



Towards customer-centric management in the digital age: the case of Algeria Telecom

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Abstract :

This article aims to study the extent to which Algeria Telecom has adopted a customer-centric management approach in light of the digital transformation witnessed by the services sector. The issue arises from the question: To what extent have digital tools (website, Facebook, mobile phone) contributed to improving the relationship with the customer and increasing their satisfaction? The study relied on a descriptive analytical method supported by a field survey distributed to a sample of the company's customers, covering four main axes. The importance of the article lies in shedding light on the experience of an Algerian public institution in keeping up with digitization and improving service quality from the customer's perspective, and it aims to provide realistic indicators on the strengths and weaknesses in the digital communication strategy. The study concluded that there is a strong positive relationship between the effective use of digital technologies and the increase in customer satisfaction, with the mobile phone and Facebook having the highest levels of impact. The study recommends enhancing digital interaction and updating platforms in line with customer expectations.

Key Words: digital management, E-CRM, Artificial intelligence (AI), Personalization of service , Network optimization, Customer satisfaction.

JEL Classification : M31, L96, O33

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Introduction:

In the digital age, the relationship between the company and its customers is undergoing radical change. Rapid advances in information and communication technologies, the emergence of digital tools and easy access to information have radically transformed consumer expectations and attitudes. As a result, companies are being encouraged to revise their management approach by putting the customer at the heart of their strategy.

Customer-focused management is becoming a crucial element in performance, innovation and differentiation. This requires not only listening carefully to customer requirements, but also using digital tools to optimize the customer experience, adapt proposals and reinforce loyalty.



Against a backdrop of accelerating digital transformation, companies are having to overhaul their management methods in order to adapt to the expectations of customers, who have become more demanding, connected and informed. The study of customer-centric management in the digital age is particularly important in strategic sectors such as telecommunications.

The case of Algérie Télécom provides a relevant field of analysis for several reasons. Firstly, it is a major public operator in a constantly evolving sector, faced with the dual challenge of modernizing its services and improving customer satisfaction in an increasingly competitive market. Secondly, the company is engaged in a digital transformation process that is impacting its management practices, organizational culture and customer relations.

Studying this case provides a better understanding of the challenges involved in implementing customer-oriented management, particularly in an institutional environment still marked by bureaucratic logics. It also provides an opportunity to assess the impact of digital tools (CRM, customer portals, mobile applications, etc.) on service quality and loyalty.

In an ever-changing digital environment, how can Algérie Télécom adapt its management to effectively place the customer at the heart of its strategy while meeting the challenges of digital transformation?

Subsidiary questions

What digital levers does Algérie Télécom use to improve customer relations?

To what extent is Algérie Télécom's internal organization conducive to customer-centric management?

What obstacles stand in the way of implementing an effective customer strategy in the context of a public company?

In order to answer the research question and sub-questions, the following hypotheses were proposed:

- There is an impact of the use of digital marketing tools on the satisfaction of Algeria telecom customers.
- There are differences in the adoption of digital marketing tools due to demographic variables

In addition, this study is useful for identifying the levers and obstacles to a successful transition to a customer-centric approach, highlighting issues such as staff training, technological adaptation and change management. It thus enables us to formulate concrete recommendations for improving overall company performance through a better understanding of customer expectations and behaviors.



In short, this research makes a valuable contribution to current managerial thinking, while proposing an analytical framework that can be applied to other public or private companies faced with the digitization of customer relations.

I. Customers at the heart of corporate strategy

The management paradigm has shifted towards a more customer-centric orientation, viewing the customer no longer as a mere recipient of products, but as a key player in the co-creation of value (Prahalad & Ramaswamy, 2004). The customer-centric approach is based on a detailed understanding of needs, the adaptation of offers and the personalization of interactions

Digitalization is a fundamental lever for improving customer relations. Digital tools enable omnichannel communication, massive data collection (big data), and personalized services (Chaffey & Ellis-Chadwick, 2019). These transformations require profound organizational change and a new corporate culture geared towards agility and innovation (Westerman et al., 2014).

