

The Impact of Competitive Intelligence on Achieving Customer Relationship Management (Case of Mobilis Corporation)

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Abstract :

This paper aimed to measure the effect of the competitive intelligence on achieving customer relationship management in a sample survey of 272 individual of Mobilis Corporations in eastern provinces. The field study concluded that the competitive intelligence has an extreme importance on achieving customer relationship management, given the strategy of the corporation in monitoring the Competitor threats and Competitive risks, and how does it deal with the costumer orientation and service them; The study resulted a significantly positive impact of the application of competitive intelligence on the level of customer relationship management at a level of 5% of significance.

Keywords: Competitive intelligence; Customer relationship management; Competitor threats; Competitive risks.

Jel Classification Codes: M15, M31.

Introduction :

The industrial revolution in the mid-eighteenth century led to radical changes in the origins of traditional competition, as markets shifted from "producers' markets" to "consumers' markets" as a result of the presence of a number of competitors in each economic sector, which led to increased interest in customers and identification of their needs and desires to design products and services that meet those needs and desires.

In light of the intensification of competition in the external environment, the Algerian organization is struggling to maintain its current customers and try to attract new customers to ensure its survival and continuity.

This comes by achieving customer satisfaction and building long-term relationships with them. This obliged the organization to search for the tools most capable of facing the pressures that enable it to manage the customer relationship, and among the tools we find competitive intelligence, which is a system for environmental scanning by providing information on the competitive environment.

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From the foregoing, it can be said that this study raises the following question:
What is the impact of competitive intelligence on achieving customer relationship management in Mobilis Corporation?

From the main question, the following **sub-questions** emerge:

- What is the level of application of the dimensions of competitive intelligence in the Corporation under study?
- What is the level of application of the dimensions of customer relationship management in the Corporation under study?
- What is the relationship formed by competitive intelligence to customer relationship management in the Corporation under study?

Several tentative answers to the sub-questions can be given in the form of the following **hypotheses**:

- Mobilis Corporation focuses on the first dimension in collecting information about competitors.
- Mobilis Corporation is concerned with maintaining customers by gaining their loyalty and satisfaction.
- There is a significant effect between competitive intelligence and customer relationship management in the Corporation under study.

For answering the above questions, the study **aimed** to:

- Investigate which dimensions Mobilis Corporation apply to scan the competitive environment and to manage the customer relationship.
- analyze the impact of competitive intelligence on achieving customer relationship management in Mobilis Corporation.

The **importance of research** lies in understanding the importance of competitive intelligence, which has become the criterion that determines the success of organizations, because of its essential role that covers all aspects of analyzing the competitive environment of Corporations. Considering that the economic Corporation is a basic structure of the economic structures that advance the country, the importance of the research lies in highlighting the impact of competitive intelligence on the level of customer relationship management with Mobilis Corporation, to indicate the features of the problem and to present the proposed recommendations regarding it.

Previous studies:

Study one:

Rana sabr nacer et al, the Reactive Role of Competitive Intelligence to Enhance the Impact of Organizational Ambidexterity in Achieve Customer Delight: Field Research on a Sample of Travel and Tourism Companies in Baghdad, 2018.

The research aims to determine the reactive role of competitive intelligence to enhance the Impact of organizational Ambidexterity to achieving customer delight, A problem has been launched and being expressed by a number of questionings, whose answer quoted theoretical philosophy and intellectual goals for these variables that are the cornerstones of the modern management, and then to identify their relations and their direct and indirect effects through the racecars role. In this context, the research sample consisted of a number of employees at the travel and tourism companies in Baghdad (242), The questionnaire was used as a primary

data collection tool and a number of statistical means were used to validate the research hypotheses such as arithmetic mean, standard deviation, Person correlation coefficient, and structural equation modeling to test direct and indirect influence hypotheses. The results of the research came in line with most of his hypotheses. A number of conclusions were formulated. The most important of these was that the variable of competitive intelligence modifies a positive relationship between organizational Ambidexterity and the achievement of customer delight. The research concluded with a number of targeted recommendations.

