

Social CRM at the service of customer relations: ATM Mobilis case

إدارة علاقات العملاء الاجتماعية في خدمة علاقات العملاء: حالة شركة موبيليس

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Abstract:

This article aims to analyze the growing impact of Social CRM (SCRM) in transforming customer relationship management strategies. In the digital age, social networks are no longer limited to communication or promotional tools; They are becoming essential platforms for interaction, listening and co-creation with customers. Social CRM integrates these social medias into a comprehensive relationship management approach, allowing companies to better understand their customers' expectations, be responsive, and strengthen their engagement. These tools have transformed customer relationship management by introducing new models such as E-CRM or social CRM. By leveraging data from social media, organizations can personalize their offerings, anticipate behaviors, and build a more authentic and lasting relationship with their communities. This article explores the contributions, tools and challenges related to the integration of SCRM into managerial practices in the digital age.

Keywords : digital marketing, customer relationship management, E-CRM, social CRM

Jel Classification Codes : M31, O33

ملخص:

تهدف هذه المقالة إلى تحليل التأثير المتزايد لنظام إدارة علاقات العملاء الاجتماعي (SCRM) في تحويل استراتيجيات إدارة علاقات العملاء. في العصر الرقمي، لم تعد الشبكات الاجتماعية تقتصر على أدوات الاتصال أو الترويج. لقد أصبحت منصات أساسية للتفاعل والاستماع والإبداع المشترك مع العملاء. يدمج Social CRM هذه الوسائط الاجتماعية في نهج شامل لإدارة العلاقات، مما يسمح للشركات بفهم توقعات عملائها بشكل أفضل، والاستجابة، وتعزيز مشاركتهم. لقد غيرت هذه الأدوات إدارة علاقات العملاء من خلال تقديم نماذج جديدة مثل E-CRM أو CRM الاجتماعي. من خلال الاستفادة من البيانات من وسائل التواصل الاجتماعي، يمكن للمؤسسات تخصيص عروضها وتوقع السلوكيات وبناء علاقة أكثر أصالة واستدامة مع مجتمعاتها. تستكشف هذه المقالة المساهمات والأدوات والتحديات المتعلقة بدمج SCRM في الممارسات الإدارية في العصر الرقمي.

كلمات مفتاحية: التسويق الرقمي، إدارة علاقات العملاء، إدارة علاقات العملاء الإلكترونية، CRM الاجتماعي

تصنيف JEL: M31, O33

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Introduction

With the advent of information and communication technologies, customers have become more and more demanding, their purchasing behavior has changed, companies are forced to adapt to be ever more competitive, more attentive to the customer to attract and retain them.

Social media, such as Facebook, X (Twitter), Instagram, YouTube, and many others are part of the daily life of Algerian consumers, they have changed the way we communicate, prospect, and inform. Nowadays, a multitude of companies have decided to integrate social media advertising to promote their offers and services but also to be more attentive to their customers and meet their expectations. Social media has greatly contributed to the emergence of SCRM (Social Customer Relationship Management)

The development of social media has accentuated the already great advantages of CRM and E-CRM. This allows the knowledge of the customer that is now widespread through the different algorithms offered by the internet and social networks, the knowledge of the relationship between the customer and the company through all its points of contact, but also the understanding of the online activity as well as the connections between customers. Indeed, if these connections are processed and analyzed by the brand, it will make it possible to understand which community the customer belongs to, what their tastes and interests are, to meet their needs at the right time, but also to use the mechanisms of recommendation and sharing between friends and family.

