

The role of marketing knowledge management in achieving a competitive advantage: a study of a sample of clients of Mobilis.

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Abstract:

This study aimed to investigate how marketing knowledge management affects the attainment of competitive advantage. To achieve this objective, a descriptive analytical approach was employed, with a questionnaire serving as the main tool for data collection. The researchers analyzed responses from a sample of 60 clients of Mobilis Corporation. Data processing and analysis were conducted using the Statistical Package for the Social Sciences (SPSS). The results indicated a statistically significant relationship between marketing knowledge management and competitive advantage, which is shaped by four key dimensions: customer knowledge, competitor knowledge, product knowledge, and process knowledge. The correlation coefficients for these dimensions demonstrated a strong alignment and considerable explanatory power.

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1. INTRODUCTION

In the modern business world, organizations face increasing challenges due to technological advancements and the continuous changes in consumer behavior. In this context, the importance of marketing knowledge emerges as a strategic tool that helps enhance the competitive ability of organizations. Marketing knowledge is considered a comprehensive set of information related to the market, customers, competitors, and the economic environment, which is collected and analyzed for use in making informed decisions.

Marketing knowledge is essential for companies to grasp customer needs, which in turn facilitates the creation of effective marketing strategies that enhance their market position. Organizations that successfully implement marketing knowledge management not only improve the quality of their products and services but also strengthen their competitive edge, enabling them to effectively differentiate themselves from rivals.

Marketing knowledge comprises several key dimensions: customer knowledge, competitor knowledge, product knowledge, and process knowledge. Each of these dimensions is crucial for boosting an organization's competitive capabilities. By effectively understanding and utilizing these elements, organizations can enhance customer satisfaction and loyalty, which in turn positively impacts their financial performance and nurtures a sustainable competitive advantage.

This study will examine the influence of marketing knowledge on achieving competitive advantage by analyzing how each knowledge dimension impacts the organization's overall

performance. It will emphasize the significance of adopting marketing knowledge management as a fundamental strategy in today's business landscape.

1.1 Problem Statement:

The focus of this study is to assess the level of marketing knowledge management provided by the mobile phone operator, Mobilis, and its impact on achieving a competitive advantage for its service recipients. In light of this context, the following research question arises:

What is the impact of marketing knowledge management on achieving competitive advantage at Mobilis?

1.2 Hypotheses of the Study

The research aims to assess the influence of the independent variable—marketing knowledge management—and its dimensions, which include customer knowledge, competitor knowledge, product knowledge, and process knowledge, on the dependent variable of competitive advantage. Accordingly, the research hypotheses are as follows:

Main Hypothesis:

- There is a statistically significant effect of customer knowledge on the competitive advantage of Mobilis.

First Sub-Hypothesis:

- There is a statistically significant effect of competitor knowledge on the competitive advantage of Mobilis.

Second Sub-Hypothesis:

- There is a statistically significant effect of product knowledge on the competitive advantage of Mobilis.

Third Sub-Hypothesis:

- There is a statistically significant effect of product knowledge on the competitive advantage of Mobilis.

Fourth Sub-Hypothesis:

- There is a statistically significant effect of process knowledge on the competitive advantage of Mobilis.

1.3 Importance of the Study

The significance of this study stems from the crucial role that marketing knowledge management plays in achieving competitive advantage for organizations. A deeper understanding of customers leads to higher levels of customer satisfaction, which fosters stronger relationships and loyalty. Additionally, this knowledge allows organizations to accurately identify customer needs and desires, facilitating efficient and effective communication. This continuous insight helps improve the quality of services and products, thereby enhancing the organization's market position and ensuring its sustainability in a competitive and dynamic environment.

1.4 Objectives of the Study

The objectives of the study are as follows:

- Highlight the impact of the relationship between marketing knowledge management and competitive advantage.
- Analyze the reciprocal relationship between marketing knowledge management and competitive advantage.
- Clarify the concepts associated with marketing knowledge management and how it influences competitive advantage.
- Evaluate how marketing knowledge can improve the overall performance of the organization and increase its competitive ability.
- Provide a framework for future research in the field of marketing knowledge.

