

**E-CRM in algerian telecommunication sector:
website evaluation
Case study: Mobile network operators in Algeria
(Djezzy Ooredoo and Mobilis)**

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Abstract

This article presents a comparative study between three mobile network operators in Algeria (Djezzy Ooredoo and Mobilis) which aims to evaluate their websites from the point of view of customers to know their opinions toward the visibility of websites. The conclusion and implications focus on how the websites have an excellent design however the companies complain of weakness in regards to the communication.

Keywords: E-CRM, website, evaluation, design.

Jel Clasification Codes : M3, M31

Introduction

The Internet has experienced a boom as a source of information and nowadays, everything is becoming smart! the consumer is becoming more and more demanding so it is imperative to adopt a strategy of interactivity and personalization.

Organizations no longer focus on traditional relationship management with customers, but another important trend has emerged, which is the electronic management of the relationship with customers ,they are working to integrate

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business management systems with the capabilities of the electronic customer relationship management system to provide distinguished applications for organizations to give them the opportunity to compete strongly in light of changes and new markets through the use of direct communication channels with customers through the Internet¹.

This transformation invites the actors of the media and marketing ecosystem to question themselves on the stakes of the adoption of digital tools and the means of management of the e-communication of the company as well as to consider the seizure of power from the consumer².

Creating a visible and explicit website for customers to participate and answer them regarding the services provided, helps the implementation of effective electronic management of the relationship with customers³.

Consequently, this study aims to evaluate the websites of the three mobile network operators (Djezzy, Ooredoo, Mobilis) as a component of E-CRM⁴.

The manuscript is organized in the following manner. The first section discusses the electronic customer relationship management E-CRM. The second section discusses why organizations must implement an E-CRM. The third section deals with the concept of websites. Section four introduces the research hypotheses followed by section five and six where we discuss the methods and results respectively. Section seven states the discussion and implications of the research.

1-E-CRM

E-CRM derive from CRM so first of all we need to identify what's the CRM;

Customer relationship management (CRM) is the development of customer value through an enhanced relationship between the customer and the firm. This relationship is rooted in customer perceptions. However, it is ultimately manifested in superior customer acquisition, retention, and development, achieved by leveraging customer data to increase the productivity of marketing efforts⁵.

The spread of the Internet has led to the emergence of electronic customer relationship management, which depends mainly on technology which is defined as

¹Omar.S(2018), « the role of electronic customer relationship management elements on E-loyalty, an exploratory study of a sample of customers of Korek Telecom mobile. Kirkuk university for economics and administrative sciences Revue, pp199,221.

² Youssef El Yaacoubi, Z. E. (2018), « La e-communication à l'ère de la digitalisation de la marque :de la posture passive à l'interactivité cas de la multinational Oriflame SWEDEN ». Revue du controle de la comptabilité et de l'audit, September, pp. 1166-1187.

³ Noor.S(2018), the effect of banking service quality between electronic customer relationship management and customers satisfaction in the commercial banks operating in Jordan, Matser thesis, university Al bait, Jordan.

⁴ Houda Zaim, M. R. (2020). "E-CRM Success Factors as Determinants of Customer Satisfaction Rate in Retail Website". International Journal of Computer Information Systems and Industrial Management Applications, May 20 pp. 82-92.

⁵ Neslin, S. A. (2015). "Customer Relationship Management (CRM)". The History of Marketing Science, August 24, pp. 289-317.

the the adaptation of CRM in E-commerce environment and helps build and sustain customer relationship using the net. It is a net-based business strategy that requires development of a set of integrated software application to deal with all aspects of customer interaction like sales, marketing field support and customer service¹.

E-CRM relies on internet technology to recognize the customer, process his requests and enter into direct relationship with him².

E-CRM is also defined as a set of trends, tools and procedures for building and developing relationships with existing and potential customers via the Internet³.

E -CRM can be defined, according to Solucom, as “all the approaches, tools and processes allowing address the knowledge needs of customers, analysis and segmentation of these customers, triggering automated actions and customer support line⁴.

2-Why organizations must implent an E-CRM?