This article shows the interest of Algerian companies in implementing a digital communication strategy via social networks and underlines the importance of Social CRM which optimizes the relationship between customers and companies, this article will also focus on the digital tools implemented by the mobile phone operator ATM Mobilis to establish and maintain a lasting relationship with its customers, it is in this context that we ask the following central question: *how does the integration of digital tools, particularly through Social CRM, allow an operator like Mobilis to improve the management of its customer relationship and strengthen loyalty in an increasingly tough competitive environment?* To try to answer this question, we hypothesize the following: *The integration of Social Relationship Management (SRM) improves customer loyalty by creating more personalized and responsive interactions on social networks.*

In this study, we took a descriptive and analytical approach to understand the role of social media in customer relationship management through Social CRM. First, we will define the key concepts, namely social media, and social CRM, to establish a clear theoretical framework. Then, we will analyze the digital tools used by the mobile phone operator Mobilis, with a focus on practices integrating social media in a logic of loyalty. Finally, we will present the results of a field survey, conducted with a sample of 200 ATM Mobilis customers, to evaluate the perceived effectiveness of these tools in terms of customer relations.

The objective of our study is to show the importance of the integration of digital tools and the various perspectives they open up for companies, in particular with regard to interaction and communication with customers and prospects, Also, it seemed necessary to evaluate the degree of integration of these digital channels by ATM Mobilis.

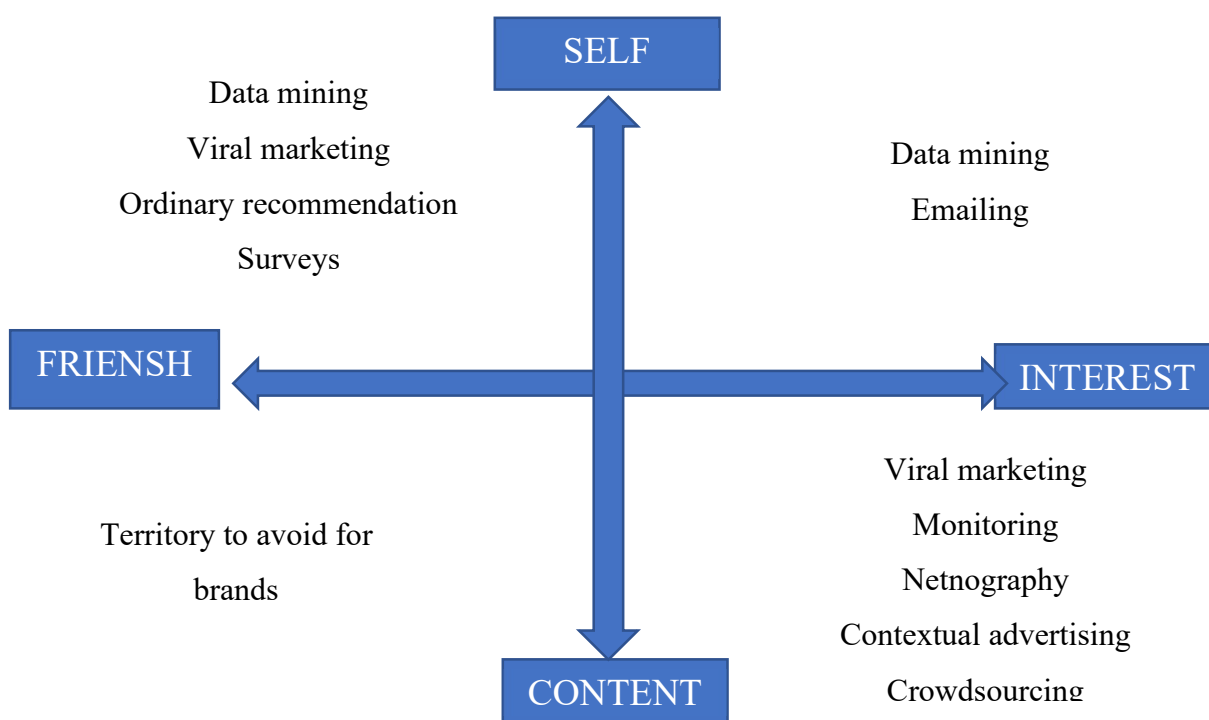
1 . Digital marketing :

Digital marketing brings all the strategies and methods deployed on digital media with the aim of enhancing a brand, a product or a service. It relies on several complementary levers, such as Search engine Optimization (SEO), online advertising, social networks, email marketing, as well as content marketing. The main objective is to target, capture attention and convert consumers by taking advantage of the digital platforms they use daily. According to D. Chaffey and F. Ellis-Chadwick (Chaffey, 2012), digital marketing is simply "the achievement of marketing objectives through the use of digital technologies"