Putting customers at the centre of corporate strategy has become a crucial factor in determining business success in today's cutthroat and quickly changing industry. Understanding and meeting the wants, preferences, and experiences of customers is what drives long-term value creation in customer-centric company models, which have replaced product-centric ones (Kotler & Keller, 2016).

Technological developments have further enabled businesses to obtain profound insights into consumer behaviour and tailor their products appropriately, particularly in the areas of data analytics and digital platforms. Businesses may anticipate client demands, customize communications, and create enduring relationships with the use of these capabilities (Lemon & Verhoef, 2016).

In the end, customer-centric strategy is a comprehensive, organizational-wide change rather than just a marketing campaign. Agile operations, cultural shifts, and ongoing feedback systems are necessary to guarantee that client expectations are consistently and significantly met, if not exceeded.

Delivering outstanding customer value is at the centre of all corporate operations, including product development, customer service, marketing, and sales. This strategy stresses involvement, loyalty, and value co-creation, going beyond transactional relationships (Prahalad & Ramaswamy, 2004). Businesses that embrace this approach frequently observe increases in financial performance, brand reputation, and customer happiness.



II. Satisfaction and loyalty in the digital age:

Customer satisfaction, perceived as a key performance indicator, is strongly influenced by the quality of the digital experience (Zeithaml et al., 2006). A company that manages to anticipate its customers' expectations and offer them a fluid, personalized experience strengthens its competitiveness and its ability to retain customers (Lemon & Verhoef, 2016).

In state-owned companies such as Algérie Télécom, the transition to customer-centric management encounters structural constraints: bureaucracy, resistance to change, rigidity of internal processes (Bouckaert & Van de Walle, 2003). However, user pressure and efficiency requirements are forcing a modernization of managerial practices (Osborne et al., 2013)

In the digital age, customer satisfaction and loyalty are major strategic challenges for companies. The rapid development of digital technologies has profoundly altered consumer expectations. They are now looking for fluid, personalized experiences that can be accessed at all times through a variety of channels (website, mobile applications, social networks, etc.).

Customer experience encompasses all interactions between the customer and the company, whether online or offline. In a digital context, it becomes a major criterion for competitive differentiation. According to Pine and Gilmore (1999), companies need to design memorable experiences to build customer loyalty and create emotional value. This means optimizing customer journeys, ensuring the fluidity of digital interfaces and providing empathetic service.

In today's highly competitive economic environment, the customer experience is a major strategic lever for differentiation. More than a simple sequence of interactions, it encompasses all the perceptions and emotions felt by the customer throughout his or her journey with a brand or company. In the digital age, this experience becomes decisive in attracting, satisfying and retaining customers.

At a time when products and services are tending to become standardized, it is the quality of the experience offered that enables companies to distinguish themselves in the long term. A fluid, intuitive, personalized and pleasant experience boosts satisfaction and fosters the customer's emotional attachment to the brand. This affective dimension is particularly important in a context where purchasing decisions are often influenced by emotion rather than rational logic alone.

Digital channels play a central role in this dynamic: websites, mobile applications, chatbots, social networks and other digital touchpoints must be designed to offer a coherent, harmonious and frictionless experience. Active listening, responsiveness, the ability to solve problems quickly and anticipate customer needs all contribute to creating a positive, memorable experience.

Customer experience thus becomes a real competitive advantage. Companies that succeed in placing it at the heart of their strategy benefit not only from a higher



retention rate, but also from a stronger brand image, favorable word-of-mouth and a greater ability to conquer new markets.

III. The role of emerging technologies in customer relations:

Technologies such as artificial intelligence (AI), chatbots, the Internet of Things (IoT) and blockchain offer new possibilities for customer interaction. In particular, AI makes it possible to automate certain tasks while personalizing the user experience through predictive analysis (Davenport et al., 2020). These tools promote greater responsiveness and continuous availability of customer services, reinforcing the perception of value among users.

Emerging technologies are profoundly transforming the way companies interact with their customers. They offer new opportunities to personalize the experience, improve operational efficiency and strengthen customer engagement. In a context where immediacy, fluidity and personalization have become fundamental expectations, these technologies are becoming essential levers for innovation in customer relations.