The purpose of electronic customer Relationship is to serve the customer in better way retain valuable customer and enhance analytical capabilities in an organization also to improve and provide better customer service develops a relationship and preserve valuable customer⁵ (Rashid Farooqi S. K., 2014)

With E-CRM it becomes possible for an organization to tailor the whole customer experience to the individual. Tailoring based on customer data, active personnalization, includes information content presented, the products offered and also advertising from other organizations⁶.

3-Website :

A web site is a set of interconnected web pages generally operated by a person or a company, it combines functionality, content, form, organization and interaction⁷ (Karima Zidane, 2019)

the website includes: context, content, community, customization, communication, connection and commerce. The context is the actual layout and design of the web page. The context refers to the text, video, sound and picture. The community aspect of effective design pertains to the ability of user-to-user comminication. Customization is the website's ability to allow the user to personalize the site to

¹ Rashid Farooqi, D. K. (2011). “A COMPARATIVE STUDY OF CRM”. Indian Journal of Computer Science and Engineering, September, pp. 624-627.

² Bellaaj, M. (2014). « Les impératifs stratégiques pour la mise en place d'un projet e-GRC par les PME ». Revue française de gestion, pp. 119-137.

³ Karima Zidane, M. O. (2019). « E-CRM : une nouvelle révolution pour la relation client à l'ère de la digitalisation - Cas d'Optimum Télécom Algérie « Djezzy ». DIRASSAT Journal, Janvier, pp. 381-393.

⁴ Annie Falantin, E. F. (2011). « La banque à la requenqute de ses E- clients. L'Expansion Management Review », December 11, pp. 40-48.

⁵ Rashid Farooqi, S. K. (2014).” Effectiveness of e-CRM in Commercial Banks: A Customer Perspective”. Srusti Management Review, January, pp. 15-20.

⁶ Kennedy, A. (2006).” Electronic Customer Relationship Management (eCRM)”. Irish Marketing Review, January 01, pp. 58-69.

⁷ Karima zidane (2019), opcit.

their liking. Communication refers to contact user to site. Connection relates to the amount of links to other sites. Commerce refers to the commercial transactions¹.

Hypotheses:

H1: the websites' design of the three companies is excellent

H2: the websites provide an excellent communication and make users secured

4-Methodology:

1. Sample:

Due to the difficulty of conducting the field study in a comprehensive inventory method, we conducted the study in a multi-stage sampling method. According to this method, the study site selection process went through two main stages:

1- In light of the objectives of the study we selected a sample of clients from the telecommunications (Djezzy, Mobilis, Ooredoo) in Sidi Bel Abbès because the city has just one point of sale for each company, and this criterion helps us to choose a representative sample.

2- The selection of a sample of respondents conducted with a pilot study with 30 customers of the study population, where this was the number allowed by the point of sale of each company.

The clients of "Djezzy, Mobilis and Ooredoo" were chosen to answer the questionnaire in Sidi Bel Abbès whom was available at the points of sales.

The time frame is determined from 26 May to 15 June 2022.

2. Procedure:

In the theoretical part of this research study, the descriptive approach is conducted. While in the practical part, we have adopted the case study approach of three Telecommunications Companies in Algeria, namely: Djezzy, Mobilis, and Ooredoo.

In order to better evaluate and understand the reality of websites, the opinion of customers is more than ever crucial to complete the study, for this purpose questions were asked to subscribers via a questionnaire to know their opinions on the reality of websites.

To elaborate this questionnaire, we have constituted a set of questions which formulated with a simple language, to make a final questionnaire.

According to Xu et Wang (2010), the website should be evaluated across four dimensions:

information dimension, communication dimension, security dimension, and relationship dimension².

¹ Paul. W, Neel.D (2009). "Exploring the use of E-CRM elements and effective website design as tools for reducing consumer post-purchase cognitive Dissonance". Journal of technology research, April, pp1-8.

² Xu Li, Y. W. (2010). "Evaluation the effectiveness of destination marketing organisations websites: evidence from China". International Journal of Tourism Research, February 22, pp. 537-549.

A recent study of Raghad (2021)¹, shows that the website should be evaluated across: the design, it should have an easy and simple design, and the information should be reliable and available for users on the site (advertising), that the interface of the website is attractive, and that the site provides helpful links for the user to receive the service, and for the website to respond to users from through the exchange of information and ideas. Besides the security

According to these studies, we chose 4 dimensions: design, advertising, security and communication in line with the aim of our study in order to make the evaluation simple and clear for the respondents.

