

The Role of Competitive Intelligence in Creating a Competitive Advantage: Empirical Study of Algeria Telecom Mobilis

دور الذكاء التنافسي في تحقيق الميزة التنافسية، دراسة حالة شركة اتصالات الجزائر موبيليس

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الملخص:

المنافسة بين شركات خدمة الهاتف النقال في الجزائر في تزايد مستمر، وبالتالي فإنه من الضروري لكل شركة جمع وتحليل واستخدام المعلومات من أجل تحقيق ميزة تنافسية. وهذه الدراسة تهدف إلى توضيح دور الذكاء التنافسي في تحقيق ميزة تنافسية على مستوى شركة موبيليس. ولتحقيق هدف الدراسة استخدمنا المنهج الوصفي، حيث تم جمع البيانات الأولية من خلال توزيع الاستبيان على مجتمع الدراسة. بالإضافة إلى استخدام الإحصاءات المتوفرة على المواقع الإلكترونية لكل من وزارة البريد والمواصلات السلكية واللاسلكية والتكنولوجيات والرقمنة، وشركة موبيليس. وتوصلت النتائج إلى أنه هناك ارتباط قوي بين الأبعاد الأربعة للذكاء التنافسي وبين الميزة التنافسية. وجاء ترتيبهم من حيث الأهمية (اعتمادا على التحليل الوصفي باستخدام SPSS) كما يلي: ذكاء المنافس، ذكاء الزبون، الذكاء التكنولوجي، وأخيرا ذكاء السوق.

الكلمات المفتاحية: الذكاء التنافسي؛ الميزة التنافسية؛ خدمة الهاتف النقال؛ شركة اتصالات الجزائر موبيليس.

Abstract :

Competition among the mobile telephone companies is increasing in Algeria, it is important for each company to gather, analyze and use the information in order to create a competitive advantage. The purpose of this study is to clarify the role of competitive intelligence in relation to creating a competitive advantage in ATM Mobilis. We used the survey method, while primary data was collected using questionnaires administered to the divisions' managers of ATM Mobilis. In addition to the statistics available on the websites of MPTTD, and Mobilis. The results confirm that the four competitive intelligence elements are strong predictors of competitive advantage. Their order of importance (based on descriptive analysis by using SPSS) are competitor intelligence, customer intelligence, technological intelligence and finally market intelligence.

Key Words: Competitive Intelligence; Competitive Advantage; Mobile Telephony; ATM Mobilis.

JEL Classification : C89, L96.

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Introduction:

Businesses today are experiencing an increasingly competitive business environment due to globalization, advancement of information and communication technologies (Yap, Abdul Rashid, & Sapuan, 2013). This makes environment increasingly complex and uncertain (Heinrichsa & Lim, 2008) where new competitors, suppliers, or customers are entering the marketplace, and where current competitors are offering new products (Burstein & Holsapple, 2008).

Due to these factors, it is difficult to maintain a competitive advantage (Shih, Liu, & Hsu, 2010). (Guarda, Augusto, & Silva, 2012) state that a competitive advantage can be understood as seeking unique opportunities that will give the enterprise a strong competitive position. According to (Shih, Liu, & Hsu, 2010), in order to maintain a competitive leading position in the highly competitive business environment, managers need to comprehend key intelligence properties of their own organization, of their competitors, and of the environment in which they operate.

Facing competition, every company seeks to monitor its competitor markets, advertising marketing actions and information power of selling. All of these lead to the emergence of competitive intelligence (Amarouche, Benbrahim, & Kassou, 2015). The most successful business of nowadays and future will be those who figure out how to extract real knowledge from the information flowing through their systems and use it as a competitive advantage (Gabriel & Adiele, 2012). (Priporas, Gatsoris, & Zacharis, 2005) Noted that, "CI seems to be the key ingredient for success in today's uncertain business environment". As a result, interest has grown rapidly in formalizing competitive intelligence activities within companies seeking the competitive advantage (Mohn, 1989).