Study two:

Saadoun hamoud jeshir et al, The formulation of strategic customer relationship management by achieving the relationship between strategic intelligence and organizational intelligence, 2013.

Seeks this research to verify the existence of a relationship between intelligence strategic intelligence organization to formulate a strategy smart private management relations customer through the test of this relationship in Pepsi Baghdad, polled samples first: senior management, as has been identified their opinions regarding the level of application of the company system intelligence strategic and organizational (Business Intelligence), and the second: heads of Departments company to explore their views about the company's management of the relations of the customer, has been adopted circles calculations and standard deviations as well as the correlation coefficient (Spearman) to choose the moral relationship came conclusions to confirm this relationship and to respond quickly to the needs and desires of customers leads to an increased chance of customer retention and achieve satisfaction.

Study three:

Meliha Handzic et al, Improving Customer Relationship Management through Business Intelligence, 2013.

This study examined empirically the role of business intelligence capabilities in CRM. it has developed and empirically tested a conceptual model for better understanding the factors involved in improving customer relationship management from business intelligence. The proposed model based on prior CRM and BI literature is fully confirmed by empirical evidence. The study provides two important findings regarding BI. Firstly, the study reveals the mediating role of business strategy in extracting benefits to customer strategy from BI. Secondly, the study stresses BI initiatives as important influencers of business strategy in an organization. These findings make two important contributions. For research, they provide an improved understanding of the BI phenomenon. For practice, they show managers how BI can be leveraged for greater benefit.

In order to be more detailed in the details of the subject of the competitive intelligence and customer relationship management, we have developed the following plan:

1- Basic concepts of customer relationship management:

1.1. Definition of customer relationship management

The customer is considered to be the most important stakeholder in almost every business, businesses perform better economically if they acquire, satisfy, and retain their valuable customers, that is, manage customer relations properly¹. Organizations can build great relationships with their customers by introducing digitalization. It can enhance and facilitate the relationships with customers in many ways. This can be achieved by the successful employment of Customer Relationship Management systems². The main purpose of implementing CRM systems in the organization is to improve customer relations of the organization by building new relationships and maintaining old relations with the customer(I. Chen & Popovich, 2003).

Customer relationship management (CRM) has been defined by many authors in recent decades, yet there has been a great divergence in formulating a unified definition for CRM. This divergence can be due to the differences in the scientific background of these authors. Stone & Findlay (2001)³ defined CRM as the organization carrying out a lot of information about the customer from various resources and keeping it in order to divide the territories, analyze and reuse. This definition limited CRM to only collecting and recording information about the customer. Later, Forss & Stone (2001)⁴ defined CRM as the company use of its skills in research methodologies, technology and e-commerce in order to manage customer relationships. This definition considers CRM as the ability to use technology in dealing with customers. Parvatiyar & Sheth (1994)⁵ came out with a broader definition to CRM, they viewed CRM as a broad strategy that includes the process of acquiring certain customers, keeping them and cooperating with them to create a distinguished value for both the company and the customer. This definition regards CRM as a strategy aiming to deliver a distinguished value to the customer through improving the

¹ Francis Buttle (2004) Customer relationship management: Concepts and Technologies, Published by Elsevier Ltd, pp 41-43.

² Stefanou, Constantinos, Christos Sarmaniotis, and Amalia Stafyla (2003), "CRM and CustomerCentric Knowledge Management: An Empirical Research," Business Process Management Journal, 9 (5), 617–634.

³ Stone, M. and Findlay, G. (2001),"Data chaos-A court case waiting to Happen",Int.J.of Customer Relationship Management.

⁴ Forss , B. & Stone , M. (2001), Successful customer Relationship marketing, London; Kogan.

⁵ Parvatiyar, A., & Sheth, J. N. (1994). Paradigm Shift in Marketing Theory and Approach—The Emergence of Relationship Marketing. In J. N. Sheth and A. Parvatiyar (Eds.). Relationship Marketing: Theory Methods and Applications, Second Research Conference Proceedings

marketing productivity. Payne & Frow (2005)¹ demonstrated that there are various perspectives related to the concept of CRM. While some points of view regard CRM as correspondence in direct mail, a diagram for customer loyalty programs or databases, others regarded it as an assistant office work or a call center. Still, some considered it as just data storage, search and processing.