3. **Tools used to collect the data:** the research study data are collected through the following tools:

Survey: it had been selected to conduct this research study, as a data collection tool; due to the research nature on one hand, and the research community on the other hand. Survey is a list of pre-set questions for the sample individuals to voice their perspectives on them. These questions can be open-ended questions, closed questions, or a combination of both questions. They are one of the most widely used scientific research tools, concerning social sciences field for its effectiveness in collecting data, as well as, their multidisciplinary use, only if they are prepared scientifically and compatible with the research study objectives and the study community characteristics.

Research Study Tools Validity

Table 1. Correlation Coefficients between the first axis part degrees and the overall degree of this axis

Second Axis: Communication and Security		First Axis: Layout and Advertising	
1	.515**	1	.526**
2	.578**	2	.645**
3	.444**	3	.625**
4	.778**	4	.609**
5	.810**	5	.729**
6	.715**	6	.740**
7	.744**	7	.716**
		8	.616**
		9	.503**
		10	.700**

¹ Raghad.S.A. S (2021), Electronic customer relationship management in the palastanian hotel sector, Magister Thesis, college of graduate studies, El Khalil university, Palestin.

		11	.601**
statistically significant at ($\alpha \leq 0.05$)			

Source: Prepared by the Researcher Depending Upon SPSS Program

According to the aforementioned table, the correlation coefficients between each part degree and the overall degree of the axis parts (Layout and Advertising), are positive, ranging from (0.5003) at the minimum (Part 09) and (0.740) at the maximum (Part 06). Also, most of the parts are statistically significant at ($\alpha \leq 0.05$), so they are valid, there is an internal consistency between the parts and their axes.

The Research Study Tool Reliability

To measure how reliable the research tool (Survey) is, the researcher has used Cronbach's Alpha Coefficient that is the best method to refer to the reliability estimate.

Reliability coefficient calculation: we calculate it, regarding the whole research study and each single variable. Then, we calculate it according to each single study dimension. The following table is going to show the calculation results, obviously:

Table 2. Reliability Coefficients of the Study Using Cronbach's Alpha Method

Axis Reliability	Numerical Expression Number	The Study's Axes
0.855	11	Layout _Advertising
0.773	07	Communication_Security
0.868	18	General Reliability Coefficient

Source: Prepared by the Researcher Depending upon SPSS Program

According to the above-mentioned table, the first axis overall reliability coefficient valued at (0.86), which an excellent value. Also, the first axis reliability coefficient valued at (0.85), which an excellent value, as well as the excellent value of the second axis entire reliability coefficient that is valued at (0.77).

The Adopted Statistical Methods:

- ✓ **Iteration and Percentage:** they are used to identify extensively the personal and functional qualities of study's sample individuals and analyzing them.
- ✓ **Arithmetic Mean:** It is used to recognize how high and low the study's sample individuals' responses to the survey's questions.
- ✓ **Standard Deviation:** It is used to figure out the study's individuals' responses to each part (question) or dimension, extent of deviation. Its role is to indicate those responses fragmentation, so whenever the deviation value is ≈ 0 , the answers are not fragmented, but coherent, whereas, if the deviation value is ≥ 1 , the answers are fragmented and incoherent. Also, Standard Deviation is tools to order

the numerical expressions and parts towards the less fragmented, when the probable Arithmetic Mean between both of them is equal¹.

✓ **Cronbach's Alpha (a) Coefficient:** It is used to estimate the study's reliability, in which that coefficient values are ranging from (0 - 1), and whenever the coefficient value ≈ 1 , the study knows a greater reliability²(الفتاح، 2008) .

✓ **Pearson Correlations Coefficient:** it is used between each part degree and its axis overall degree in order to estimate the internal consistency. This coefficient is in accordance with the parametric tests and it is used to examine the Likert scale reliability feature.