Competitive intelligence is to facilitate a whole rounded body of knowledge that an organization can draw from in its formulation of the Innovations it will present to the customer in form of goods and services (Adebisi & Adejare, 2016). Competitive intelligence is regarded as a system of environmental scanning which integrates the knowledge of everyone in the company (Calof & Wright, 2008). (C I) helps organizations to monitor their competitive environment. It enables strategic decision makers to make informed decisions (Singh & Vij, 2012).

The industries that have embraced competitive intelligence are those who operate in a highly turbulent and unpredictable market those changes rapidly, such as the telecommunication industry (Begg & du Toit, 2007). The mobile phone market has been opened to competition in Algeria following the enactment of the general law n ° 2000-03 of August 5th, 2000 that defines the general rules of the post office and telecommunications. There are currently three mobile phone operators (Indicators of mobile network telephony, 2017).

Mobile phone services in Algeria have improved significantly. Indeed, the rate of the population covered by the mobile network exceeded 98% in 2017, which justifies, the subscribers' number which keeps rising to reach around 49.87 million in 2017 compared to 47.04 million subscribers in 2016, i.e. a 6.06% increase. Algeria Telecom Mobilis is the leader for the 3G and 4G market in the last three years

(Indicators of mobile network telephony, 2017).

1. Research Problematic:

1.1. Main question: What is the role of competitive intelligence in creating a competitive advantage?

1.2. Sub-questions: We have developed a set of sub-questions to support the larger area of focus on competitive intelligence elements and their role in creating competitive advantage.

a. **The first sub-question:** What is the role of market intelligence in creating a competitive advantage?

b. **The second sub-question:** What is the role of competitor intelligence in creating a competitive advantage?

c. **The third sub-question:** What is the role of customer intelligence in creating a competitive advantage?

d. **The fourth sub-question:** What is the role of technological intelligence in creating a competitive advantage?

2. Research Hypotheses

2.1. Main hypothesis: Competitive intelligence has a significant role in creating competitive advantage.

2.2. The first sub-hypothesis: Market intelligence has a significant role in creating competitive Advantage.

2.3. The second sub-hypothesis: Competitor intelligence has a significant role in creating competitive advantage.

2.4. The third sub-hypothesis: Customer intelligence has a significant role in creating competitive advantage.

2.5. The fourth sub-hypothesis Technological has a significant role in creating competitive advantage.

3. Research Methodology: Depending on a statistical descriptive approach to present the basic concepts of Competitive Intelligence and Competitive Advantage. In addition to the analysis based on questionnaire survey data, we have also used some statistics of Algerian official websites.

3.1. Research Sample: Research sample consists of employees in the ATM Mobilis. Because of the difficulty of studying the entire research community, we have selected a random sample of 40 employees where we distributed the questionnaires through visiting Mobilis regional directorate of Ouargla. Then all the questionnaires were collected, and 36 of them were valid, for a recovery rate of 90%.

3.2. Questionnaire development: A questionnaire survey was conducted based on previous literature review. The constructs are measured by using Likert five-point scale. Respondents were asked to indicate the extent to which they fully disagreed or agreed with each Likert item. The responses range from 1 (totally disagree) to 5 (totally agree).

The questionnaire is composed of two parts: the first part contains the personal data of the respondents: (gender, age, education level, and years of experience),

whereas the second part includes the dimensions of the study in the form of axes: the first axis is competitive intelligence; the second axis is competitive advantage.

3.3. Data analysis tool: The data are analyzed using the software package Statistical Package for the Social Sciences (SPSS) version 21.0 Using Cronbach's Alpha coefficient for measuring the reliability and validity of axis and items. Using descriptive statistics (Mean, Standard deviation) for analyzing the results of the questionnaire items. We also used multiple regression analysis to test the validity of the hypotheses.