2 . Social media:

It is the set of new media that allow social interaction between participants, often through media sharing. This term became widespread in 2005 as a central element of what is now called Web 2.0 (Dagnogo, 2018). The most reputable types of social media include instant messaging, blogs, social networking sites, video, or photo sharing sites. The central principle of social media can be defined in 3 letters User Generated Content (UGC). The common characteristics of these websites is to build a business model around content and tools that are essentially produced by users. Stenger and Coutant (Stenger, 2013) offers a social media map below in Figure 1:

Figure 1 : Social Media Mapping (Stenger and Coutant)



Source: (Stenger, 2013)

The mapping is based on the tension between two axes: participation and visibility (Le Roux, 2016, septembre).

- The first axis opposes the participation of users based on a specific interest and that based on friendship and sociability,
- The second axis refers to the visibility of content published online; It considers both the potential offered by the platform and the practices of users by focusing on what is shared and made visible through these sites. It opposes two main objectives: a self-publishing approach and a third-party content publishing approach. Self-publication can essentially take two forms of purpose; it can be professional, as is the case with professional networking sites such as LinkedIn and Viadeo, but it can also be non-professional and more inclined towards meetings or friendship or to have a growing sense of notoriety, the individual can go to so-called such as Facebook, Snapchat, Instragam. Thus, in the upper part of the map, we find personal data, based on the experience of individuals, preferences, tastes, etc. In contrast to the self, the activity is transformed into that of a content publisher, which is shown in the lower part of the figure, it can have an international audience or reduced to a simple circle of friends.

According to Kotler (Kotler, 2019), social media can be classified into two main categories:

- Expression social media like blogs, X (Twitter), Youtube, Facebook, Instagram, Flickr, and other social networking sites,
- Collaborative social media like Wikipedia, Rotten Tomatoes, Craigslist.

There are other classifications of social media proposed by different authors, including that of the authors A. Kaplan & M. Haenlein (Kaplan, 2010) , to better reflect their uses and functionalities:

- Social media for publishing: blogs and participatory sites such as wikis with Wikipedia at their head. They generally reach a large community of readers,
- Social media for sharing: includes the many social networks of content. They offer content that will be shared by the community,
- Social media for networking: contains social contact networks. Internet users interact directly with other users, thus expanding their circles of acquaintances according to personal or professional objectives,
- Social media for discussion: these are discussion forums and instant messaging

3. Definition of CRM:

CRM Customer Relationship Management is a new paradigm in the field of marketing, its goal is to create and maintain a mutually beneficial relationship between the company and its customers. In this type of commercial relationship, the company strives to build customer loyalty by offering them an ideally impeccable service.

"Customer relationship management is a strategy that aims to improve customer retention by making loyalty more advantageous than infidelity for a customer" (Léfébure, 2005)

Customer relationship management is an essential element of relationship marketing, it promotes interaction between the customer and the company, it allows the individualization of the relationship with each customer, it allows customer loyalty. Relationship marketing is seen as a strategic approach whose goal is to keep and improve the relationship with existing customers and retain them rather than acquire new customers. Nevertheless, and because of its growing use and usefulness, it is now possible to separate CRM from Relationship Marketing.

4. E-CRM:

E-CRM can be defined as a set of marketing activities, procedures, tools, and techniques on the Internet that help build and develop relationships with existing and potential customers (Rosset, 2009).

E-CRM helps to provide special services and products and reach the needs of customers through the Internet, it is one of the most important opportunities for the organization, which gives it the ability to maintain profitable customers and meet their requirements. It also helps to increase the effectiveness of marketing programs, as well as improve customer service, which in turn reduces costs; E-CRM systems help organizations identify current costs to gain, maintain, and maximize customer satisfaction, allowing them to focus their time and resources on profitable customers. The detailed and accurate information obtained by E-CRM systems allows the organization to know the behavior of its customers. In other words, increase the effectiveness of their marketing programs (Zidane, 2019).