CRM refers to deal with customers in a manner to develop strong relationships with customers that helps to satisfy and retain existing customers and acquire new customers (Kumar, Reinartz 2006)². To build better relationships with customers it is important the organizations have a customer-centric approach and use technology to achieve this. CRM systems enable an organization to use people, processes, and technologies together to manage customer relationships. CRM enables integration of front office functions. The front office functions involve interaction with customers through different modes like **face to face, email, internet, telephone, television, radio**, and wireless application protocol (**WAP**, for wireless data access using mobile networks). The key components of front-office functions are **sales, marketing and customer service**. CRM enables automation of these functions to manage customer relationships.

1.2. Purposes of customer relationship management

The main purpose of any CRM system of any organizations is to establish a long-lasting relationship with its customers. Such organizations are generally organized around their customers. Being customer-centric is one of the key success factors for the implementation of CRM. Interdepartmental integration, communication of CRM and strategy among employees are also proved to be influential. Although many companies are able to gather a lot of customer data, due to lack of analytical capabilities, most of them fail to synthesize that data for improving customer relations. So, in order to improve the benefit of CRM system within an organization, the focus should be given on how to better utilize the data in the context of customer-centricity, enterprise-wide and technology strategy.

CRM helps to increase the number of customers by better management of customer relationships. They also discussed, that CRM also helps

¹ Payne, A. & Frow, P. (2005), "A strategic framework for Customer relationship management, *Journal of Marketing*.

² Kumar, K. & Subramanian, R. (2006). Navigating the External Environment through a Market Orientation. *SAM Advance Management Journal* 65(2):16-18

businesses/organizations to grow and expand¹. CRM systems are expected to help organizations to²;

- a. improve customer focus,
- b. integrate different processes involving customers like sales, marketing, and other services,
- c. automate marketing processes, for example, by targeting right customers for any marketing campaign, and
- d. automate sales cycle.

2. Basic concepts of Competitive Intelligence

Organizations need to interact with the external environment by being more competitive, that is, anticipating market changes, and above all in response to the volatility of their macro-environment (political, economic, socio-cultural, technological and regulatory). As Prescott e Miller (2002)³ point out, in a global market saturated with data, the need to transform information about competitors into intelligence has never been so latent.

The activity of Competitive Intelligence presupposes the systematized use of ethically and legally obtained information, relating to the overall competitive environment so that the organization can establish trends and scenarios and respond faster to the market changes of its competitors.

The activity of Competitive Intelligence also consists in finding available data based on public sources or even within the organization itself. In another sense, the intelligence activity in organizations uses internal information, as well as the external public information, though not necessarily published, as sources to find and reinforce information on the market environment, such as clients, competitors, associations, clients' employees (sales people, service agents and employees related to those working for the competition) and company records⁴. Sometimes, data is sought through these sources and other times it arrives by chance. Other available sources are government records, newspaper clippings, interviews, press bulletins and specific industry sector magazines. Finally, the authors affirm that Competitive Intelligence professionals are curious by nature,

¹ Reinartz, W., Krafft, M. and Hoyer, W.D. (2004), "The customer relationship management process: its measurement and impact on performance", *Journal of Marketing Research*, Vol. XLI, August, pp. 293-305.

² Croteau, A.M. and Li, P. (2003) Critical Success Factors of CRM Technological Initiatives, *Canadian Journal of Administrative Science*, 20, 1.21-34.

³ PRESCOTT, J.E.; MILLER, S.H.(2002) *Inteligência competitiva na prática*. Rio de Janeiro: Campus.

⁴ FLEISHER, C.S.; WRIGHT, S.; ALLARD, H.T.(2008) The role of insight teams in integrating diverse marketing information management techniques. *European Journal of Marketing*, v.42, n.7/8, p.836-851.

which could suggest an ability to enhance and expand the information sources for an organization.