THEORETICAL FRAMEWORK

1. Conceptualization of Competitive advantage

According to (Porter M. E., 1985) “Competitive advantage grows fundamentally out of value a firm is able to create for its buyers that exceeds the firm’s cost of creating it. Value is what buyers are willing to pay, and superior value stems from offering lower prices than competitors for equivalent benefits”

The concept of competitive advantage encapsulates a superiority in firm competencies and resources reflecting a track record of investment designed to improve the firm’s current competitive position. (Pereira, Ferreira, & Alves, 2012). The empirical literature has been quite consistent in indicating that price/cost, quality, delivery, and flexibility as important competitive capabilities. (Li, Nathan, Nathan, & Rao, 2006)

Others suggest that competitive advantage can be obtained by efficient management of resources, including ones’ employees, or by reducing transaction costs within the value chain. (Morabito, 2015)

2. The main dimensions of competitive advantage

The resource-oriented model of (Hill, Jones, & Schilling, 2014) discusses four factors that help development and maintenance of competitive advantage:

2.1. Efficiency: refers to the ratio of output to input. In most firms, efficiency is measured by evaluating employees’ productivity. This helps a company achieve competitive advantage through costs saving (Hill, Jones, & Schilling, 2014)

2.2. Quality: All the authors emphasize that the customer defines quality and, in turn, that quality creates customer satisfaction that leads to an improved competitive position. (Reed, Lemak, & Mero, 2000)

2.3. Innovation: According to (Covin & Mile, 1999) refers to the tendency of the firm to support new ideas, experiment and create processes earlier than competitors. Innovation will enable the firm to improve current lines of products, bring into the market new products and use better production techniques or equipment that will enhance productivity (Ogunsiji & Kayode, 2010). Schumpeter (1934) was one among the first authors to indicate its significance. In a company, the propensity to innovate reflects a tendency to engage in and maintain the process of generating ideas, creativity, development opportunities that can lead to the emergence of new products, new services, and new technologies. Cited in (Bchini, 2015)

2.4. Responsiveness to customers: high level of responsiveness requires a company to identify and fulfill customers, and as a result, the perceived value of customers would bring competitive advantage for the company. Customer satisfaction is often achieved through high quality, product innovation and personalized products and services for satisfying the distinctive demands of customers. This dimension results in loyalty (Hill, Jones, & Schilling, 2014).

3. Conceptualization of Competitive Intelligence

Competitive intelligence (CI) is a sub-domain or a sub-branch of business intelligence that deals with the competitive environment of the company (Ben Sassi, Frini, Ben Abdesslem Karaa, & Kraiem, 2015). The Society of Competitive Intelligence Professionals (SCIP) defines Competitive Intelligence as follows. "CI is a systematic and ethical programme for gathering, analyzing, and managing any combination of Data, Information, and Knowledge concerning the Business environment in which a company operates that, when acted upon, will confer a significant competitive advantage or enable sound decisions to be made. Its primary role is the strategic early warning." (Wolter, 2011)

The ascendancy of competitive intelligence, in both strategy formulation and implementation, can be attributed primarily to an increased managerial awareness of the role that competitive forces play in determining firm success (Gibbons & Prescott, 1996). CI also is defined as the process of developing actionable foresight regarding competitive dynamics and non-market factors that can be used to enhance competitive advantage. Competitive dynamics refers to the evolution of a firm's industry, and the moves and countermoves of competitors, suppliers, customers, alliance partners, and potential competitors (Prescott, 1999).

According to (Fleisher & Wright, 2009) Competitive Intelligence (CI) is an evolving business process that fundamentally integrates analysis of the external and internal business environment, including competitors, into decision-making to improve business performance. While the competitive five forces model by Michael Porter, quoted infra, is a good example of how to organize information on competitors and industries. It is indisputable that learning about competitors is of paramount importance in orienting a firm's competitive strategy, and learning about competitors is the direct product of competitive intelligence (Martelli, 2014). The CI process can be used as an aid to the organizations to anticipate, understand and respond to disruptive innovations (Vargas, Perez, & Gimenez, 2017).

4. Elements of Competitive Intelligence

4.1. Market Intelligence: is needed to provide a roadmap of current and future trends in customers' needs and preferences, new markets and creative segmentation opportunities, and major shifts in marketing and distribution (Rouach & Santi, 2001).