The Study's Sample Properties:

Table 3. the Sample Properties

Percentage	Iteration	Questionnaire	Variables
46.2	18	Male	Gender
53.8	21	Female	
30.8	12	> 30 years	Age
48.7	19	(30-45 years)	
20.5	8	45 years <	
17.9	7	Baccalaureate	Academic Qualification
43.6	17	Bachelor	
18.2	11	Master	
10.3	4	Postgraduate Studies	
10.3	4	Djezzy	Mobile Operator
66.7	26	Ooredoo	
23.1	9	Mobilis	

Source: Prepared by the researcher depending upon SPSS25 Program

According to table (03), the sample (group of individuals who will actually participate in the research) contains from 53.8% female and 46.2 male, then we notice that the popular age category is between 30 to 45 years.

We notice that the popular respondents have a bachelor that make the access to the website easy and clear.

Results:

In this section, we will present the findings of the field study topic-by-topic, by attempting to diagnose and describe the study variables perception level among institutions, then to analyze and interpret them.

¹ Errazik. A.H (2000), Principles of descriptive statistics, Dar el jamiya, Egypt.

² El Fettah (2008), Introductio to descriptive and inferential statistics using SPSS, Khawarizm scientific for publication, Kingdom Saudi Arabia.

1- The presentation of the results of the Layout_Advertising dimension that is about 11 parts (questions) from (01-11) in the survey. Therefore, to analyze these parts, we will calculate arithmetic means and the standards deviations to find out how significant the Layout_Advertising of the sample institutions are. That latter is shown clearly in the following table:

Table 4. The Arithmetic Means, the Standards Deviations, and the Layout_Advertising Dimension's Approval Levels

General Tendency	Ranking	Standards Deviation	Arithmetic Mean	Layout_Advertising Dimension	
Neutral	2	1.287	3.03	Easily access to the website	1
Neutral	4	1.181	2.97	Registration at the mobile operator's website is easy and simple	2
Neutral	1	1.244	3.08	The required data are clear and accessible	3
Neutral	9	1.044	2.59	Is your mobile operator website easy to be visited?	4
Neutral	8	1.284	2.67	Is the Website content clear and comprehensible?	5
Neutral	3	1.433	3.00	Are the used colors attractive and compatible with the layout?	6
Disapprove	11	1.330	2.38	Is the mobile operator website language understandable?	7
Neutral	5	1.203	2.97	I get my mobile operator website information on time.	8
Neutral	7	1.080	2.69	The website provides all new available services.	9
Neutral	6	1.361	2.79	The website contains Promotional Advertising on a regular basis	10
Neutral	10	1.211	2.49	The mobile operator uses adequately the website	11
Medium	/	0.23	2.78	Overall Total	

Source: Prepared by the Researcher Depending Upon SPSS25 Program

Results

According to table (04), the Layout_Advertising dimension can be given to the research study sample. That fact can be noticed through the probable overall Arithmetic Mean of this dimension, which was valuated at (2.78) with Standards Deviation of (0.23), indicating the research study sample's answers reveal considerable variation concerning this dimension provided data.

Building upon the above-mentioned table, the Layout_Advertising dimension parts can be in descending order as follows "from the strongest to the weakest tendency according to the Arithmetic Mean and the Standards Deviation":

- The third part: The easy and accessible required information that is first ranked, in terms of the research study sample approval, in which the probable Arithmetic Mean is (3.08) with a Standard Deviation of (1.24). This demonstrates that the required information is sometimes clear and accessible, according to what had been mentioned by the research study sample.
- The first part: The easy accessing to the website is second ranked, in terms of the research study sample approval, in which the probable Arithmetic Mean is (3.03) with a Standard Deviation of (1.28). This demonstrates that accessing to the website is sometimes easy, according to what had been mentioned by the research study sample.
- The sixth part: The used colors are attractive and in accordance with the layout is third ranked, in terms of the research study sample approval, in which the probable Arithmetic Mean is (3.00) with a Standard Deviation of (1.43). This demonstrates that used colors are sometimes attractive and in line with the layout, according to what had been mentioned by the research study sample.
- The second part: The easy registration at the mobile operator is fourth ranked, in terms of the research study sample approval, in which the probable Arithmetic Mean is (2.97) with a Standard Deviation of (1.18). This demonstrates that the registration at the mobile operator is sometimes easy, according to what had been mentioned by the research study sample.
- The eighth part: The timely access to my mobile operator website information is fifth ranked, in terms of the research study sample approval, in which the probable Arithmetic Mean is (2.97) with a Standard Deviation of (1.18). This demonstrates that timely access to my mobile operator website information is not always, according to what had been mentioned by the research study sample.
- The tenth part: The regular website promotional advertising is sixth ranked, in terms of the research study sample approval, in which the probable Arithmetic Mean is (2.97) with a Standard Deviation of (1.36). This demonstrates that the registration at the mobile operator is sometimes easy, according to what had been mentioned by the research study sample.