1.5 Research Methodology

This research employs a descriptive and analytical approach to investigate the study variables, which is appropriate for various studies within the knowledge-based paradigm. In the theoretical section, the study uses established theoretical references to explain the phenomenon. This is succeeded by the application phase, where the research variables are analyzed and the hypotheses are tested through a field survey of the target population, utilizing statistical analyses to process the data effectively

2. Marketing Knowledge Management

2.1 Definition of Marketing Knowledge Management

Marketing knowledge management has been defined as "one of the institution's skills in acquiring, retaining, and sharing knowledge based on the organization's view of its marketing environment, as well as transferring that knowledge in order to improve performance or foster innovation in products and services" (Ali & Ben Jalloul, 2020, p. 721). It has also been defined as "the application of marketing knowledge in the organization's use towards improving and developing the strategic marketing decision-making process within the organization." In another definition, it is described as "the applications and processes related to the use of marketing knowledge, which consists of a set of processes concerning the organization's marketing environment, particularly customers, in the decision-making process, most importantly, marketing decisions" (Maazouz, 2021, p. 429)

From these definitions, marketing knowledge management can be defined as "all the marketing processes and procedures carried out by the organization related to collecting, generating, distributing, retaining, and using knowledge in making marketing decisions."

2.2The Importance of Marketing Knowledge Management

Marketing knowledge management holds significant importance for the organization, and its value lies in the following points: (Rahmoun & Shnchouna, 2018, p. 386)

- Marketing knowledge management plays a crucial role in fostering market creativity through ongoing dialogue between explicit and tacit knowledge.
- It serves as the foundation for organizations to acquire and maintain a competitive advantage, acting as the only guaranteed source of that advantage.
- Marketing knowledge is a vital resource for achieving significant economic savings within the organization.
- By leveraging marketing knowledge management, an organization's research and development department can innovate and develop new products.
- Effective marketing knowledge management aids the organization in adjusting its strategies as needed.
- It enables management to make informed decisions, meet customer needs for products and services, and enhance them, ultimately driving the achievement of the organization's objectives and goals.

2.3Dimensions of Marketing Knowledge Management in the Organization

Studies show that there are several dimensions of marketing knowledge management, including the following: (Al-Naqshbandi, 2015, p. 101)

- **Customer Knowledge:** Organizations prioritize acquiring customer knowledge to enhance their competitive advantage. This understanding allows them to identify and act on emerging opportunities arising from customer demands and needs, improving their marketing performance in the process.

- **Competitor Knowledge:** For success, an organization must thoroughly understand its competitors, including their competitive nature, product offerings, specifications, and pre- or post-sale services. This knowledge is gathered through marketing intelligence activities, which involve discreetly collecting information about competitors. Analyzing this information helps organizations recognize their own strengths and weaknesses in relation to key and potential competitors.
- **Process Knowledge:** This dimension is a vital resource, as it enables the organization to transfer knowledge to customers, turning it into actionable insights that aid their decision-making. It also involves sharing knowledge among employees and facilitating exchanges within the organization through established policies, procedures, and guidelines. Additionally, organizations strive to transfer knowledge from suppliers into their processes and vice versa.
- **Product Knowledge:** A clear understanding of product features that customers desire, along with the features the organization aims to provide, is essential for meeting customer needs and market demands. Organizations must possess comprehensive information about their products, including detailed descriptions, lifecycle stages, and insights from research and development activities.

3. Competitive Advantage

3.1 Definition of Competitive Advantage

Various definitions of competitive advantage highlight its multifaceted nature. According to Mahmoud Jasem Al-Sumaidie, competitive advantage is defined as "the organization's ability to create better value for its customers and achieve significant profits." He emphasizes that differentiation in known advantages, cost, and set advantages enhances an organization's position, positioning it as a leader in either cost or differentiation.

Thamer Al-Bakri offers another perspective, defining competitive advantage as "the organization's ability to attract customers and establish a strong position for itself or its products, thereby increasing perceived value and achieving customer satisfaction." This definition underscores that creating value goes beyond price and cost reduction to encompass factors like product quality, safety, comparative benefits, durability, and overall customer satisfaction (Al-Bakri, 2008, p. 192)

From these definitions, we can summarize competitive advantage as "the sum of integrated activities that an organization undertakes to outperform its competitors and achieve its goals, whether by securing the largest market share and maximizing profits or by ensuring customer satisfaction through the fulfillment of their needs and desires."