4.2. Competitors' Intelligence: is information-gathering about the actual and future activities of competitors (Savioz, 2004), and is needed to evaluate the evolution of competitive strategy over time through changes in competitors' structure, new product substitutes and new industry entrants (Rouach & Santi, 2001).

4.3. Technological Intelligence: are those activities which support decision-making of technological and general management concerns by taking advantage of timely preparation of relevant information on technological facts and trends (opportunities and threats) of the organization's environment by means of collection, analysis, and dissemination (Savioz, 2004).

4.4. Customer intelligence: is defined as the process of gathering, analyzing and exploiting information of a company's customer base. Also is defined as a systemic data orientated effort to familiarize a salesperson with specific knowledge about a current or prospective customer (Muller, 2006).

5. Brief Background of Competitive Intelligence and Competitive Advantage Relation:

Competitive intelligence (CI) has long been recognized as a strategic management tool that could enhance competitiveness (Sewdass & Du Toit, 2014). According to (Porter M. E., 1980), it is rapidly becoming a major technique for achieving competitive advantage. As cited in (White, 1998), (Prescott and Gibbons, 1993) View CI as "a formalized, yet continuously evolving process by which the management team assesses the evolution of its industry and the capabilities and behavior of its current and potential competitors to help in maintaining or developing a competitive advantage".

(Cappel & Boone, 1995) Argued that CI allows a company to understand itself better, avoid surprises, identify threats and opportunities, and gain a competitive advantage by improving planning and decreasing reaction time. (Gilad & Herring, 1996) suggested that uses of competitive intelligence include building a portfolio of competitive advantages against competitors' sustainable advantage. Cited in (Prescott, 1999)

(Prescott & Miree, 1998) Define CI as the process of developing actionable foresight regarding competitive dynamics and non-market factors that can be used to enhance competitive advantage. Also (Prescott, 1999), Suggested that the future rests on developing CI as a source of competitive advantage. In addition to, (Viviers & Muller, 2004) who posit that organizations use CI to enhance their competitiveness and that it is regarded as a legitimate business activity. Cited in (Strauss & du Toit, 2010)

According to (Wright & Calof, 2006) The intent of CI is to better understand customers, regulators, competitors and so forth to create new opportunities and forecast changes in the quest for sustainable competitive advantage. (Calof & Wright, 2008) described CI as a continuous and evolving process by which businesses assess the behaviour and the capabilities of their current and potential competitors to assist in maintaining and developing a competitive advantage.

(Strauss & du Toit, 2010) Suggested that for implementing a CI process is the real key factor to obtain a competitive advantage. As CI operations continue to grow and effective competitive intelligence itself is increasingly seen as a means of competitive advantage by developing a better understanding of what competitors may be up to and acting appropriately (Colakoglu, 2011). (Iyamu & Moloi, 2013)

Suggested that the managers would understand the importance of roles, responsibilities, and governance in the selection and deployment of CI products. There is a high likelihood that this would help the organization improve its competitive advantage.

Bill Weber, former president of the SCIP defines competitive intelligence as a dynamic business discipline for gathering, analyzing, communication and managing of knowledge about the business environment, and for comprehension of competitive intelligence in the company strategy to ensure and sustain the competitive advantage (Štefániková & Masárová, 2014)

(Nenzhelele & Pellissier, 2014) have conducted a qualitative study on all identified sources establishing and analyzing CI definitions. As a result of 50 definitions of CI, therefore he proposed that CI is a process or practice that produces and disseminates actionable intelligence by planning, ethically and legally collecting, processing and analyzing information from and about the internal and external or competitive environment in order to assist decision-makers in decision-making and to create a competitive advantage for the enterprise. Also (Maune, 2014) found that competitive intelligence is an important enabler of firm competitiveness.