The Competitive Intelligence activity starts from an analysis phase of the systematically gathered information about the external environment.

The external information, on being internalized, needs to follow internal flows to construct meaning. After the information has been collected, processed and filtered, one has the main products of Competitive Intelligence, which are delivered as reports, *clippings*, analyses or “information dossiers”. According to Marin and Poulter (2004)¹, these products are the result of the monitoring of competitors, market news, financial statements, and changes in legal scope, patents, brands and copyright.

3. Research Methodology

The study was carried out in eastern Mobilis Corporations (in five provinces of Annaba, Guelma, Constantine, Oum el bouaghi, and El Tarf) during the period April 2022 till July 2022.

In this study, both primary and secondary sources of data were used to develop a comprehensive set of criteria that can serve as a benchmark in gauging the effect of competitive intelligence on achieving customer relationship management in Mobilis Corporation. Several scholarly articles, relevant to the research objective, were thoroughly reviewed to collect the secondary data. In order to test the hypotheses, a survey questionnaire was developed. In this regard, a few issues were considered, such as Marketplace opportunities, Competitor threats, Competitive risks.

The questionnaire developed after studying several empirical literatures was also checked for content validity. Based on focused group discussion, with academicians and practitioners well-versed in this aspect, three dimensions of measuring CRM in Mobilis Corporation were identified. Among three dimensions, two were exogenous, namely, customer orientation, and service process; and one was endogenous, i.e. customer satisfaction.

To operationalize these dimensions, thirty-four items were generated and measured on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

a total of 280 questionnaires were distributed to the Mobilis Corporation respondents based on a random sampling technique of which 276 responses were collected, only 272 were appropriate for analyzing. (see appendix 01)

To input the data and carry out the required analysis on it, SPSS version 23.0 was used. Descriptive analysis of the respondents' demographic

¹ MARIN, J.; POULTER, A.(2004) Dissemination of competitive intelligence. *Journal of Information Science*, v.20, n.2, p.165-180.

attributes as well as the reliability analysis of the study variables, and perform regression Modeling to test the hypotheses developed for this study.

4. Findings of the Study

4.1 Analysis of Demographic Variables

The following table depicts the respondents' profile that highlights their gender mix, age, academic qualification:

Table 1: Demographic Variables analysis

Gender		Age		academic qualification	
	Pourcentage		Pourcentage		Pourcentage
Male	69,1	20-30	1,1	Secondary or equivalent	1,5
Female	30,9	31-40	65,8	Higher Secondary or equivalent	2,9
Total	100,0	40-50	16,2	Undergraduate	1,5
		above 50	16,9	Post Graduate	50,4
		Total	100,0	Doctoral	7,4
				Diploma	36,4
				Total	100,0

Source: Appendix 02 data

As illustrated in Table 1, out of 272 respondents, 69,1% are male and 30,9% are female. As far as the respondents' age is concerned, a hefty share of about 65,8% falls in the bracket of 31-40 years. This is followed by 16,9% falling in the age bracket of above 50 years. Regarding the respondents' academic qualification, a vast majority of 50,4 % possess a post-graduate degree followed by 36,4% possessing a Diploma.

4.2 Descriptive Statistics and Reliability Measures

It can be noted from the following table that the three independent constructs named **Marketplace opportunities (x1)**, **Competitor threats (x2)**, **Competitive risks (x3)** have a mean of 4,09, 4,15, and 4,12 respectively. As each of the values drops up 4.0 a corresponding value equivalent to agree on the five-point Likert scale, the concluding remark is that the respondents think there is room for improvement on these factors, what should be noted is that the second variable (**Competitor threats**) is the most focused variable on the corporation in applying competitive intelligence.