5. Social CRM:

This new approach to CRM uses social media to communicate with customers. It requires strong relationships and conversations; it is based on a customer engagement model.

Social media has become widely known in recent years, leading to the development of a new customer relationship management model called social CRM or CRM 2.0, which integrates social media into customer relationship management (Lendel, 2009)

SCRM is defined as a business strategy supported by technology platforms, procedures and social features designed to motivate the customer to engage in collaborative dialogue to provide mutual value and benefit in a transparent and trusted environment (Zidane, 2019)

S-CRM combines the functionalities of Web 2.0 with the current customer relationship management flow: it is not simply a set of technologies, but a business strategy to promote and engage customers and build a strong relationship with them. Social networking allows organizations to test new ideas with customers and get their feedback; the most used social networks today are Facebook, LinkedIn, and Instagram, but Web 2.0 has made most websites interactive, allowing customers to post their comments and ratings, review and exchange their views (Jelonek, n.d.)

The table below highlights a comparison of the main differences between traditional CRM and Social CRM. This comparison provides a better understanding of how customer relationship management has evolved with the emergence of new technologies.

Table 1 : The main difference between traditional CRM et SCRM

	CRM	Social CRM
Orientation and objectives	Focused on managing interactions with customers and prospects to increase sales as well as retention.	Seeks to engage customers on social platforms, fostering bidirectional relationships and open communication
Communication chanel	Primarily uses direct channels such as phone, email, and physical POS	Integrates social media like Facebook, X, LinkedIn, prioritizes real-time interaction, and increases visibility.
Customer engagement	An approach more focused on sales and business objectives.	Promotes collaborative relationships, prioritizes feedback, co-creation, and community engagement.
Data Management	Collecting and analyzing customer data to optimize sales and marketing	Leverages data from social interactions to understand customer sentiments, preferences, and behaviors

Source: Done by the research from the article "From social media to Social CRM: reinventing the customer relationship (Heller Baird, 2011)

6. Case of ATM Mobilis:

6.1. Presentation of ATM Mobilis:

A subsidiary of the Telecom Algeria Group, ATM Mobilis has established itself as the leading mobile operator in Algeria since its creation in 2002. Becoming autonomous in 2003, the company has embarked on a strategy focused on customer satisfaction, innovation and technological advancement, which has enabled it to quickly reach a base of more than 23 million subscribers. Mobilis aims to become a central player in the digital transformation in Algeria, by offering quality telecommunications services, accessible to all, and by contributing to digital inclusion. With national network coverage, more than 180 agencies, 12,000 points of sale, and 4,500 radio stations, Mobilis relies on a solid infrastructure to offer impeccable customer service and cutting-edge technological solutions (<https://mobilis.dz/>, January 2025).

6.2. Mobilis' presence on social media²:

- Website: <https://mobilis.dz/> available in 3 languages Arabic, English and French is a complete and functional digital showcase of the leading mobile operator in Algeria. Designed to offer a smooth and intuitive navigation, it allows users to quickly access all commercial offers, customer services, as well as the latest technological innovations offered by the company. The site is also intended to be an information and proximity tool, by providing regularly updated content on current promotions, new products, or distribution networks throughout the national territory. A true interactive interface, it