(Amiri, Shirkavand, Mahjabin, & Rezaeei, 2017) Discussed competitive intelligence as a means of gaining competitive advantage for insurance companies. Results showed that competitive intelligence had a positive effect on the creation of competitive advantage.

DATA ANALYSIS AND RESULTS

1. General Information of Algeria Telecom Mobilis

ATM Mobilis, subsidiary of Telecom Algeria, it became autonomous in August 2003. Charged with, installing, operating and developing the mobile telephony networks, and ensure the commercialization of services and mobile phone's equipment. (mobilis, 2017)

Mobilis is also: Total network coverage of the population; A growing commercial network thus reaching the 178 Mobilis Agencies; More than 60,000 indirect sales points; more than 4500 Radio Base Stations (BTS); Best performing Service Platforms; innovation and development of several offers and services.

Mobilis provides many types of offers depending on the nature of its customers: particulars or companies. For particulars: postpaid and prepaid offers. For companies: mobile telephony and internet telephony offers. (mobilis, 2017)¹

2. Objectives of Algeria Telecom Mobilis

Since its creation, Mobilis set the main objectives, which are: Customer satisfaction, customer loyalty, the innovation and technological progress that enabled it, to make profits and acquire, about 10 million subscribers in a record time. (mobilis, 2017)

Table 1 : « Evolution of the subscribers to the telephone networks »

Mobile Operators	2014	2015	2016
ATM (Mobilis)	13 022 295	14 087 440	17 344 746
OTA (Djezzy)	18 612 148	17 005 165	16 367 886
WTA (Ooredoo)	11 663 731	12 298 360	13 328 689
Total subscribers	43 298 174	43 390 965	47 041 321

Source : Rapport annuel de l'Autorité de régulation 2016

(Autorité de régulation de la poste et des télécommunications, 2017)

According to the table data, we notice that the evolution rates of subscribers' number for each mobile telephony operator as the following:

- From 2014 to 2015 (Mobilis 8, 17%; Djezzy -8, 63%; Ooredoo 5, 44%)
- From 2015 to 2016 (Mobilis 23%; Djezzy -3, 74%; Ooredoo 08, 35%)

These rates indicate that the subscribers' number for Mobilis is increasing more than Ooredoo, while Djezzy subscribers' number is decreasing.

3. Market share of three mobile phone operators in Algeria

As regards to the distribution of market shares among the operators. For mobile telephony, the operator Orascom Telecom Algeria held in 2017 the major share with 39.69%, followed by Algeria Telecom Mobilis and Wataniya Telecom Algeria respectively. As for the 3G and 4G market, Algeria Telecom Mobilis is the leader with 48.12% and 36.54% shares respectively as it is shown in Fig.1. (Indicators of mobile network telephony, 2017)

Fig. 1 : « Market share of three mobile phone operators »



Source: (Indicators of mobile network telephony, 2017)

4. Analysis of the Questionnaire Reliability and Validity

Through the bellow table, the reliability of the instrument was tested by using the Alpha Cronbach coefficient that reached (0,967), which is significant and acceptable for the purpose of the study.

Table 2: « Questionnaire Reliability and Validity »

Axis	Number of items	Cronbach Alpha	Validity Coefficient
Competitive intelligence	20	0,958	0,978
Competitive advantage	20	0,960	0,979
All Axes	40	0,967	0,983

Source: Results of the questionnaire using SPSS.V 21

5. Characteristics of employees study sample

- **Gender:** 61, 1% of respondents were men, and 38, 9 were women.
- **Age:** 8% between 20 and 29 years old, 61, 1% between 30 and 39 years, 31, 9% of respondents are more than 40 years old. This shows that the majority of the employees are young.
- **Education level:** All of the employees have a higher education level.
- **The number of working experience years:** 25% of respondents did not exceed the number of 05 years of work, 44,44% have an experience of 5 to 9 years, 19,44% have an experience from 10 to 14 years, and 11,11% have an experience that is more than 15 years.