Table 2 : Descriptive Statistics and Reliability Measures

variable	N	Moyenne	Ecart type	Alpha de Cronbach
x1	272	4,0949	,62208	,819
x2	272	4,1558	,48931	,763
x3	272	4,1213	,73749	,776

y1	272	4,3713	,49371	,803
y2	272	4,3983	,44967	,786
y3	272	4,3640	,45037	,792
N valide (liste)	272			

Source: SPSS outputs

The dependent construct, CRM's mean value of 4.37 indicates that respondents are nearly satisfied with the mentioned variables. The table shows that the mean of the dependent variable dimensions (**customer orientation (y1)**, **customer service (y2)** and **customer satisfaction (y3)**) are 4,37, 4,39 and 4,36 respectively. What should be noted is that the second variable (**customer service**) is the most focused variable on the corporation in applying CRM.

The standard deviation of all the constructs indicates that the responses on average were a little below 1 point away from the mean. It reflects the fact that the mean of the sample more accurately portrays the mean of the actual population.

For measuring reliability, Cronbach alpha is used here which indicates the internal consistency of the variable items. the appropriate value of Cronbach alpha is 0.7. In the above table, the value of Cronbach Alpha in the table 02 indicates satisfactory internal consistency as the minimum value ranges from 0.845 for the service process to a maximum value of 0.901.

4.3 Regression Analysis

Table 3: multiple and simple regression analysis

Modèle	B	Bêta	T	Sig	R-deux	F	Sig.
x1	-,015	-,024	-,400	,689	,407	61,391	,000 ^b
x2	,232	,299	4,194	,000			
x3	,216	,419	6,905	,000			
X	,454	,597	12,218	,000	,354	149,291	,000 ^b

X: competitive intelligence.

Source: Appendix 03 data.

Table 3 shows the results of multiple regression analysis between **Marketplace opportunities**, **Competitor threats**, **Competitive risks** and CRM level. The table shows the adjusted squared multiple correlation coefficient (adjusted R²) clearly explains 40.7% of the variance associated with the CRM level and the F statistic is also significant (F = 61,391), which confirms that all the variables make a significant contribution to fit into regression model. As observed from table 3 significantly associated with the CRM level; the most important variable was **Competitive risks**, which had the highest Beta value of 0,419 and highest t-value of 6,905. This result shows a positive relationship between competitive intelligence (**Competitor threats**) and CRM level. The result demonstrated the strongest correlation between these variables. The second most important variable associated with the perceived use of competitive intelligence was **Competitive risks**. The Beta value for this variable was 0,299 with t value of 4,194. This result shows a

positive relationship between competitive intelligence (**Competitive risks**) and CRM level

The third variable associated with the perceived use of competitive intelligence was **Marketplace opportunities**. The t value for this variable was -0,400 with sig value of 0,689. Which explain This an insignificant relationship between **Marketplace opportunities** and CRM level.

Table 3 also shows the results of simple regression analysis between competitive intelligence variable and the CRM level, those confirm a significant contribution from independent to dependent variable (F statistic=149,291, adjusted R²=,354). concerning the (t value =12,218) with a significant (sig= 0,000) which express a positive impact due to the two significant dimensions (**Competitor threats** and **Competitive risks**). Therefore, hypothesis 2 was substantiated.

Accordingly, excellent competitive intelligence may lead to upgrade the CRM level.

Conclusion.

The purpose of this paper is to investigate the effect of competitive intelligence dimensions (Marketplace opportunities, Competitor threats, Competitive risks) on the CRM level in Mobilis Corporation.

H1: Mobilis Corporation focuses on the first dimension in collecting information about competitors.

By observing the mean of 4,15, the respondents think that the second variable (Competitor threats) is the most focused variable on the organization in applying competitive intelligence, due to the strategy of Mobilis Corporation in collecting competitors' information in order to provide various services, and the company's management which calculates and analyzes the competitors' market share, and designs strategies to confront competitors' threats.

Also, the company remains alert to current or potential competitors' threats, monitors their behavior and tries to win over them. Therefore, hypothesis 1 was unsubstantiated.

H2: Mobilis Corporation is concerned with maintaining customers by gaining their loyalty and satisfaction.

By observing the mean of 4,39, the respondents think that the second variable (customer service) is the most focused variable on the organization in applying competitive intelligence, due to the following reasons:

Mobilis Corporation allows submitting complaints and suggestions to improve its services. It also issues bulletins and publications that contain all technical information and calls for holding periodic seminars in which the customer becomes acquainted with all its services and gives the opportunity to express the customer's opinion on the services provided. It contacts the customer, inquires about his comments and responds to omissions, and tries to provide excellent services compared to other companies.