3.2 Characteristics of Competitive Advantage

The characteristics of competitive advantage can be summarized as follows:

1. **Sustainability:** Competitive advantage is maintained over a long period and does not quickly diminish once established
2. **Internal Origin:** It stems from the organization's unique resources, making it difficult for competitors to replicate.
3. **Renewability:** Competitive advantage should be adaptable and renewable, taking into account external environmental conditions and the organization's capabilities and resources.
4. **Superiority:** It allows the organization to achieve superiority and outperform competitors.

5. **Market Share Growth:** Competitive advantage is reflected in an increase in market share.
6. **Alignment with Objectives:** The utilization of competitive advantage should align with the organization's goals and desired outcomes, both in the short and long term (Adnani, Belabbad, & Jalil M, 2018, p. 152).

3.3 Objectives of Competitive Advantage

The organization aims to achieve the following objectives through adopting competitive advantage:

1. **Vision Formulation:** Develop a new future vision that outlines the goals the organization wants to achieve and the significant opportunities it aims to capture.
2. **New Marketing Opportunities:** Create innovative marketing opportunities, exemplified by Motorola, which pioneered the invention of the mobile phone.
3. **Continuous Update:** Regularly update its competitive advantage by increasing investment in research and development, maximizing the longevity of this advantage.
4. **Market Share Dominance:** Strive to attain the largest market share within its operating market.

3.4 Dimensions of Competitive Advantage

Researchers have identified four key dimensions of competitive advantage, each playing a crucial role in an organization's strategy:

A. **Cost Dimension:** This dimension refers to the organization's ability to produce and distribute products at the lowest possible cost compared to competitors. By maintaining lower costs, an organization can offer lower prices or achieve higher profits at the same price point, resulting in a significant competitive advantage due to the gap between revenues and costs (Ben Zein, 2018, p. 29).

B. **Quality Dimension:** Quality pertains to a product's ability to meet customer expectations and fulfill their needs and desires. It encompasses the features and characteristics of a product or service that lead to complete customer satisfaction. A well-prepared product does not guarantee acceptance; it must align with customer expectations to be considered high quality (Ben Jroua, 2012, p. 178)

C. **Delivery Speed Dimension:** Achieving faster delivery times than competitors is a vital competitive advantage. The time it takes for a customer to receive a product after its market launch can significantly influence their perception and purchasing decisions. Organizations that can respond quickly to customer demand enhance their competitive position and increase sales opportunities (Habayina, 2012, p. 42)

D. **Flexibility Dimension:** Flexibility has become a crucial competitive tool, involving the ability to produce a diverse range of products and rapidly develop existing ones in response to customer needs. Organizations can achieve this flexibility through adaptable production systems, including automated machines and processes that allow quick responses to changing demands (Qantas, 2021, p. 91).

E. **Knowledge Dimension:** Knowledge is regarded as a vital strategic resource within organizations. Many managers believe that possessing superior knowledge compared to competitors is essential for achieving a competitive advantage (Laarifi Magzi, Draidi, & Kari, 2022, p. 632)

4.The framework of Study

4.1 Research Methodology

4.1.1 Data Collection Tools:

To implement the research methodology, several methods were employed to gather data and information. References and journals were used to cover the theoretical aspect, while a questionnaire was relied upon for the practical aspect. The questionnaire was designed in the form of three main sections, with each section containing a set of items, as shown in the following table:

Table 1. the sections of the Questionnaire

Section number	Section name
First section	Personal data section
Second section	Marketing Knowledge Management section
Third section	Competitive advantage section

The five-point Likert scale was used for all the questions in the questionnaire.

4-1-2 Validity and Reliability of the Study Tool:

4-1-2-1 Reliability of the Questionnaire:

The reliability of the questionnaire was tested using **Cronbach's Alpha** for each variable, as shown in the following table:

Table 2. Alpha Cronbach's Value

Validity of the questionnaire	Cronbach's Alpha coefficient	Number of Items
0.96	0.935	19

Source: Prepared by the researchers based on the outputs of the SPSS program, with a significance level of 0.05.

4-1-2-2 Validity of the Questionnaire:

The validity coefficient was calculated by finding the square root of Cronbach's Alpha reliability coefficient. The result was high, greater than 60%, which indicates the validity of the study.