Table 3 : « Means and Standard Deviations of Competitor Intelligence »

N°	Item	Mean	St.D	Rank
1	The company analyzes the competitive external environment to identify its competitors	4,06	0,410	2
2	The company collects information about the services of competitors in order to offer different services	4,11	0,465	1
3	The company's administration monitors the behaviors of its competitors	3,94	0,532	3
4	The company's administration designs strategies to address the competitors' threats.	3,94	0,532	3
5	The company's administration calculates and analyzes the market share of the competitors	3,94	0,532	3
Total Competitor Intelligence		4,00	0,463	/

Source: Results of the questionnaire using SPSS.V 21

Competitor intelligence: The first rank in terms of the relative importance given to it by the respondents, the mean of the answers for this dimension was high (4,00). This indicates that Mobilis administration adopts competitor intelligence.

Table 4 : « Means and Standard Deviations of Customer Intelligence »

N°	Item	Mean	St.D	Rank
1	The company's administration analyzes the customer's purchasing behavior (purchase method, preferences, etc.)	3,83	0,845	6
2	The company designs its offers upon the customers' desires (the buying, migration to competitors' offers, excessive buying, etc.)	4,00	0,478	3
3	The company's administration analyzes customer loyalty.	3,89	0,667	5
4	The company seeks to attract its customers by decreasing the prices.	3,94	0,860	4
5	The company seeks to attract new customers by offering new and different offers.	4,17	0,507	1
6	The company seeks to build and maintain the loyalty of its customers by providing services that meet their desires.	4,11	0,465	2
Total Customer Intelligence		4,11	0,465	/

Source: Results of the questionnaire using SPSS.V 21

Customer intelligence: The second rank in terms of the relative importance given to it by the respondents. The mean of the answers for this dimension was high (4,11). This confirms that Mobilis is always seeking to build its customers' loyalty.

Table 5 : « Means and Standard Deviations of Technological Intelligence »

N°	Item	Mean	St.D	Rank
1	The company uses developed technologies in collecting and storing information.	3,94	0,532	2
2	The company monitors all technological developments and innovations in its field.	3,94	0,532	2
3	The company monitors the technologies that are used by its competitors.	4,00	0,586	1
4	The company offers different services by using developed technology.	3,89	0,575	3
Total Technological Intelligence		3,94	0,503	/

Source: Results of the questionnaire using SPSS.V 21

Technological intelligence: The third rank in terms of the relative importance given to it by the respondents. The mean of the answers for this dimension was high (3.94). This shows that Mobilis uses developed technologies.

Table 6 : « Means and Standard Deviations of Market Intelligence »

N°	Item	Mean	St.D	Rank
1	The company administration monitors and responses to the environmental developments.	3,33	0,478	4
2	The company's administration conducts environmental analyzes to discover suitable opportunities such as: providing new services or developing an existing service.	3,44	0,695	3
3	The company's administration calculates the size and growth rate of the market in which it works.	3,89	0,575	2
4	The company's administration calculates the size and growth rate of adjacent markets (such as fixed telephone service).	3,89	0,575	2
5	The company's administration seeks to achieve organizational development in order to exploit market opportunities such as: entering new markets or providing new services.	4,00	0,478	1
Total Market Intelligence		3,71	0,560	/

Source: Results of the questionnaire using SPSS.V 21

Market intelligence: The fourth rank in terms of the relative importance given to it by the respondents. The mean of the answers for this dimension was high (3,71). This indicates that Mobilis calculates the market size and growth, but gives a medium importance to environmental analysis.

Table 7 : « Means and Standard Deviations of Competitive intelligence »

The dimension	Mean	S. D	Rank	Acceptance Level
Market intelligence	3,71	0,428	4	High
Competitor intelligence	4,00	0,463	1	High
Customer intelligence	3,99	0,466	2	High
Technological intelligence	3,94	0,503	3	High
Competitive intelligence	3,91	0,430	/	High

Source: Results of the questionnaire using SPSS.V 21

Based on the above results, we conclude that the level of adopting the concept of competitive intelligence in Mobilis was high according to the study scale. The mean of the respondents' answers about the competitive intelligence dimensions reached (3, 91).