Company employees show positive interaction to gain customer satisfaction because of their kindness

The company invites customers to events for a program of prizes, gifts or greeting cards

The company ensures the design of a product that meets the expectations and requirements of the customers and that the product is delivered within the specified deadlines.

The company develops and improves the product according to the customer's needs and desires, and uses advertising means to motivate the customer to buy the product. Therefore, hypothesis 2 was unsubstantiated.

H3: There is a significant effect between competitive intelligence and customer relationship management in the Corporation under study.

Based on the results of multiple regression analysis between Marketplace opportunities, Competitor threats, Competitive risks and CRM level, we find that only one dimension from three had no statistically significant effect on CRM level, in contrast, the results of simple regression analysis showed that competitive intelligence had statistically significant effect on CRM level, these results can be justified by:

Mobilis Corporation collects competitors' information in order to provide various services. Also, good knowledge of market risks that may be associated with the current strategy or potential strategic changes aimed at pursuing new opportunities. As well as, enterprise use of intelligence-based assessment of the immediate risk impacts of the competitive landscape. And, continuous investigation of factors that could critically influence an organization's strategy. Also, Ensure that current and potential threats and risks are analyzed and categorized to identify those that could severely impede the success of the strategy.

All of these factors directly and indirectly affect all aspects and dimensions of customer relationship management, which positively affects its levels. The customer is the cornerstone for the survival and continuity of corporations especially those Corporations that depend on service activity in light of the knowledge economy and the system of communication technologies. This is what this study tried to reach after conducting a case study in Mobilis Corporation for mobile services.

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Appendices

Appendice 1

Gender

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	male	188	69,1	69,1	69,1
	female	84	30,9	30,9	100,0
	Total	272	100,0	100,0	

Age

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	20-30	3	1,1	1,1	1,1
	31-40	179	65,8	65,8	66,9
	40-50	44	16,2	16,2	83,1
	above 50	46	16,9	16,9	100,0
	Total	272	100,0	100,0	

academic qualification

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Secondary or equivalent	4	1,5	1,5	1,5
	Higher Secondary or equivalent	8	2,9	2,9	4,4
	6 2. Undergraduate	4	1,5	1,5	5,9
	Post Graduate	137	50,4	50,4	56,3
	Doctoral	20	7,4	7,4	63,6
	Diploma	99	36,4	36,4	100,0
	Total	272	100,0	100,0	

Appendix 2

Récapitulatif des modèles

Modèle	R	R-deux	R-deux ajusté	Erreur standard de l'estimation
1	,638 ^a	,407	,401	,29420

a. Prédicteurs : (Constante), x3, x1, x2

ANOVA^a

Modèle		Somme des carrés	ddl	Carré moyen	F	Sig.
1	Régression	15,940	3	5,313	61,391	,000 ^b
	Résidu	23,196	268	,087		
	Total	39,136	271			

a. Variable dépendante : Y

b. Prédicteurs : (Constante), x3, x1, x2

Coefficients^a

Modèle	Coefficients non standardisés	Coefficients standardisés	t	Sig.
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		B	Erreur standard	Bêta		
1	(Constante)	2,585	,156		16,584	,000
	x1	-,015	,037	-,024	-,400	,689
	x2	,232	,055	,299	4,194	,000
	x3	,216	,031	,419	6,905	,000

a. Variable dépendante : Y

Récapitulatif des modèles

Modèle	R	R-deux	R-deux ajusté	Erreur standard de l'estimation
1	,597 ^a	,356	,354	,30551

a. Prédicteurs : (Constante), X

ANOVA^a

Modèle		Somme des carrés	ddl	Carré moyen	F	Sig.
1	Régression	13,935	1	13,935	149,291	,000 ^b
	Résidu	25,201	270	,093		
	Total	39,136	271			

a. Variable dépendante : Y

b. Prédicteurs : (Constante), X