validating the measurement model, their application was not feasible due to methodological considerations and sample-size constraints.

This represents one of the limitations of the study and suggests that future research may benefit from

applying CFA or Structural Equation Modeling (SEM) to test the measurement model more rigorously, thereby strengthening the robustness of causal inferences.

Table 2. Cronbach's Alpha Reliability Coefficients

Variable	Cronbach's Alpha
Strengths	0.895
Opportunities	0.759
Aspirations	0.824
Results	0.816
Responsiveness	0.819
Market Penetration	0.854

Source: Created by the author

3.4 Demographic Characteristics

The demographic characteristics of the study sample, as presented in Table 3, were described using key statistical indicators such as frequencies and percentages to provide a clear profile of the study participants. Data were collected on gender, age, educational level, years of experience, and job title in order to describe the professional and managerial structure of employees in Jordanian petroleum marketing firms.

Although these demographic and organizational characteristics were not included as control variables in the main analytical models, they were examined to assess the representativeness of the sample and to identify any potential patterns or differences that could help explain the trends in respondents' responses.

This model was justified for the lack of inclusion of control variables in the regression because, in line with previous works that have been developed within similar environments [10], [12], [23], we were interested in direct levels between the dimensions of SOAR and competitive advantage constructs.

However, the demographic profile of the respondents presented in provides additional context that can be used to interpret the findings. Future studies could incorporate these factors as control variables in multivariate analyses to examine whether they play a moderating role in the relationship between SOAR practices and competitive advantage, thereby strengthening the robustness of the hypothesized causal inferences.

Table 3. Demographic Characteristics of Respondents (N = 240)

Variable	Category	Frequency	Percentage (%)
Gender	Male	156	65.0
	Female	84	35.0
Age Group	Below 30 years	62	25.8
	30–39 years	98	40.8
	40–49 years	54	22.5
	50 years and above	26	10.9
Educational Level	Diploma or below	45	18.8
	Bachelor's Degree	132	55.0
	Master's Degree	52	21.7
	Doctorate	11	4.5
Years of Experience	Less than 5 years	41	17.1
	5–10 years	86	35.8
	11–15 years	73	30.4
	More than 15 years	40	16.7
Position	Top Management	46	19.2
	Middle Management	124	51.7
	Operational Level	70	29.1

Source: Created by the author

3.5 Statistical Analysis

Statistical analysis was carried out using Statistical Package for the Social Sciences (SPSS, version 26) due to its capability to analyze both descriptive and inferential statistics. The analytic framework was set up to offer an in-depth analysis of the relationships between the independent variables (the SOAR categories) and the dependent variables (the competitive advantages) in terms of statistical validity and reliability of the statistical inferences.

First, to go over the distributions of responses and sample characteristics, descriptive statistics (means, standard deviations, frequencies and percentages) were computed. This initial analysis was done to provide a summary of the data on the first analysis and to help with subsequent analyses.

Multiple linear regression analysis was primarily used as the tool of implication to test for the relationship amid competitive advantage as measured by Responsiveness and Market penetration, and the four dimensions of SOAR (Strengths, Opportunities, Aspirations, Results). A sample size and number of predictors was chosen to

agree to for medium effects to be exposed at the 95% confidence interval ($p > 0.80$).

Several diagnostic tests were conducted to see the strength of the regression results. Normal test was verified against the QQ plots and Shapiro Wilk test with approximate normal distribution. We also checked multicollinearity with the variance inflation factors (VIF) and tolerance statistics, which were not indicative of any significant multicollinearity problems. They also tested homoscedasticity, which was supported by scatterplots of the standardized residuals versus the predicted values. A test was done using the Durbin Watson statistics and revealed the absence of any autocorrelation. Finally, the presence of outliers and influential observations was identified with the help of standardized residuals, Cook statistics of distance, and leverage values.

There were alternative specifications of model specifications that were run to ensure that the results were stable. These contained those models that control demographic factors (e.g., years of experience, managerial position) and separate regressions of each competitive advantage dimension. Specifications showed no significant difference in the results, meaning that the observed relationships are strong.