- The ninth part: The website provides all new available services is seventh ranked, in terms of the research study sample approval, in which the probable Arithmetic Mean is (2.69) with a Standard Deviation of (1.08). This demonstrates that the website does not always provide all new available services, according to what had been mentioned by the research study sample.
- The fifth part: The website content is clear and understandable is eighth ranked, in terms of the research study sample approval, in which the probable Arithmetic Mean is (2.67) with a Standard Deviation of (1.28). This demonstrates that we sometimes get unclear and incomprehensible website content, according to what had been mentioned by the research study sample.
- The fourth part: Your mobile operator website is easy to be visited, is ninth ranked, in terms of the research study sample approval, in which the probable Arithmetic Mean is (2.59) with a Standard Deviation of (1.04). This demonstrates that our mobile operator website is not always easy to reach, according to what had been mentioned by the research study sample.
- The eleventh part: The mobile operator uses adequately the website, is tenth ranked, in terms of the research study sample approval, in which the probable Arithmetic Mean is (2.49) with a Standard Deviation of (1.21). This demonstrates that the mobile operator sometimes uses adequately the website, according to what had been mentioned by the research study sample.
- The seventh part: The mobile operator website language is understandable, is eleventh ranked, in terms of the research study sample approval, in which the probable Arithmetic Mean is (2.38) with a Standard Deviation of (1.33). This demonstrates that the mobile operator website language is not always understandable, according to what had been mentioned by the research study sample.

Table 5. The Arithmetic Means, the Standards Deviations, and the Layout_Advertising Dimension's Approval Levels

General Tendency	Ranking	Standards Deviation	Arithmetic Mean	Layout_Advertising Dimension	
Neutral	7	1.420	2.67	Do you think that your mobile operator provides significant communication on its website?	1
Neutral	1	1.213	2.95	The website represents your good relationship with your phone operator	2
Neutral	5	1.136	2.85	There is a possibility of filing complaints on the website, easily and freely	3

Neutral	2	1.234	2.95	I feel safe when visiting a mobile operator's website	4
Neutral	6	1.247	2.85	I have faith in my mobile operator website e-practices	5
Neutral	3	1.146	2.95	The website demonstrates your good relationship with the mobile operator	6
Neutral	4	1.133	2.92	Are you satisfied with the phone operator's website?	7
Medium	/	0.10	2.87	Overall Total	

Source: Prepared by the Researcher Depending Upon SPSS25 Program

According to the table (05), the Communication_Security dimensions are not always given to the research study sample. That is demonstrated through the total possible Arithmetic Mean, which valued at (2.87) with a standard deviation of (0.10). The previous mentioned data suggest that the sample's answers vary substantially, in terms of this dimension.

In consonance with the abovementioned table findings, Communication_Security dimension parts can be ranked as follows in a descending manner, from the strongest to the weakest ranking, according to the Arithmetic Mean and the Standards Deviation:

- The second part: The website represents your good relationship with your phone operator, is first ranked, in terms of the research study sample approval, in which the probable Arithmetic Mean is (2.95) with a Standard Deviation of (1.21). This demonstrates that the website does not always represent your good relationship with your phone operator, according to what had been mentioned by the research study sample.
- The fourth part: I feel safe when visiting a mobile operator's website, is second ranked, in terms of the research study sample approval, in which the probable Arithmetic Mean is (2.95) with a Standard Deviation of (1.23). This demonstrates that I sometimes feel safe when visiting a mobile operator's website, according to what had been mentioned by the research study sample.
- The sixth part: The website demonstrates your good relationship with the mobile operator, is third ranked, in terms of the research study sample approval, in which the probable Arithmetic Mean is (2.95) with a Standard Deviation of (1.14). This indicates that the website does not always demonstrate your good relationship with the mobile operator, according to what had been mentioned by the research study sample.