4-1-3 Study Population and Sample:

The study population consists of customers affiliated with Mobilis Company. A total of 70 questionnaires were distributed, and 60 valid forms were retrieved for analysis, while 10 forms were excluded due to being invalid for analysis.

4-1-4 Statistical Analysis Methods:

To analyze the results of the study collected through the questionnaire, the following statistical methods were used:

- **Frequencies and percentages**, to provide a comprehensive description of the sample's characteristics and traits, in addition to the frequencies and percentages for each item and section of the questionnaire.
- **Mean values and standard deviations** to assess the responses of the sample to the study variables.
- **Cronbach's Alpha reliability test** to ensure the validity of the questionnaire tool and verify its reliability.

- **Pearson correlation coefficient test** to examine the nature of the relationships between the study variables.
- **Simple and multiple regression analysis** to determine the effect of independent variables on the dependent variable.
- Statistical tools such as **R** and **t** tests were also used for analysis and conclusions.

5. RESULTS AND DISCUSSION

5.1 Description of the Study Sample Characteristics

Description of the Demographic Variables of the Study and the table below illustrates the distribution of the sample participants according to gender and age.

Table 1. Table title (this is an example of table 1)

Sex	%	Frequency (T)	Age	%	Frequency (T)
Male	1.7	1	From 18 to 25 years	68.3	41
Male	45	27	From 26 to 35 years		
Female	23.3	14	From 36 to 45 years	31.7	19
Female	30	18	More than 45 years		
Total	100	60	Total	100	60

Source: Prepared by the researchers based on the results of the questionnaire analysis.

From the table above, it is evident that the highest percentage belongs to males, reaching 68.3%, while the percentage of females is 31.7%. As we can observe, the percentages vary significantly, which can be attributed to several factors, including the local community's nature and its reluctance toward women participating outside the home.

Regarding age, we notice that the group aged 26 to 35 constitutes 45%, while the 18 to 25 age group has the lowest percentage at 1.7%. This leads us to conclude that individuals between 26 and 35 years old are the primary users dealing with the operator Mobilis. This is due to the numerous youth-targeted offers and agreements made with various public institutions.

Table 3. Distribution of Sample Elements by Educational Level and Duration of Engagement with the Institution

Educational Level	N	%	Duration of Engagement	N	%
Less than Intermediate	13	21.7	3-5 years	19	31.7
Secondary	10				
University	36	60	More than 5 years	41	68.3
Postgraduate	5	8.3			
Total	60	100	Total	60	100

Source: Prepared by the researchers based on questionnaire analysis results.

It is clear that university degree holders rank highest at 60%, followed by those with less than an intermediate level at 21.7%. The remaining percentages are distributed as follows: secondary level at 10%, and postgraduate studies at 8.3%, which is the lowest percentage.

It is also evident, regarding the duration of engagement, that the highest percentage belongs to those with more than 5 years of experience, at 68.3%, followed by those with 3 to 5 years at 31.7%. This suggests that most respondents have a considerable duration of experience dealing with the Mobilis institution.

These results indicate that the respondents are academically qualified to fill out the questionnaire, adding confidence to the results, supported by calculating the averages for each variable as well as the standard deviation.

6-Analysis of Study Results

6.1 Analysis of the Statements of the Independent Variable: Marketing Knowledge Management

Table 04. Analysis of the Statements of the Independent Variable: Marketing Knowledge Management

Marketing Knowledge Management Dimensions	Mean	Standard Deviation
Customer Knowledge Dimension	3.8042	0.39082
Competitor Knowledge Dimension	3.5292	0.3742
Product Knowledge Dimension	3.5250	0.29365
Process Knowledge Dimension	3.7500	0.40127

Source: Prepared by the researchers based on SPSS outputs.

From the table above, the following can be observed:

- The high agreement on the customer knowledge dimension, with a total mean of 3.8042 and a standard deviation of 0.39082.
- The high agreement on the competitor knowledge dimension, with a total mean of 3.5292 and a standard deviation of 0.3742.
- The moderate agreement on the product knowledge dimension, with a total mean of 3.5250 and a standard deviation of 0.29365.
- The moderate agreement on the process knowledge dimension, with a total mean of 3.7500 and a standard deviation of 0.40127.