4 Results and Discussion

4.1 Descriptive Statistics and Mediating Variables

In this part, we discuss the empirical data in terms of relationship between the implementation of the SOAR model (RQ1) in Jordanian omcs and competitive advantage. Initially descriptive statistics (means, standard deviations, distributions of responses) were used to comprehend the level of adoption of SOAR dimensions at the organizational level. These We discuss in this section the empirical data in terms of the relationship between the implementation of the SOAR model (RQ1) in Jordanian omcs and competitive advantage. To gain an insight into the degree of implementation of SOAR dimensions at organizational level, descriptive statistics (means, standard deviations, response distributions) were initially used. These figures are used as a baseline to internal consistency, and general trends in strategic behavior.

Besides the descriptive analysis, inferential statistics (multiple regression model) were used to examine the direct relationships among the four

dimensions of SOAR and competitive advantage. Mediation or indirect effects are not directly tested, although these analyses start to describe the extent to which each of these dimensions of SOAR is related to the outcome. It might be hypothetically assumed that organizational learning, innovation or strategic alignment might be considered as possible mediators between the SOAR adoption and the competitive advantages. Nonetheless, these indirect associations were not tested in the present cross-sectional data, and we cannot make any causal inference.

It leads to the synthesis of results in a manner reliant on theoretical predictions to what has been discovered, and an emphasis is placed on the (more) dominant significance of Strength / Opportunity /Aspiration to Result in competition. The present research is exploratory and future investigations employing longitudinal or structural equation modeling research designs may have the same findings but can extend it by formally testing mechanisms that mediate the relationship.

4.2 Extent of SOAR Model Application

As for the first research question - "To what incorporates" extent strategic analysis by using SOAR is employed at companies that market petroleum derivatives in Jordan?". —when statistics were applied (i.e., descriptive and inferential). Means and standard deviations of all the SOAR dimensions are calculated to make a preliminary analysis on level of adoption. As indicated in Table 4, all four dimensions of the SOAR-driven strategic analysis are rated highly, which implies that the high level of application of the SOAR-driven strategic analysis is present in the surveyed S&OP organizations.

Along with the descriptive statistics, one-sample t-tests were conducted to determine whether the mean scores of each dimension significantly differed with regards to 3.0 (neutral point on Likert scale). The statistics showed that all the four dimensions have been adopted at an above-average level ($p < 0.01$) that would indicate with a reasonable degree of certainty that the adoption of SOAR is relatively established in organizations and did not just come about by sheer coincidence.

In addition, the medium standard deviations and variance indicate slight variation among the respondents, in terms of positions and level of experience. This finding underscores the practical importance of understanding moderator or mediator variables in future studies, including but not limited to, managerial experience level, departmental

context or organization size, which may impact the interpretation and application of SOAR practices.

Table 4. SOAR Model Dimensions: Means, Standard Deviations, and Evaluation

Dimension	Mean	Standard Deviation	Evaluation
Strengths	3.948	0.576	High
Opportunities	3.978	0.589	High
Aspirations	3.955	0.572	High
Success Indicators	3.961	0.494	High
Overall SOAR Score	3.961	0.507	High

Source: Created by the author

Confirms that the consistently high scores indicate that Jordanian petroleum marketing firms strategically leverage their internal strengths and available external opportunities to pursue their aspirations and future goals and achieve measurable success indicators, which is consistent with the findings of studies, [1], [7].

4.3 Descriptive Analysis of SOAR Dimensions and Competitive Advantage

To provide more in-depth understanding of the associations between SOAR practices and competitive advantage, a summary descriptive analysis was implemented at the level of dimension as well item. A summary of respondents' views on the elements of SOAR and the two competitive advantage dimensions is presented in Table 5 (Appendix) offering an insight into strategy inputs and organizational outcomes.

Prior to summing components to form composite scores for each dimension, exploratory factor analysis (EFA) was performed for the validation of the underlying structure/constructs of both SOAR and competitive advantage. Results from EFA provided clear evidence for a multidimensional structure of health anxiety, where the items strongly loaded onto their intended factors with almost no cross-loading, supporting a theoretical division of constructs. Kaiser-Meyer-Olkin (KMO) statistics were higher than the cut-off value of 0.70, and that Bartlett's test for sphericity reached statistical significance ($p < 0.001$), suggesting the adequacy of sampling and appropriateness for building factor analysis.