Artificial intelligence (AI) is one of the most powerful tools in this field. In particular, it makes it possible to process large volumes of customer data (big data), predict future behavior, propose personalized recommendations, and automatically respond to requests via virtual assistants (chatbots). These solutions boost responsiveness and enable 24-hour availability, thus enhancing the overall customer experience.

The Internet of Things (IoT) is also helping to enrich customer relations, by connecting products and services to offer real-time monitoring, personalized alerts or proactive assistance. For example, in certain sectors such as telecoms or home automation, the IoT can automatically identify malfunctions and trigger interventions even before the customer makes a complaint.

In addition, blockchain and augmented or virtual reality technologies complete this technological landscape by guaranteeing the transparency of transactions, reinforcing trust, and offering new immersive experiences, particularly in the field of sales or after-sales service.

However, the adoption of these technologies requires a profound transformation of information systems, internal skills and organizational culture. Successful implementation requires a clear strategy, focused on customer value, and an ethical approach to the collection and use of personal data.



IV. Corporate culture and customer orientation:

The success of customer-centric management also depends on organizational culture. A customer-oriented culture fosters employee empowerment, cross-functionality and continuous innovation (Deshpandé, Farley & Webster, 1993). It requires every level of the hierarchy to integrate customer expectations as a central criterion for strategic decision-making. In public companies, this cultural change requires sustained efforts in training, internal communication and change management.

Corporate culture plays a fundamental role in the adoption of true customer orientation. It is the foundation of values, behaviors and practices shared by the members of an organization. When customer-centric, this culture aligns all internal processes, strategic decisions and individual attitudes towards a common goal: creating value for the customer.

A customer-focused company doesn't just have a good after-sales service or targeted marketing; it develops a global, cross-functional vision of customer relations. This implies a strong involvement of all organizational functions - from product development to logistics - in understanding and satisfying customer expectations. The customer becomes a permanent reference point for decision-making.

To establish such a culture, leadership is a key lever. Managers must embody customer orientation, set clear objectives and promote an environment that values active listening, responsiveness, empathy and innovation. Employees at all levels must be trained and encouraged to adopt a customer-centric posture in their day-to-day work.

V. Algérie Telecom case study:

1. Algérie Telecom presentation :

Recognizing the challenges posed by the explosive development of information and communication technologies, the Algerian state has embarked since 1999 on a profound reform of the postal and telecommunications sector, which was materialized in the enactment of a new law in August 2000. This law ended the state's monopoly on postal and telecommunications activities and established a separation between the activities of regulation, exploitation and management of networks. To implement this principle, an administratively and financially independent regulatory authority and two operators were established, one dealing with postal activities and postal financial services, represented by Poste Algérie, and the other dealing with telecommunications, represented by Algérie telecom . Within the framework of opening the telecommunications market to competition, in June 2001, a license was sold to establish and operate a mobile phone network, and the program of opening the market to competition continued to include other branches, as licenses were sold for VSAT networks, rural local area networks, and international circuits in 2003. Thus, the telecommunications market became fully open in 2005, in strict respect for the principle of transparency and competition rules, and at the same time a large-



scale program aimed at rehabilitating the level of infrastructure based on correcting the accumulated delays was initiated. By Decision 2000/03 of August 05, 2000, the Postal Corporation of Algeria was established to manage the postal sector, as well as the establishment of Algerie telecom, which was responsible for developing the telecommunications network in Algeria. The decision provided for the independence of the postal and telecommunications sector, as after this decision, algerie telecom became independent in its management from the Ministry of Post, as the latter was entrusted with the task of monitoring, making Algerie telecom a public economic institution with social capital shares active in the field of telecommunications. After more than two years and after studies carried out by the Ministry of Post and Information and Communication Technologies under Resolution 200/03, Algerie telecom became a reality in 2003. On January 1, 2003, the organization became independent of the Ministry of Post, so that it could begin to complete the journey it had started since independence. But with a completely different vision from what it was before this date, the organization was forced to prove its presence in an unforgiving world, where competition is fierce and survival is for the strongest and the best, especially with the opening of the telecommunications market to competition. Algerie telecom is a public shareholding organization (SPA) active in the market of network and telecommunications services in Algeria. It was established in accordance with Law 2000/03 of August 05, 2000 establishing the general rules of post and telecommunications, as well as the decision of the National Council for State Participation (CNPE) dated March 01, 2001, which provided for the creation of a public economic enterprise called “Algerie telecom”, according to this decree which defined the regime of a public economic enterprise under the legal form of a shareholding enterprise with a social capital estimated at 115,000,000,000,00 Algerian Dinar and registered at the Commercial Registry Center on May 11, 2002 under number 02B 0018083.