Table 8: « Means and Standard Deviations of Quality »

N°	Item	Mean	St.D	Rank
1	The company's staff provide customer services as required	4,00	0,586	3
2	The company allocates a special unit to communicate individually with the customers about the quality of its services	3,33	0,828	6
3	The employees of the company give personal attention to customers and deal with their problems.	4,11	0,575	2
4	The service centers have an attractive appearance and a comfortable environment for customers	3,39	0,688	4
5	Service centers are available in all states	4,72	0,454	1
6	The company determines the quality standards provided to customers.	3,39	0,838	5
7	Company employees have full knowledge to answer customer questions.	4,11	0,575	2
Total Quality		3,86	0,649	/

Source: Results of the questionnaire using SPSS.V 21

Quality: The first rank in terms of the relative importance given to it by the respondents. The mean of the answers for this dimension was high (3,86). This indicates that Mobilis generally provides its services adequately.

Table 9 : « Means and Standard Deviations of Efficiency »

N°	Item	Mean	St.D	Rank
1	The company has always sought to implement recent technologies, which help in operations improving.	4,11	0,465	1
2	The Company regularly reviews or eliminates unnecessary operations of its various units.	4,06	0,532	2
3	Recent Technologies in the company improve the coordination and integration between the administrative units.	4,11	0,465	1
4	The company seeks to adopt all methods and strategies to improve the efficiency of operations	3,56	0,773	3
5	The company uses R & D to modernize service delivery in order to reduce costs.	3,00	1,309	4
Total Efficiency		3,76	0,570	/

Source: Results of the questionnaire using SPSS.V 21

Efficiency: The second rank in terms of the relative importance given to it by the respondents. The mean of the answers for this dimension was high (3, 76). This proves that Mobilis adopts technological intelligence in implementing its operations.

Table 10 : « Means and Standard Deviations of Innovation »

N°	Item	Mean	St.D	Rank
1	The company encourages the experimentation of creative ideas provided by employees to treat work problems.	3,44	0,773	3
2	The company has an organizational culture that encourages creativity and initiative.	3,50	0,775	1
3	Developed technologies help the company to develop and diversify the services provided to customers.	3,44	0,695	2
4	The company constantly updates the technology and devices of the mobile phone network to offer new services.	3,44	0,695	2
Total Innovation		3,45	0,734	3,45

Source: Results of the questionnaire using SPSS.V 21

Innovation: The third rank in terms of the relative importance given to it by the respondents. The mean of the answers for this dimension was medium (3, 45). This indicates that the innovation level in Mobilis is medium, mainly because it does not encourage employees' creativity.

Table 11: « Means and Standard Deviations of Responsiveness »

N°	Item	Mean	St.D	Rank
1	The company monitors and reacts to continuous changes in customers' desires and needs.	3,50	0,775	1
2	The company focuses on the needs, and desires of customers to meet their expectations.	3,39	0,766	2
3	The company pays attention to marketing research in order to identify customers' unsatisfied desires.	3,39	0,766	2
4	The company is interested in customers' opinions and preferences to provide new services and improve the actual service.	3,39	0,766	2
Total Responsiveness		3,41	0,755	/

Source: Results of the questionnaire using SPSS.V 21

Responsiveness: The fourth rank in terms of the relative importance given to it by the respondents. The mean of the answers for this dimension was medium (3, 41). This shows that the responsiveness level in Mobilis is medium because it does not pay much attention to marketing research.

Table 12: « Means and Standard Deviations of Competitive advantage »

The dimension	Mean	S.D	Rank	Acceptance Level
Quality	3,86	0,469	1	High
Efficiency	3,76	0,570	2	High
Creativity	3,45	0,693	3	Medium
Responsiveness	3,41	0,755	4	Medium
Competitive advantage	3,66	0,548	/	High

Source: Results of the questionnaire using SPSS.V 21

We notice from the analysis results that Mobilis has a competitive advantage and confirms that it focuses on the elements of quality and efficiency significantly.