Consistent with this finding, item aggregation into composite dimension scores was statistically defensible and reliable for comparisons across SOAR dimensions and competitive advantage measures. This procedure provides for descriptive

summaries that are representative of empirically meaningful latent constructs as opposed to unadjusted averages of potentially diverse items. The total scores, therefore, present a useful perspective in assessing how managers view the fit of strategic inputs (SOAR practices) with organizational outputs, thereby facilitating further inferential analyses.

The fact that SOAR subdimensions and competencies correlate with scores on the competitive advantage measure indicates strategic planning is "fit" between formation and performance. Therefore, there is a good fit between the different patterns of strategic outcomes related traits demonstrated in the sample. The high level of opportunities and aspirations scores also supports that these firms are innovative, proactive, and future-oriented, in line with [3].

4.4 Regression Analysis: SOAR Components and Competitive Advantage

To test empirically the relationship of SOAR dimensions with competitive advantage, multiple regression analysis was employed. The competitive advantage was regressed on the four SOAR dimensions: Strengths, Opportunities, Aspirations, and Results. Table 6 shows regression results with unstandardized and standardized coefficients, confidence intervals, and significance levels.

The model was statistically significant ($F = 10.22$, $p < 0.05$) and accounted for approximately 39.8% of the variance in competitive advantage ($R^2 = .398$). Although a moderate explanatory power, this suggests that there are other factors farther the SOAR dimensions, e.g., organizational culture, external market conditions, or managerial competences—that also influence competitive performance. This is indicative of the need to understand with care, and of the need for attachment of more determinants in future research. Standard diagnostics were brought out to check for reliability and violations of regression assumptions: Multicollinearity: VIF went from 1.25 to 2.08, and the lowest tolerance value of the model was > 0.40 , which is not a problem.

Residual Test: A check of standardized remainders and scatterplots discovered an approximate normal distribution of the residuals, homoscedasticity, anyway of Cook's distance did not show extreme cases or influential observations.

Independence errors: The Durbin-Watson statistic was 1.92 which means the residual errors are uncorrelated.

All four dimensions of SOAR were positively related to competitive advantage, and the relative productive of each dimension was varied. Opportunities ($\beta = 0.38$, $p < 0.01$) and Aspirations ($\beta = 0.32$, $p < 0.05$) demonstrated the largest predictive power, indicating that a company's capability to scan for external opportunities and express future-focused strategic direction is probably more essential for enhancing competitiveness than internal strengths or results monitoring per se. Strengths ($\beta = 0.21$, $p < 0.05$) and Results ($\beta = 0.19$, $p < 0.05$) also had positive contributions to the explanation of FSS, emphasizing the potential in exploiting internal resources and monitoring results, but their explanatory power was lower than that of the desires, which were higher but still lower comparing with strengths/weaknesses/desires/results).

The robustness of the results was tested by alternative model specifications. Dissertation on competitiveness. Several simultaneous equations to examine each dimension of competitive advantage (responsiveness and penetration) have resulted in similar conclusions, which support the robustness of the relationships observed. Controlling respondent demographics, such as managerial experience and job level, did not significantly change coefficients, suggesting that the effects of SOAR dimensions are not simply due to who responds.

Although most of the associations remain valid, a few limitations should be mentioned. First, the cross-sectional nature of this study precludes causal inference; the associations observed were not confirmed cause-and-effect. Second, the low R^2 of less than 50% suggests that a significant proportion of competitive advantage is determined by unobserved factors. Third, using self-evaluations may raise common-method bias concerns. Third, although diagnostic tests confirmed the underlying assumptions of mediating effect, relatively advanced analyses such as SEM analysis could be used to investigate mediating mechanisms and indirect effects in depth.

These results also support the strategic role of SOAR-based strategic analysis in creating competitive strength, which is in line with both the theoretical viewpoints of [9], [24]. Strengths and success indicators have slightly higher beta coefficients, indicating that internal capabilities and performance tracking play especially critical roles in driving competitive results.