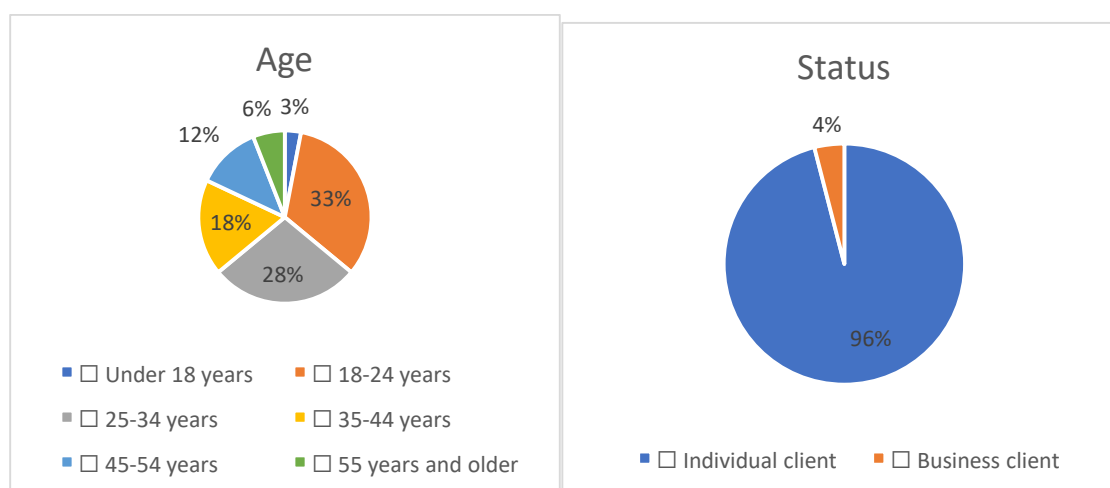
² Data consulted on social networks in January 2025

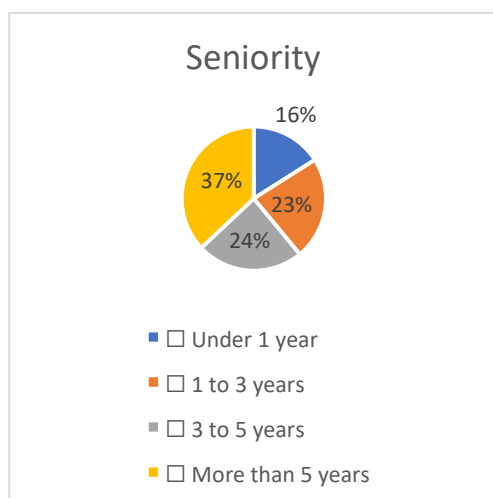
illustrates Mobilis' commitment to the digitalization of its services and to the continuous improvement of the user experience.

- Presence on Facebook: Mobilis is very active on Facebook, where it benefits from a dynamic community of more than 3,200,000 subscribers. The page is regularly animated by publications on promotional offers, news, institutional campaigns and sponsored events, thus strengthening the proximity with its customers.
- Presence on X (twitter) On Twitter, Mobilis adopts a more direct and responsive communication towards its 570000 followers, the account is used mainly to share news, answer followers' questions and relay the brand's initiatives, especially in real time.
- Presence on Instagram: On Instagram, Mobilis enhances its image through attractive visual content, mainly targeting a young audience of nearly 360000 subscribers
- Presence on LinkedIn: Mobilis uses LinkedIn to communicate on its projects, partnerships, and actions in terms of innovation and recruitment to its 115000 subscribers
- Presence on YouTube: The Mobilis YouTube channel broadcasts its advertisements, institutional videos, and tutorials to strengthen its visibility, the channel has nearly 114000 subscribers

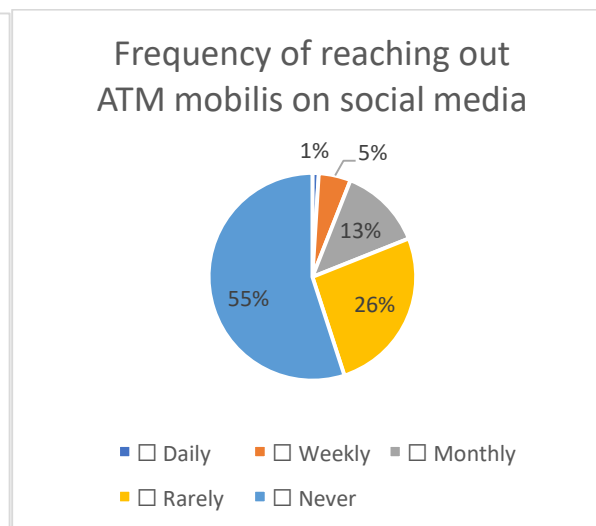
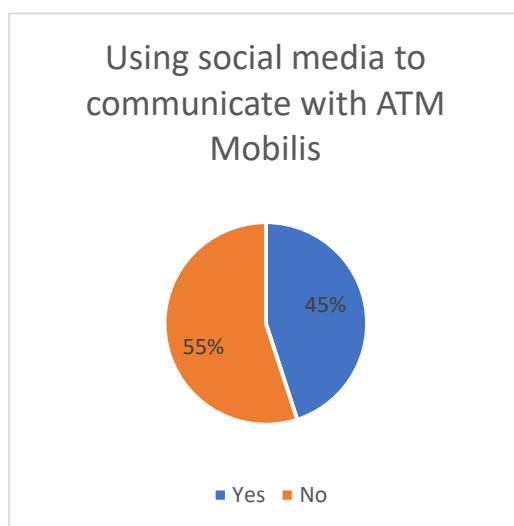
6.3 Result of the survey:

As part of the study, a survey was distributed to 200 ATM Mobilis customers to know their reactions to the use of SCRM by the company, the figures below show the main results obtained:



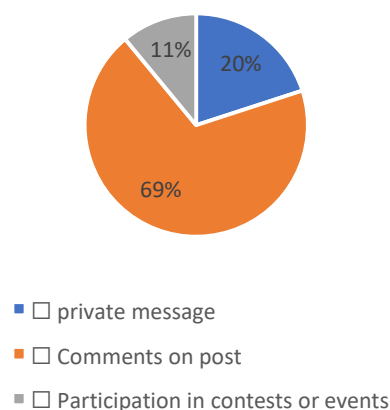


Among the 200 customers surveyed, the two age groups between 18 and 34 years old stand out clearly, representing 61% of respondents. This reflects a high participation of young adults in the survey. The majority of respondents, 96%, are individual client, while business clients are only 4%. Regarding the seniority of customers, the answers are relatively divided, although ATM Mobilis customers have been predominating for more than 5 years. This diversity in the seniority of clients shows a long-term stability of the clientele, while suggesting a renewal or evolution in profiles over time.

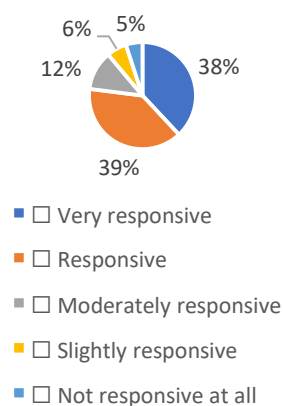


Nearly half of respondents say they have contacted Mobilis via social networks, while 55% say they have never done so. Of those who have made contact, the frequency of communication varies, but the majority indicate a rare contact, accounting for 26% of responses. This breakdown shows a relatively moderate use of social media to interact with the company, suggesting an opportunity to boost customer engagement through these platforms.