Table 13 : « Hypotheses Test Result »

The Independent variables	Market intelligence	Competitor intelligence	Customer intelligence	Technological intelligence	Competitive intelligence
B	0,874	0,678	0,599	0,432	0,743
Standard error	0,160	0,166	0,173	0,171	0,177
Bêta	0,684	0,574	0,510	0,397	0,584
Calculated t	5,461	4,083	3,453	2,523	4,190
Significance level	0,000	0,000	0,002	0,016	0,000
Coefficient Correlation	0,684	0,574	0,510	0,397	0,584
R2	0,467	0,329	0,260	0,158	0,341

Source: Results of the questionnaire using SPSS.V 21

The results of this Table (13) show that the value of the correlation coefficient R between competitive intelligence and competitive advantage is (0.584), which is a positive relationship. (34%) of the variance in the level of competitive advantage, depends on competitive intelligence. Therefore, we accept the alternative hypothesis which states that there is a significant role of competitive intelligence in creating competitive advantage at the significance level of ($\alpha = 0.05$).

We can explain the sub-hypotheses as the following:

- The results of the statistical analysis indicate that there is a significant role of market intelligence in creating a competitive advantage for Mobilis at the level of significance (0,000) which is less than the level of significance adopted (0,05) and thus we accept the first sub-hypothesis.
- The results of the statistical analysis indicate that there is a significant role of competitor intelligence in creating a competitive advantage for Mobilis at the level of significance (0,000), which is less than the level of significance adopted. Therefore, we accept the second sub-hypothesis.
- The results of the statistical analysis indicate that there is a significant role of customer intelligence in creating a competitive advantage for Mobilis at the level of significance (0.002), which is less than the level of significance adopted and thus we accept the third sub-hypothesis.
- The results of the statistical analysis indicate that there is a significant role of technological intelligence in creating a competitive advantage for Mobilis at the level of (0.016), which is less than the level of significance adopted and thus we accept the fourth sub-hypothesis.

Conclusion

Results show that there is a positive effect of competitive intelligence on creating competitive advantage. It means that managers of Mobilis Company believe that competitive intelligence is an important tool of achieving competitive advantage in the telecommunication industry. Through gathering actionable information about competitors and the competitive environment (Fleisher, 2004), this will enable the firm to remain competitive and to enhance the quality of decision-making which will boost performance against peers (Bose, 2008).

These findings are consistent with many prior studies like (Nenzhelele & Pellissier, 2014), (Maune, 2014) and (Amiri, Shirkavand, Mahjabin, & Rezaeei, 2017). Competitive Intelligence helps the company to sustain and develop distinct competitive advantages by using the entire organization and its networks to develop actionable insights about the environment (customers, competitor, regulars, technology...) (Dishman & Calof, 2008)

In this context, competitive intelligence represents a continuous process of gathering, analyzing, and transmitting information and about actors (competitors, customers, etc.) which interact with the organization in the business environment in order to support decision-making process for enhancing competitiveness. (Nasri, 2012). Through the empirical study, we concluded the following results:

- Mobilis is a creative company that achieves differentiation through its continuous new offers;
- The degree of differentiation of Mobilis services is high and shows this differentiation through several aspects, the most important are continuous improvement and low prices as compared to its competitors;
- Mobilis aims to achieve the highest level of quality in order to achieve customer satisfaction and loyalty, and to increase its market share;
- Mobilis creates its competitive advantage based on price as compared to its competitors.

In order to raise awareness of the importance of the competitive intelligence elements in creating competitive advantage we suggest the following recommendations:

- Invest more in Research and Development, and improve network quality in areas that are not covered very well;
- It is important to carefully analyze the directions of the other mobile phone operators;
- Conducting customer behavior surveys to identify their needs and desires accurately;
- Monitor how customer profiles change through time in order to meet their expectations and maintain their loyalty;
- Intensify communication with customers and activate social networking sites.

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¹ For more details, see <https://www.mobilis.dz/>.