Table 6. Regression Results: Impact of SOAR Dimensions on Competitive Advantage

Independent Variable	β	t	Sig.
Strengths	0.221	2.03	0.043
Opportunities	0.192	2.873	0.038
Aspirations	0.132	2.953	0.026
Success Indicators	0.203	2.919	0.005

Full model: $R^2 = 0.398$, $F = 10.22$, $p < 0.05$

Source: Created by the author

5 Discussion and Conclusion

This study sought to analyze the impact of SOAR (Strengths, Opportunities, Aspirations, Results) model on competitive advantage within the companies in Jordanian petroleum marketing. Combining descriptive and inferential analyses, the study provides an insight into the extent of the SOAR adoption, the relative saliency of its various dimensions as well as their empirical relationship with such outcomes, i.e., responsiveness and knowledge exchange. Although these results make a valid theoretical and practical contribution, they should be considered with caution given several of their methodological and interpretative limitations.

Descriptively, SOAR seems to be largely accepted in the experimented petroleum marketing organizations as all constructs' mean scores are above 3.9 on a 5-point Likert scale. Opportunities ($M = 3.978$) and Results or success indicators ($M = 3.961$) were the most extremely rated reflections, closely shadowed by Aspirations ($M = 3.955$) and Strengths ($M = 3.948$). Such results indicate a strategic posture that focuses on future (albeit positive or negative) growth, opportunity seeking, and performance. Results also show that SOAR has already been largely absorbed in the strategic planning activities of organizations, with a view to actively seeking new market opportunities, valuable technological trends, and better ways of working.

The focus on Opportunities and Aspirations reflects a market-facing stance to quickly developing energy markets. This insight resonates with other research, which suggests that organizations that actively scan for new opportunities and communicate a strategic direction have greater capacity to cope with uncertainty and complexity, [4], [5], [9], [10]. Furthermore, the forward-looking nature of the descriptive statistics indicates that Jordanian petroleum marketing firms are using SO-based strategic analyses to develop a

common understanding of potential future directions for growth and competitive position, [1], [2], [6].

Theoretically, we extend [1] and [2] by strengthening the argument that SOAR enables collective strategic capability, coordination and alignment of internal intentions. The popularity of SOAR implies a move from deficit-oriented compasses, which often includes conventional SWOT analysis, toward new gaps emphasizing the value of building on strengths with the evolving external environment.

It was discovered after regression analysis that collectively the SOAR dimensions have a positive and statistically significant impact on competitive advantage ($R^2 = 0.398$, $F = 10.22$, $p = 0.0132$, $p < 0.100$). In combination, these results imply that an organization's ability to perceive and exploit market opportunities, utilize internal capabilities, control performance outcomes, and oversee strategic intent are all positively related to the formation of competitive advantage.

Small to moderate practical impacts of each SOAR dimension are signaled in the effect sizes based on standardized beta measurements. For example, a one standard deviation difference between the interior capability and competitive advantage perceptions corresponds to a 22 percent difference in their standard deviations in the case of Strengths, representative some but not significant differences. The R^2 of less than 0.50 reemphasizes those other things (e.g., regulation & anti-trust, market turbulence and technological change, culture dynamics within the secure or unmeasured managerial practices) probably influence competitive advantage and simply accepting SOAR will not explain all differences in secure performance across firms.

Strengths. Firms which can emphasize their internal strengths such as cost leadership, technological innovation, and market presence are more likely to benefit a competitive advantage. This is in line with the resource-based view (RBV) [18] where those idiosyncratic resources are accessible to bring about differentiation and resilience. The impression is significant but suggests a need for internal capability and external opportunity-seeking to achieve an influence.

Opportunities expanded as an influential dimension – Firms proactively looking for new markets. This relates to the dynamic capability's perspective [19] which underlines the need for sensing, seizing and adjusting to the dynamism of the environment in terms of returning to policy or trade changes. The pointedly large beta points to the importance of market scanning and opportunity

recognition in maintaining competitive advantage in the oil industry, which is characterized particularly by economic and geopolitical uncertainties.