2.Methodological framework of the study:

In this section, we will discuss the methodological framework of the study by defining the methodology, population, sample, and field of study, reviewing the study tools used to collect the necessary information and data for the research, as well as defining the methods used to analyze the study data and measure the validity of the questionnaire.

In this study, we relied on the descriptive-analytical method that relies on collecting data from the study sample of customers of Telecom Algeria - Tlemcen Agency using the questionnaire prepared for the purpose of this study, dealing with the independent and dependent variables, to analyze the data and test the study hypotheses to reach the results.

The study population is a group of individuals who are the subject of the study. Based on our study, the study population includes all customers who subscribe to telecom Algeria - Tlemcen Agency.



We distributed 120 questionnaires to telecom Algeria customers, and the data was collected through a personal interview where the questionnaire was distributed face-to-face at the telecom Algeria Tlemcen commercial agency, and the respondents were given the choice between answering the questionnaire face-to-face or taking it and returning it later to the commercial agency.

3. Structural validity and reliability test of the study instrument:

Stability of the study instrument: Stability means consistency in the results of the study tool, which is represented in the questionnaire, that is, it gives the same results if it is reapplied to the same study sample, and 30 questionnaires were distributed as an exploratory study and the stability of the questionnaire was verified by relying on Cronbach's Alpha and the following table shows the stability coefficient of the questionnaire's axes:

Table n°01: Stability coefficient of the questionnaire axes

n°	Dimension Title	Number of Items	Cronbach's Alpha
1	Website	7	0.807
2	Facebook	9	0.862
3	Mobile Phone	6	0.883
4	Customer Satisfaction	7	0.928
	<i>Total Dimensions</i>	29	0.951

Source: Established by the researchers from the results of spss v25

It is clear from the above table that the Cronbach's alpha values for all axes of the study are greater than (0.6), which is the minimum acceptable threshold, and all axes were close in terms of the degree of stability, where the stability of the axes ranged between 0.807 as a minimum and 0.928 as a maximum, and the total stability factor of the questionnaire was 0.951, which indicates that the questionnaire has an excellent degree of stability and therefore the study tool can be relied upon.

Constructive honesty: After ascertaining the apparent reliability and stability of the study instrument, we calculated the internal consistency reliability using the Pearson correlation coefficient to measure the relationship between the score of the statement and the total score of the axis to which it belongs.

4. Statistical analysis of the survey axes and the normal distribution test for the study data:

Based on the results obtained from the questionnaire, each axis of the study will be analyzed by calculating the arithmetic mean and the standard deviation for each statement in the questionnaire and arranging them according to the range of the arithmetic mean as shown in the previous table number (06).



5. Analysis of digital management tool statements

a- Analysis of website statements

Table n° 02: Correlation coefficient between each statement of the website axis and the overall score of the axis

n°	Statement	Mean	Standard Deviation	Response Direction	Rank
01	The Algérie Télécom website provides sufficient information that you need.	3.64	0.858	Agree	2
02	The Algérie Télécom website contributes to not having to go to the institution to obtain the service.	3.54	0.958	Agree	3
03	The Algérie Télécom website helps reduce the costs of obtaining the service.	3.44	0.977	Agree	4
04	The Algérie Télécom website provides an adequate service for answering frequently asked questions.	3.33	0.963	Neutral	5
05	The Algérie Télécom website provides an interactive platform for complaints and inquiries.	3.33	0.989	Neutral	6
06	The Algérie Télécom website responds quickly to complaints and inquiries.	2.93	1.143	Neutral	7
07	The Algérie Télécom website respects information confidentiality and customer privacy.	3.80	0.656	Agree	1
	Website dimension result	3.43	0.643	Agree	