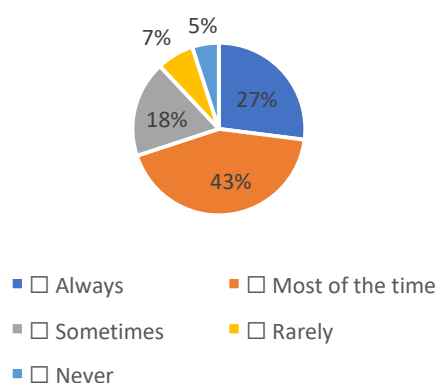
Mean of communication



ATM Mobilis's responsiveness

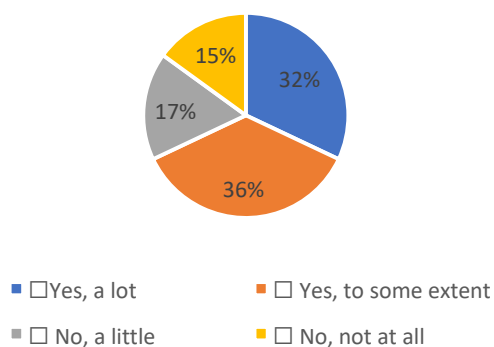


Satisfactory responses during social media interaction

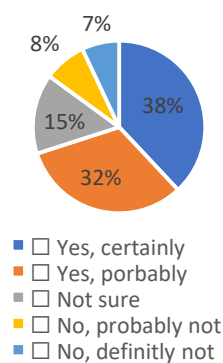


Of the 90 respondents who said they use social networks to communicate with Mobilis, the vast majority prefer to comment on posts as a means of contact. In fact, 69% of them say they use this method, making it the most common channel on the company's social platforms. Also among these 90 respondents, a large majority believe that ATM Mobilis is very responsive to messages, with 39% who consider it "very responsive" and 38% who find it "responsive". In addition, a large majority express high satisfaction, with 70% indicating that they are satisfied "always" or "most of the time".

Social CRM encourages customer loyalty to ATM Mobilis



Recommended ATM Mobilis due to its use of social media for Customer Relations



Among the 200 respondents, a very large proportion believe that the implementation of an SCRM promotes customer engagement and loyalty. In fact, 32% of participants say that it promotes it "a lot", while 36% think that it contributes to some extent. Additionally, a large majority recommend Mobilis due to its use of social media for customer relationship management, with 38% of respondents saying they would "definitely" recommend the company and 32% saying they would "probably" recommend it. These results show the positive impact of Mobilis' digital approach on customer perception.

6.4. The principal results of the study:

- Mobilis has integrated social networks into its customer relations strategy as part of a digital transformation process.
- This presence aims to improve communication, strengthen customer loyalty, and modernize the company's image.
- Social networks are perceived as an effective tool to: share information, receive feedback, and establish a personalized relationship.
- Even customers who do not actively interact recognize the benefits of this strategy.
- Social CRM promotes a relationship that is more engaging, responsive, and adapted to current needs.
- Overall, Mobilis' digital strategy is well perceived by customers and supports a more modern and dynamic customer relationship management.

Conclusion :

The rise of digital technologies, in particular the use of the internet and social networks, has allowed companies to reinvent their approach to customer relations. Today, they have new ways to strengthen proximity with their customers and establish lasting relationships. Social CRM has disrupted traditional methods of customer relationship management, giving rise to innovative practices such as social media integration and increased personalization of services. These developments, brought about by the digital transformation of companies, have marked a major step in the way companies engage with their customers. Indeed, digital technologies are no longer limited to a simple communication channel, but are becoming a strategic lever for optimizing customer engagement and loyalty.

In this context, ATM Mobilis, like many Algerian companies, has integrated digital technologies as a fundamental strategic axis in customer relationship management, with the aim of strengthening its links with consumers. By focusing on direct interactions via its social media, the company allows its customers to maintain fluid and continuous communication.

Mobilis has made significant efforts to assert its presence in the digital space, as evidenced by the large number of subscribers it has on the main social platforms. This dynamic is confirmed by the study conducted among 200 customers: although a significant proportion of respondents have never interacted directly with the company via social networks, the majority nevertheless recognize the benefits and positive impact of Mobilis' digital presence, even without having fully exploited these channels. As a result of this digital approach, new customer relationship management models have emerged, promoting direct interactions, personalization of services and better listening to the needs expressed by customers. ATM Mobilis offers its customers a wide variety of communication channels as well as a wide range of services, facilitating a personalized and more efficient interaction.

Thus, the integration of Social CRM into the customer relationship management strategy is a significant step forward in the way companies interact with their customers in the digital age, in an environment where transparency, responsiveness and community engagement are central.

Recommendations and perspectives :

To strengthen the effectiveness of their marketing strategy in an ever-changing digital environment, ATM Mobilis must promote a seamless integration between Social Customer Relationship Management (SCRM), CRM and digital marketing tools.

Also, with the constant progress that the world is experiencing, the integration of artificial intelligence into CRM and digital marketing strategies will profoundly transform the way companies interact with their customers. With AI, CRM systems will become smarter, able to analyze massive volumes of behavioral data to anticipate needs, segment audiences accurately, and deliver ultra-personalized experiences.

This approach will improve customer loyalty by ensuring more responsive, personalized, and contextualized interactions on social networks.

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