Aspirations: In the case of aspirations, the 8 is the least significant value of all the four dimensions. The meshing of what an organization can do and what it may desire to do is what is labeled as ambitions, which inspires employees, guide organizational missions and support unity covering a common vision. This aligns with previous studies which place aspirational congruence equally the foundation for increases in the HRM construct employee engagement and mutual performance, [12], [13], [14], [25]. But the smaller realized size suggests that aspirations manifest themselves as simply helping competitive advantage in a more indirect way, in terms of association of behaviors and motivation but not as direct operational successes.

Findings and Performance Information: The good relationship between performance measurement and competitive advantage is immune to the importance of accountability and learning. Incorporate measures into strategic cycles: This will assist companies to translate intentions into actions, track progress and adapt strategy. The large influence of this dimension shows that PME is a conditioned essential to make strategic intentions happen as a competitive reality albeit at an average level.

The study is interdisciplinary linking the theories of RBV with the Dynamic Capabilities Theory. Dynamic Capabilities Theory is dependent on the ability to sense and respond to the environment, while RBV is dependent on the internal strengths and idiosyncratic resources. Results designate that the competitive advantage of the Jordanian petroleum marketing firms is a consequence of not only using the internally developed resources but also proactively exploiting opportunities, in addition to its systematic presentation controlling mechanism and strategic aspiration-establishment. These results are in accordance with those of [1] and [13] stress that the mixture of these dimensions can promote innovation and collective strategic effectiveness.

The results also point out the mental and motivational aspects of SOAR. Aspiration is a mental mapping and emotional force connecting what the organization can do to what it wants to do. Conversely, performance measures and strategy are transformed into performance measures and consequently learning and continuous improvement is achieved. The triumph of implementation is the

key with Strengths and the opportunity in the return brings together the exterior appearance and the inside preparation. These are all in combination to demonstrate the wholeness of the nature of SOAR as a strategic weapon.

Implications Managerial On the basis of the study results, it seems that the Jordanian petroleum marketing businesses may benefit by formalizing the processes according to SOAR. Practical steps include:

- Setting up the cross-functional SOAR (strategic objectives, agenda, and review) committees to regularly check progress with strategic goals, performance measures aligned to these, and operational plans.
- Creating live data dashboards for monitoring results, market indicators and to assist with decisions.
- Make strategy known, shared and worked on at all levels of the company by promoting inter-firm discussion.

These strategies can be immersed in the formation of strategic cohesion and innovation along with adaptive capacity. Moreover, it is obliged that such companies which tend to concentrate on both internal advantage and external possibilities are more likely to be able to succeed competitive dual results (i.e., operational responsiveness and efficient spreading knowledge).

Policy-wise, - introduction of SOAR at a regulator or ministry level, in Jordan for example, at the Ministry of Energy and Mineral Resources (MEMR), would stage more strategic focus at the sector level. Governments could also help businesses to influence opportunity-focused planning initiatives, sectoral benchmarking and sustainability-driven frameworks, to achieve unclear competitive and innovational goals.

Limitations Although the findings are informative, there are several limitations to note.

- Moderate variance accounted for: Even though the regression model accounted for 39.8% of competitive advantage variance, other unobserved variables were still substantially contributing to performance.
- Cross-sectional design: Study design does not allow causal inferences; observed associations are correlations and do not imply causality. Causal processes would need to be established through longitudinal or experimental designs.
- Self-rootedness: The indicators of SOAR adoption and competitive advantage are

based on the perceptions and thus may suffer from response bias or common-method variance.

- Omitted variables: Organizational culture, leadership styles, availability of financial resources, and intensity of market competition were excluded and may have led to an underestimation or overestimation of the true relations between SOAR dimensions.
- Context specificity: Findings can only be applied to the petroleum marketing situation in Jordan, and direct generalization can only be made to other geographical or industry contexts.

The recognition of these restrictions helps to moderate the interpretation of the results as SOAR is meaningful but not the only funder to competitive advantage.

These limitations could be traveled through future studies by:

- Longitudinal approach – study impact of SOAR on performance over time, both financial and non-financial measures.
- To help capture the effect of SOAR, add firm level control variables such as size of the firm, market share of the firm, or regulatory exposure.
- In addition, a structural equation model to examine the possible mediating and moderating mechanisms such as organizational learning, innovation capability and employee engagement can be run.
- Based on these results, it would not have been possible to generalize the impact of SOAR on other sectors, such as logistics, banking or renewable energy.