Source: Established by the researchers from the results of spss v25

From the results of Table No. (02), we note that all Pearson correlation coefficients between the website axis statements and the total score of the axis are statistically significant at 0.01, where the lower limit of the correlation coefficient was (0.499) while the upper limit was (0.765), which is greater than (0.30), which is the threshold for the scale items to achieve internal consistency.

Through the results of Table No. (2), it is clear that the opinions of the study sample members have shown a general tendency towards agreement with a mean of (3.43) and a standard deviation of (0.643), indicating the positivity of the website tool.

The statement number (07) "The website of Algeria Telecom respects the confidentiality of information and the privacy of customers" was ranked first with a mean of (3.80) and a standard deviation of (0.656), receiving an agreement rating from the study sample. This indicates that the study sample believes that the website of Algeria Telecom respects customer privacy and handles information with complete confidentiality. The statement number (01) "The website of Algeria Telecom provides a sufficient amount of information" ranked second with a mean score of (3.64) and a standard deviation of (0.858), and was rated as satisfactory by the study sample members. This indicates that Algeria Telecom provides sufficient information through its website about services and offers for the benefit of its customers. Statement number (02) "The website of Algeria Telecom contributes to not having to go to the institution to obtain the service" ranked third with a mean of (3.54) and a standard deviation of (0.958), and was rated positively by the study



sample, indicating that the website of Algeria Telecom contributes to customers not having to go to the institution to obtain the service.

b-Analysis of Facebook phrases

Table n° 3: Analysis of Facebook Axis Statements

n°	Mean	Standard Deviation	Response Direction	Rank	Statement
01	The offers on the company's Facebook page shorten search and time compared to traditional advertising tools.	3.60	0.893	Agree	4
02	The company's Facebook page helps clarify all the steps to obtain the service.	3.57	0.950	Agree	5
03	Advertising on the company's page attracts more attention than other media.	3.39	0.929	Neutral	9
04	All information about the company's offers can be obtained by viewing the company's Facebook page.	3.54	0.869	Agree	6
05	Viewing the new offers on the company's page contributes to motivating trying them.	3.61	0.802	Agree	3
06	The company provides a greater opportunity via Facebook to ask inquiries and feedback about the provided service.	3.42	0.931	Agree	8
07	The company uses important events (holidays and occasions) to enrich its Facebook page.	3.68	0.889	Agree	2
08	Communicating with the company via Facebook helps shorten distance, speed up handling, and save time.	3.69	1.011	Agree	1
09	The company continuously updates and monitors its Facebook page in real time.	3.50	0.879	Agree	7
	Facebook dimension result	3.56	0.625	Agree	

Source: Established by the researchers from the results of spss v25

Through the results of Table No. (3), it is clear that the opinions of the study sample members showed a general tendency towards agreement with a mean of (3.56) and a standard deviation of (0.625), indicating the positivity of the Facebook tool.

The statement number (08) "Communication with the institution via Facebook contributes to reducing distance, speeding up interactions, and saving time" was ranked first with a mean of (3.69) and a standard deviation of (1.011), receiving an agreement rating from the study sample. This indicates the advantages the institution offers on its Facebook page to customers, allowing them to inquire about services and offers and obtain all information without the hassle of traveling to the institution. The statement number (07) "The institution utilizes important events (holidays and occasions) to enrich its Facebook page" ranked second with a mean score of (3.68) and a standard deviation of (0.889), receiving an agreement rating from the study sample. This indicates that Algeria Telecom uses religious occasions and national holidays to congratulate through its Facebook page, which increases interaction with its posts.

Statement number (05) "Viewing the new offers on the institution's page contributes



to encouraging their trial" ranked third with a mean of (3.61) and a standard deviation of (0.802), and was rated as acceptable by the study sample members. This indicates that the new offers shared by the institution on its Facebook page encourage customers to try them.