6.2 Analysis of the Statements of the Dependent Variable: Competitive Advantage

Table 05. Analysis of the Statements of the Dependent Variable: Competitive Advantage

Dependent Variable	Mean	Standard Deviation
Competitive Advantage	3.68	0.498

Advantage

Source: Prepared by the researchers based on SPSS outputs.

From table 5, it can be observed that there is moderate agreement on competitive advantage, with a total mean of 3.68 and a standard deviation of 0.498.

6-3 Hypothesis Testing

6-3-1 Testing the First Sub-Hypothesis: There is a statistically significant positive effect of the customer knowledge dimension on competitive advantage.

Table 06. Results of Testing the First Sub-Hypothesis Between Customer Knowledge and Competitive Advantage

Sample Size	Significance Level	Standard Error	R ² (Coefficient of Determination)	R (Correlation Coefficient)	Customer Knowledge
60	0.000	0.810	0.387	0.622	
Competitive Advantage					

Source: Prepared by the researchers based on SPSS program outputs at a significance level of 0.05.

The analysis reveals a correlation coefficient of 0.622 between customer knowledge and competitive advantage, indicating a moderate positive correlation. This suggests that as the level of customer knowledge increases, so does the level of competitive advantage. The coefficient of determination (R^2) is 0.387, signifying that 38.7% of the variation in competitive advantage can be explained by customer knowledge, which is a satisfactory value.

Based on these findings, we conclude that customer knowledge has a statistically significant positive effect on competitive advantage. Consequently, we accept hypothesis H1 and reject hypothesis H0.

6-3-2 Testing the Second Sub-Hypothesis: There is a statistically significant positive effect of competitor knowledge on competitive advantage.

Table.07. Results of Testing the Second Sub-Hypothesis Between Competitor Knowledge and Competitive Advantage

Sample Size	Significance Level	Standard Error	R^2 (Coefficient of Determination)	R (Correlation Coefficient)	Competitor Knowledge
60	0.000	0.765	0.454	0.674	
Competitive Advantage					

Source: Prepared by the researchers based on SPSS program outputs at a significance level of 0.05

From the table above, it can be observed that the correlation coefficient between competitor knowledge and competitive advantage is 0.674, indicating a moderate positive correlation, meaning there is a relationship between the two. As the level of competitor knowledge increases, the level of competitive advantage also increases. The coefficient of determination (R^2) is 0.454, which is also an acceptable value, meaning that 45.4% of the variation in competitive advantage is explained by competitor knowledge. Based on the results of the table, we conclude that there is a statistically significant positive effect of competitor knowledge on competitive advantage. Therefore, we accept hypothesis H1 and reject hypothesis H0.

6-3-3 Testing the Third Sub-Hypothesis: There is a statistically significant positive effect of product knowledge on competitive advantage.

Table 08. Results of Testing the Third Sub-Hypothesis Between Product Knowledge and Competitive Advantage

Sample Size	Significance Level	Standard Error	R^2 (Coefficient of Determination)	R (Correlation Coefficient)	Product Knowledge
60	0.000	0.683	0.565	0.751	
Competitive Advantage					

Source: Prepared by the researchers based on SPSS program outputs at a significance level of 0.05.

It is observed that the correlation coefficient between product knowledge and competitive advantage is 0.751, indicating a strong positive correlation. This means that as the level of product knowledge increases, the level of competitive advantage also increases. The coefficient of determination (R^2) is 0.565, which is also an acceptable value, meaning that 56.5% of the variation in competitive advantage is explained by product knowledge. Based on the results of the table, we conclude that there is a statistically significant positive

effect of product knowledge on competitive advantage. Therefore, we accept hypothesis H1 and reject hypothesis H0.

6-3-4 Testing the Fourth Sub-Hypothesis: There is a statistically significant positive effect of process knowledge on competitive advantage.

Table 09. Results of Testing the Fourth Sub-Hypothesis Between Process Knowledge and Competitive Advantage

Sample Size	Significance Level	Standard Error	R ² (Coefficient of Determination)	R (Correlation Coefficient)	Process Knowledge
60	0.000	0.735	0.495	0.704	
Competitive Advantage					

Source: Prepared by the researchers based on SPSS program outputs at a significance level of 0.05.