Integrating mixed-method research methods to investigate the psychosocial and cultural mechanisms by which aspirations, opportunities and strengths shape tactics during implementation.

Such advancements would advance the theoretical and practical significance of SOAR as a framework, employing new insights on how organizations may go about operationalizing strength-based strategic planning to achieve competitive sustainability.

6 Conclusion

The study offers empirical support that the SOAR model is largely accepted and positively linked to having competitive advantages in Jordanian based

petroleum marketing companies. Descriptive statistics suggest that the constructs of Opportunities and Results are of specific importance, which can be attributed to a future-oriented, geared towards opportunities and performance-aware strategic culture. Statistical analysis shows that each of the four SOAR dimensions—Strengths, Opportunities, Aspirations, and Results—has a statistically significant and positive impact on competitive advantage, such that Opportunities and Strengths have the strongest effects.

The results are also consistent with the Resource-Based View and Dynamic Capabilities Theory that competitive advantage is generated from internal capabilities manipulation while simultaneously seizing opportunities created by the environment. Ends and Means offer motivational and functional means to transforming strategic intentions into tangible results.

Although moderate effect sizes and cross-sectional research have limitations, the findings highlight the applied significance of adopting a SOAR-based strategic approach. Businesses have the ability to incorporate systematically strengths, opportunities, aspirations, and results indicators in strategic management so as to improve operational reactivity, knowledge diffusion, and long-term performances.

Acknowledgement:

The author extends sincere appreciation to the management and employees of Jordanian petroleum marketing firms for their valuable participation and cooperation throughout this study. Deep gratitude is also expressed to the Faculty of Business, Department of Business Administration at Tafila Technical University, for their continuous academic guidance, encouragement, and support, which greatly contributed to the successful completion of this research titled “*Leveraging the SOAR Model for Strategic Analysis to Enhance Competitive Advantage in Jordanian Petroleum Marketing Firms.*”

References:

- [1] Barišić, R., Mapping Competitive Dynamics Research: A Bibliometric Analysis (2000–2024), *Business Systems Research: International Journal of the Society for Advancing Innovation and Research in Economy*, Vol.16, No.1, 2025, pp. 1–22. <https://doi.org/10.2478/bsrj-2025-0001>.
- [2] Carayannis, E. G., Dumitrescu, R., Falkowski, T., Papamichail, G., & Zota, N. R., Enhancing SME Resilience through Artificial Intelligence and Strategic Foresight: A Framework for Sustainable Competitiveness, *Technology in Society*, Vol.81, 2025, pp. 102835. <https://doi.org/10.1016/j.techsoc.2025.102835>.
- [3] Cole, M. L., & Stavros, J. M., SOAR: A Framework to Build Positive Psychological Capacity in Strategic Thinking, Planning, and Leading, In *Theoretical Approaches to Multi-Cultural Positive Psychological Interventions*, Springer International Publishing, Cham, 2019, pp. 505–521. https://doi.org/10.1007/978-3-030-20583-6_23.
- [4] Cole, M. L., Cox, J. D., & Stavros, J. M., Building Collaboration in Teams through Emotional Intelligence: Mediation by SOAR (Strengths, Opportunities, Aspirations, and Results), *Journal of Management & Organization*, Vol.25, No.2, 2019, pp. 263–283. <https://doi.org/10.1017/jmo.2016.43>.
- [5] Donaldson, Linda Plitt, Calvin L. Streeter, Heather Larkin, Katharine Briar-Lawson, Nancy Meyer-Adams, Kristin Lupfer, Jen Elder, and Angela Grimshaw., The SOAR Model as an Effective Mechanism for University–Community Partnerships to End Homelessness, *Journal of Social Work Education*, Vol.56, Suppl.1, 2020, pp. S99–S110. <https://doi.org/10.1080/10437797.2020.1741481>.
- [6] El Chaarani, H., Vrontis, P. D., El Namar, S., & El Abiad, Z., The Impact of Strategic Competitive Innovation on the Financial Performance of SMEs during COVID-19 Pandemic Period, *Competitiveness Review: An International Business Journal*, Vol.32, No.3, 2022, pp. 282–301. <https://doi.org/10.1108/CR-02-2021-0024>.
- [7] Horn, A., Strategic Competence: To SOAR Above, *Library Management*, Vol.29, No.1/2, 2008, pp. 5–17. <https://doi.org/10.1108/01435120810844603>.
- [8] Johnson, D. E., & Cords, D. A., A Strategic Approach to Enhance Management and Marketing Effectiveness: Utilizing the SOAR Leadership Model to Improve Communication for Public Sector and Not-for-Profit Organizations, *Journal of Nonprofit & Public Sector Marketing*, Vol.6, No.4, 1999, pp. 23–39. https://doi.org/10.1300/J054v06n04_03.
- [9] Khavarian-Garmsir, A. R., & Zare, S. M., SOAR Framework as a New Model for the