The statement number (03) "Advertising on the institution's page attracts more attention than other media" was ranked ninth with a mean of (3.39) and a standard deviation of (0.929), receiving a neutral evaluation from the study sample. However, according to the mean close to the approval range, it can be said that the sample members tend towards approval because there are other media that attract attention, such as Instagram, but Facebook remains in the lead due to its widespread use.

c-Analysis of Mobile Phone Statements

Table n°4: Analysis of Mobile Phone Statements

n°	Mean	Standard Deviation	Response Direction	Rank	Statement
01	Using a mobile phone to access the company's website.	3.93	0.753	Agree	2
02	Using a mobile phone to access the company's pages.	3.96	0.703	Agree	1
03	Using a mobile phone to view the various offers provided by the company.	3.93	0.786	Agree	3
04	Using certain mobile phone applications to speed up the process of communicating with the company.	3.72	0.871	Agree	4
05	Mobile phone applications help to take advantage of the best offers provided by the company.	3.59	0.835	Agree	6
06	Using a mobile phone to browse messages sent by the company.	3.66	0.873	Agree	5
	Mobile Phone dimension result	3.80	0.640	Agree	

Source: Established by the researchers from the results of spss v25

Through the results of Table No. (4), it is clear that the opinions of the study sample members showed a general tendency towards agreement with a mean of (3.80) and a standard deviation of (0.640), indicating the positive impact of the mobile phone tool.

The statement number (02) "Using the mobile phone to access the institution's pages" was ranked first with a mean of (3.96) and a standard deviation of (0.703), receiving an agreement rating from the study sample members. This indicates that customers use the mobile phone to access the institution's pages in order to view the services offered by the institution.



Statement number (01) "Using a mobile phone to access the institution's website" ranked second with a mean of (3.93) and a standard deviation of (0.753), and was rated as acceptable by the study sample, indicating that customers use their mobile phones to access the website to view or obtain services.

The statement number (05) "The applications installed on the mobile phone help in benefiting from the best offers provided by the institution" was ranked sixth with a mean of (3.59) and a standard deviation of (0.835), receiving an agreement rating from the study sample members who believe that the applications installed on the mobile phone help in benefiting from the best offers provided by the institution.

d. Analysis of Customer Satisfaction Statements

Table n° 5: Analysis of Customer Satisfaction Statements

n°	Statement	Mean	Standard Deviation	Response Direction	Rank
01	I have positive impressions of the company's services.	3.43	1.042	Agree	5
02	Dealing with the company meets my needs and desires.	3.46	1.036	Agree	4
03	The company's services provided through (the website, Facebook page, and mobile phone) are better than my expectations.	3.13	1.097	Neutral	7
04	I recommend to those I know to deal with the company.	3.50	0.907	Agree	3
05	I think the company's digital services are better than traditional services.	3.88	0.856	Agree	1
06	I speak positively to others about the services the company provides.	3.40	0.991	Agree	6
07	I am satisfied with dealing with the company through (the website, Facebook, and mobile phone).	3.53	1.003	Agree	2
	Customer Satisfaction dimension result	3.47	0.830	Agree	

Source: Established by the researchers from the results of spss v25

Through the results of Table No. (5), it is clear that the opinions of the study sample members showed a general tendency towards agreement with a mean of (3.47) and a standard deviation of (0.830), indicating the positivity of the customer satisfaction axis.

The statement number (05) "I think the institution's digital services are better than traditional services" was ranked first with a mean of (3.88) and a standard deviation of (0.856), receiving an agreement rating from the study sample members who believe that the digital services provided by Algeria Telecom are better than traditional services due to the facilitation of obtaining services through digital tools. The statement number (07) "I am satisfied with dealing with the institution through (the website, Facebook, and mobile phone)" ranked second with a mean of (3.53) and a standard deviation of (1.003), receiving an agreeable evaluation from the study



sample. This indicates that customers have an acceptable level of satisfaction regarding the relationship that connects them with the institution, which is attributed to the services that provide acceptable comfort and a positive impression among customers.