From the table above, it can be observed that the correlation coefficient between process knowledge and competitive advantage is 0.704, indicating a strong positive correlation. This means that as the level of process knowledge increases, the level of competitive advantage also increases. The coefficient of determination (R^2) is 0.495, which is also an acceptable value, meaning that 49.5% of the variation in competitive advantage is explained by process knowledge. Based on the results of the table, we conclude that there is a statistically significant positive effect of process knowledge on competitive advantage. Therefore, we accept hypothesis H1 and reject hypothesis H0.

Main Hypothesis: There is a statistically significant positive effect of marketing knowledge management on competitive advantage.

Regarding the correlation coefficient between marketing knowledge management and competitive advantage, this can be clarified in the following table:

Table No. 11: Correlation Coefficient Between Marketing Knowledge Management and Competitive Advantage

Sample Size	Significance Level	Standard Error	R ² (Coefficient of Determination)	R (Correlation Coefficient)	Marketing Knowledge Management
60	0.000	0.607	0.656	0.810	
Competitive Advantage					

Source: Prepared by the researchers based on SPSS program outputs at a significance level of 0.05.

It can be observed that the correlation coefficient between marketing knowledge management and competitive advantage is 0.810, indicating a strong positive correlation. This means there is a direct relationship between marketing knowledge management and competitive advantage, meaning that as the level of marketing knowledge management increases by one unit, the level of competitive advantage increases by 81%, which is a good value. Additionally, the coefficient of determination (R^2) is 0.656, meaning that 65.6% of the variation in competitive advantage is explained by changes in marketing knowledge management. This supports the validity of the main hypothesis, which states that there is a positive effect of marketing knowledge management on competitive advantage.

Regarding the regression coefficient between marketing knowledge management and competitive advantage, this part can be divided into a simple linear correlation equation and another part related to the multiple linear correlation equation.

-Simple Linear Regression Equation

This can be clarified through the table below.

Table No. 12: Regression Coefficient Between Marketing Knowledge Management and Competitive Advantage

Significance Level	T	Regression Coefficient	Regression Model
0.289	-1.063	-0.192	Constant
0.000	19.879	1.025	Independent Variable Coefficient: x
Dependent Variable: Competitive Advantage			

Source: Prepared by the researchers based on SPSS program outputs at a significance level of 0.05.

From the table above, we can derive the simple linear regression equation between marketing knowledge management and competitive advantage:

$$\text{Competitive Advantage} = (1.025 * \text{Marketing Knowledge Management}) - 0.192$$

$$Y = 1.025 * x - 0.192$$

Table 12 reveals that the model coefficients are statistically significant, with a regression coefficient of 1.025, indicating a positive and significant relationship. The t-statistic of 19.879 exceeds 2, further confirming the significance of the regression coefficient. Additionally, the p-value is below 0.05, which supports the conclusion that marketing knowledge management has a statistically significant effect on competitive advantage.

This simple regression model suggests that changes in competitive advantage correspond proportionally to changes in marketing knowledge management, with an effect size of 1.025. In practical terms, this means that for every unit increase in marketing knowledge management, competitive advantage increases by approximately 1.025 units, highlighting the critical role of marketing knowledge in enhancing Mobilis's competitive position.

Table No. 13: Correlation Coefficient Between Marketing Knowledge Management and Competitive Advantage

Sample Size	Significance Level	Standard Error	R ² (Coefficient of Determination)	R (Correlation Coefficient)	Marketing Knowledge Management
60	0.000	0.601	0.669	0.818	
Competitive Advantage					

Source: Prepared by the researchers based on SPSS program outputs at a significance level of 0.05.

The correlation coefficient between marketing knowledge management and competitive advantage is 0.818, indicating a strong positive correlation. This means that as

the level of marketing knowledge management increases, the level of competitive advantage also increases. The coefficient of determination (R^2) is 0.669, which is an acceptable value, meaning that 66.9% of the variation in competitive advantage is explained by marketing knowledge management.

Second: The Regression Coefficient Between Marketing Knowledge Management and Competitive Advantage

This can be clarified through the following table:

Table No. 14: Regression Coefficient Between Marketing Knowledge Management and Competitive Advantage

Significance Level	T	Regression Coefficient	Regression Model
0.387	-0.867	-1.69	Constant
0.218	1.236	0.075	Customer Knowledge
0.006	2.785	0.167	Competitor Knowledge
0.000	4.402	0.292	Product Knowledge
0.000	4.195	0.300	Process Knowledge
Dependent Variable: Competitive Advantage			

Source: Prepared by the researchers based on SPSS program outputs at a significance level of 0.05.