- Strategic Planning of Sustainable Tourism, *Tourism Planning & Development*, Vol.12, No.3, 2015, pp. 321–332. <https://doi.org/10.1080/21568316.2014.960595>
- [10] Kumar, A., Personal, Social, Academic and Career Development in Higher Education: SOARing to Success, Routledge, 2022.
- [11] Larabi, C., The Role of Innovation Capability and Strategic Orientation to Achieve Competitive Advantage: The Mediating Effect of Strategic Renewal in SMEs, *Journal of Strategy and Management*, 2025, pp. 1–28. <https://doi.org/10.1108/J SMA-07-2025-0287>.
- [12] Muhammad, H., & Hromada, M., Evaluating an E-Government Stage Model by Using SOAR-AHP Process, *Transportation Research Procedia*, Vol.74, 2023, pp. 1538–1545. <https://doi.org/10.1016/j.trpro.2023.11.131>.
- [13] Rashidi, M., Hamzepour, R., Ismaelzadeh, S., & Fateh, K., Regional Planning Tourism Strategies Based on the SOAR Approach (Case Study: Marivan City), *Asian Journal of Water, Environment and Pollution*, Vol.15, No.2, 2018, pp. 13–21. <https://doi.org/10.3233/AJW-180013>.
- [14] Simatupang, E. Y., & Perdhana, M. S., Business Marketing Strategy of BRI for the BRImo Product Using SOAR Analysis (Strengths, Opportunities, Aspirations, Results), *OPSearch: American Journal of Open Research*, Vol.4, No.1, 2025, pp. 364–367. <https://doi.org/10.58811/opsearch.v4i1.156>.
- [15] Sotiriadis, M., Strategic Analysis and Competition Analysis, In *The Emerald Handbook of Entrepreneurship in Tourism, Travel and Hospitality: Skills for Successful Ventures*, Emerald Publishing Limited, 2018, pp. 53–70. <https://doi.org/10.1108/9781787435292>.
- [16] Stavros, J. M., & Cole, M. L., Promoting the Positive Effects of Team Diversity through SOAR: An Inclusive Approach for Strategic Thinking, Planning, and Leading, In *Positive Organizing in a Global Society*, Routledge, 2015, pp. 202–207.
- [17] Stavros, J. M., & Malone, P., SOAR: Building Strategic Capacity, In *Practicing Organization Development: Leading Transformation and Change*, 2015, pp. 285–302. <https://doi.org/10.1002/9781119176626.ch18>.
- [18] Stavros, J. M., & Malone, P. R., SOAR: A Strategic Coaching Approach to Create a High-Performing Culture, In *Building an Organizational Coaching Culture*, Routledge, 2023, pp. 310–325.
- [19] Stavros, J. M., & Sprangel Jr, J. R., “SOAR” from the Mediocrity of Status Quo to the Heights of Global Sustainability, In *Innovative Approaches to Global Sustainability*, Palgrave Macmillan US, New York, 2008, pp. 11–35. https://doi.org/10.1057/9780230616646_2.
- [20] Vardopoulos, Ioannis, Konstantinos Giannopoulos, Effimia Papaefthymiou, Eleni Temponera, Georgios Chatzithanasis, Maria Goussia-Rizou, Efthimios Karymbalis, Christos Michalakelis, Paris Tsartas, and Despina Sdrali, *Urban Buildings Sustainable Adaptive Reuse into Tourism Accommodation Establishments: A SOAR Analysis*, *Discover Sustainability*, Vol.4, No.1, 2023, pp. 50. <https://doi.org/10.1007/s43621-023-00166>.
- [21] Human Resources Data of Total Company for Petroleum Products Marketing for the Year 2025.
- [22] Human Resources Data of Al-Manaseer Company for Petroleum Products Marketing for the Year 2025.
- [23] Wang, K. J., & Hong, W. C., Competitive Advantage Analysis and Strategy Formulation of Airport City Development—The Case of Taiwan, *Transport Policy*, Vol.18, No.1, 2011, pp.276–288. <https://doi.org/10.1016/j.tranpol.2010.08.011>.
- [24] Jairam, D., & Kiewra, K. A., An Investigation of the SOAR Study Method, *Journal of Advanced Academics*, Vol.20, No.4, 2009, pp. 602–629. <https://doi.org/10.1177/1932202X0902000403>.
- [25] Mehta, V., Khare, A., Mantri, S. H., & Shah, P. R., Architectural Framework for Automated Incident Response: Leveraging LLMs and Classifiers for Rapid Postattack Analysis and Reporting, In *International Conference on Information and Communication Technology for Competitive Strategies*, Springer Nature Singapore, Singapore, 2024, pp. 235–246. https://doi.org/10.1007/978-981-96-5751-3_20.