6. Testing the study hypotheses

In order to answer the study hypotheses, non-parametric tests will be relied upon, specifically the Kruskal-Wallis test and the Mann-Whitney test, through which the study hypotheses will be accepted or rejected.

Results of the first main hypothesis: This hypothesis will be tested by studying the causal relationship between the independent variable "digital marketing tools" and the dependent variable "customer satisfaction," which is as follows:

"There is an effect of using digital marketing tools on customer satisfaction at the Algeria Telecom Company."

- The null hypothesis H0: There is no statistically significant effect at the significance level $\alpha \geq 0.05$ of the independent variable represented by digital marketing tools on the dependent variable represented by customer satisfaction.
- Alternative Hypothesis H1: There is a statistically significant effect at the significance level $\alpha \geq 0.05$ of the independent variable represented by digital marketing tools on the dependent variable represented by customer satisfaction.

Table n° 6: Results of the First Main Hypothesis Test

Variable	Kruskal-Wallis Statistic	Degrees of Freedom	Significance Level (p-value)
Digital marketing tools	55.145	4	0.000
Customer satisfaction			

Source: Established by the researchers from the results of spss v25

We observe from the above table that the calculated function is less than the significance level (0.05). It also became clear that the correlation coefficient between the two variables reached (55.145), indicating a positive correlation between them. Therefore, we reject the null hypothesis H0 and accept the alternative hypothesis H1, which indicates a statistically significant effect between digital marketing tools and customer satisfaction.

Results of the first sub-hypothesis

-Null Hypothesis H0: There is no statistically significant effect at the significance level $\alpha \geq 0.05$ of the independent variable represented by the website on the dependent variable represented by customer satisfaction.

-Alternative Hypothesis H1: There is a statistically significant effect at the significance level $\alpha \geq 0.05$ of the independent variable represented by the website on the dependent variable represented by customer satisfaction.

**Table n°7: Results of the first sub-hypothesis test**

Variable	Kruskal-Wallis Statistic	Degrees of Freedom	Significance Level (p-value)
The website	55.660	4	0.000
Customer satisfaction			

Source: Established by the researchers from the results of spss v25

We notice from the above table that the calculated function is less than the significance level (0.05). It also became clear that the correlation coefficient between the two variables reached (55.660), indicating a positive correlation between them. Therefore, we reject the null hypothesis H0 and accept the alternative hypothesis H1, which indicates a statistically significant effect between the website and customer satisfaction.

Conclusion:

The study conducted on Algérie Télécom highlights the transition towards a truly customer-centric management in the digital age. The company has invested in platforms such as its website, Facebook page, and mobile applications to enhance interaction and responsiveness towards its subscribers. The results show that the majority of customers consider these digital services to provide useful information and simplify access to offers, which enhances their satisfaction. In particular, access via smartphone has emerged as a preferred communication channel, validating the importance of optimizing mobile interfaces. Features that address frequently asked questions and the ability to submit complaints online contribute to creating an atmosphere of trust and closeness. However, the frequency of updates and the relevance of content on social media are perceived neutrally by some users, revealing an area for improvement. The proactive management of customer feedback and competitive monitoring must therefore be intensified to continuously adjust the digital offering. The preservation of confidentiality and data security constitutes a major strategic challenge to maintain user trust. Algérie Télécom would benefit from integrating personalization tools, such as chatbots or personalized dashboards, to more specifically address individual needs. The implementation of recommendation algorithms would allow for tailored offers, strengthening subscriber engagement. Furthermore, the continuous training of teams in digital best practices seems crucial to ensure the consistency of the customer journey at every touchpoint. Statistical analyses, particularly Kruskal-Wallis tests, provide insights for prioritizing initiatives based on their impact on overall satisfaction. By capitalizing on these insights, Algérie Télécom can consolidate its digital strategy and stand out in an increasingly competitive telecom market. In the long run, customer-centric management, supported by an efficient digital platform, will help retain customers and ensure a lasting relationship between the company and its subscribers.



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