- The seventh part: Are you satisfied with the phone operator's website? Is first fourth, in terms of the research study sample approval, in which the probable Arithmetic Mean is (2.92) with a Standard Deviation of (1.13). This demonstrates that you are not always satisfied with the phone operator's website, according to what had been mentioned by the research study sample.
- The third part: There is a possibility of filing complaints on the website, easily and freely, is fifth ranked, in terms of the research study sample approval, in which the probable Arithmetic Mean is (2.85) with a Standard Deviation of (1.13). This demonstrates that you can sometimes file complaints on the website, easily and freely, according to what had been mentioned by the research study sample.
- The fifth part: I have faith in my mobile operator website e-practices, is sixth ranked, in terms of the research study sample approval, in which the probable Arithmetic Mean is (2.85) with a Standard Deviation of (1.24). This demonstrates that I have sometimes faith in my mobile operator website e-practices, according to what had been mentioned by the research study sample.
- The first part: Do you think that your mobile operator provides significant communication on its website? Is seventh ranked, in terms of the research study sample approval, in which the probable Arithmetic Mean is (2.67) with a Standard Deviation of (1.42). This demonstrates that you sometime think that your mobile operator provides significant communication on its website, according to what had been mentioned by the research study sample.

Conclusion:

Digital technologies, in particular the web and smartphone technology, offer to companies' new tools and techniques to get closer to their customers and to maintain their relationship with them.

As a results:

- The three companies care about providing an excellent website design in order to attract more clients
- weakness in creating strong relationship and communicating with customers.
- the three phone operators must use the website to advertise new services regularly.
- inlight of the need for electronic tansactions, the algerian user is still afraid and doesn't trust the electronic stransactions.

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Appendices

Correlations

		Easily access to the website	Registration at the mobile operator's website is easy and simple	The required data are clear and accessible	Is your mobile operator place easy to be visited ?
Easily access to the website	Pearson Correlation	1	.520**	.706**	.184
	Sig. (2-tailed)		.001	.000	.262
	N	39	39	39	39
Registration at the mobile operator's website is easy and simple	Pearson Correlation	.520**	1	.539**	.504**
	Sig. (2-tailed)	.001		.000	.001
	N	39	39	39	39
The required data are clear and accessible	Pearson Correlation	.706**	.539**	1	.248
	Sig. (2-tailed)	.000	.000		.128
	N	39	39	39	39
Is your mobile operator place easy to be visited?	Pearson Correlation	.184	.504**	.248	1
	Sig. (2-tailed)	.262	.001	.128	
	N	39	39	39	39
Is the Website content clear and comprehensible?	Pearson Correlation	.260	.237	.280	.268
	Sig. (2-tailed)	.110	.146	.084	.099
	N	39	39	39	39
Are the used colors attractive and	Pearson Correlation	.514**	.296	.546**	.281
	Sig. (2-tailed)	.001	.068	.000	.083

compatible with the layout?	N	39	39	39	39
Is the mobile operator website understandable?	Pearson Correlation	.179	.358*	.316	.363*
	Sig. (2-tailed)	.277	.025	.050	.023
	N	39	39	39	39
I get my mobile operator website information on time.	Pearson Correlation	.085	.518**	.177	.788**
	Sig. (2-tailed)	.605	.001	.280	.000
	N	39	39	39	39
The website provides all new available services.	Pearson Correlation	.044	.241	.077	.422**
	Sig. (2-tailed)	.792	.139	.642	.007
	N	39	39	39	39
The website contains Promotional Advertising on a regular basis	Pearson Correlation	.108	.095	.227	.143
	Sig. (2-tailed)	.512	.565	.164	.385
	N	39	39	39	39
The mobile operator uses adequately the website	Pearson Correlation	.026	.322*	.219	.266
	Sig. (2-tailed)	.877	.046	.180	.101
	N	39	39	39	39
Layout_Advertising	Pearson Correlation	.526**	.645**	.625**	.609**
	Sig. (2-tailed)	.001	.000	.000	.000
	N	39	39	39	39