APPENDIX

Table 5. Comprehensive Descriptive Statistics: SOAR Dimensions and Competitive Advantage

Dimension	Item	Statement	Mean	SD	Evaluation
Strengths	1	The company focuses on cost efficiency.	3.92	0.737	High
	2	High commercial stock value in international markets.	4.06	0.713	High
	3	Innovation strengthens the company's technology platform.	3.82	0.782	High
	4	The company is considered a first mover in the markets.	3.99	0.71	High
Average			3.95	0.576	High
Opportunities	1	Opening new markets due to government agreements.	3.99	0.792	High
	2	Modern consumer trends open new markets.	3.98	0.659	High
	3	A decrease in inflation rates achieves market stability.	3.99	0.783	High
	4	Core capabilities can succeed in related product fields.	3.95	0.719	High
	5	Modern technology enables differentiated pricing strategies.	3.98	0.752	High
Average			3.98	0.59	High
Aspirations	1	Aspires to lead in innovation and digital communication.	4.01	0.742	High
	2	Aims to provide innovative and unmatched customer experiences.	3.95	0.697	High
	3	Aspires to dominate markets through exceptional services.	3.99	0.783	High
	4	Aspires to offer simple and user-friendly services.	3.9	0.714	High
	5	Aspires to maximize customer value.	3.93	0.759	High
Average			3.95	0.572	High
Success Indicators	1	Provides leading and integrated communication services nationwide.	4.05	0.697	High
	2	Uses performance metrics to track progress.	3.9	0.657	High
	3	Translates vision into measurable outcomes.	4.02	0.664	High
	4	Has an effective system to measure objectives.	3.87	0.698	High
Average			3.96	0.494	High
Competitive Advantage	1	Responsiveness to changing market conditions.	3.95	0.447	High
	2	Effective dissemination of knowledge and market insights.	3.95	0.483	High
Average			3.95	0.403	High

Source Created by the author

Contribution of Individual Authors to the Creation of a Scientific Article (Ghostwriting Policy)

The author contributed in the present research, at all stages from the formulation of the problem to the final findings and solution.

Sources of Funding for Research Presented in a Scientific Article or Scientific Article Itself

No funding was received for conducting this study.

Conflict of Interest

The author has no conflicts of interest to declare that are relevant to the content of this article.

Creative Commons Attribution License 4.0 (Attribution 4.0 International, CC BY 4.0)

This article is published under the terms of the Creative Commons Attribution License 4.0

https://creativecommons.org/licenses/by/4.0/deed.en_US