From the table above, we deduce the multiple regression equation between marketing knowledge management and competitive advantage:

$$\text{Competitive Advantage} = 1.69 + 0.075 * \text{Customer Knowledge} + 0.167 * \text{Competitor Knowledge} + 0.292 * \text{Product Knowledge} - 0.300 * \text{Process Knowledge}$$

$$Y = 1.691 + 1x * 0.075 + 2x * 0.167 + 3x * 0.292 + 4x * 0.300 + 5x$$

From the table, we observe the following:

- **The regression coefficient for customer knowledge** is 0.075, which is a positive value, but the statistic value ($T = 1.236$) is less than 2, indicating that the regression coefficient for customer knowledge is not significant.
- **The regression coefficient for competitor knowledge** is 0.167, a positive and significant value, with a statistic value ($T = 2.785$) greater than 2. This indicates that the regression coefficient for competitor knowledge is significant. Therefore, the variation in competitive advantage is explained by competitor knowledge with a coefficient of 0.167, and the remaining variation is due to other factors.
- **The regression coefficient for product knowledge** is 0.292, a positive and significant value, with a statistic value ($T = 4.402$) greater than 2. This indicates that the regression coefficient for product knowledge is significant. Therefore, the variation in competitive advantage is explained by product knowledge with a coefficient of 0.292, and the remaining variation is due to other factors.
- **The regression coefficient for process knowledge** is 0.300, a positive and significant value, with a statistic value ($T = 4.195$) greater than 2. This indicates that the regression coefficient for process knowledge is significant. Therefore, the

variation in competitive advantage is explained by process knowledge with a coefficient of 0.300, and the remaining variation is due to other factors.

The analysis shows that the correlation coefficient is significant, leading us to conclude that marketing knowledge management positively impacts the competitive advantage of telecommunications services at Mobilis. As a result, we accept hypothesis H1 and reject hypothesis H0. This finding underscores the importance of effective marketing knowledge management in enhancing Mobilis's competitive position within the telecommunications industry.

4. CONCLUSION

At the conclusion of this study, it is evident that service organizations, particularly Mobilis, face significant challenges due to rapid technological advancements and increasing competition. The results have shown the importance of marketing knowledge management as a vital element in enhancing competitive advantage.

The study demonstrated a statistically significant positive impact of various types of knowledge—customer knowledge, competitor knowledge, product knowledge, and process knowledge—on the competitive advantage at Mobilis. This indicates that a comprehensive understanding of these knowledge areas greatly contributes to improving organizational performance and enhances the company's ability to compete effectively in a challenging market. Leveraging this knowledge allows Mobilis to make informed decisions, adapt to market changes, and better meet customer needs, solidifying its competitive position.

By effectively managing marketing knowledge, Mobilis can meet its customers' needs and desires, while also staying ahead of competitors through innovation and offering services that align with rapid market changes. Additionally, the results demonstrated a strong and statistically significant relationship between marketing knowledge management and competitive advantage across the four studied dimensions, highlighting the importance of adopting knowledge-based strategies to improve service quality and strengthen brand loyalty.

Therefore, it is recommended to enhance these strategies and adopt marketing knowledge management models at Mobilis to continue achieving excellence in the current competitive environment. Investing in a deep understanding of customers, competitors, products, and processes will strengthen its ability to achieve sustainable results and future success. Some recommendations that can benefit Mobilis in enhancing its marketing knowledge management and achieving competitive advantage include:

- **Improving Data Collection Systems:** Develop effective systems for collecting and analyzing customer data to ensure a comprehensive understanding of their needs and aspirations.
- **Employee Training:** Provide training programs for employees in the fields of knowledge management and customer interaction to enhance their skills and ability to deliver customized services.
- **Fostering Innovation in Products and Services:** Encourage teams to innovate and develop new services that align with market needs and customer preferences.
- **In-depth Competitor Analysis:** Establish a continuous system for monitoring competitors' performance and studying their strategies to ensure quick adaptation to market changes.
- **Enhancing Communication Channels with Customers:** Create effective communication channels with customers, such as surveys and social media, to regularly collect feedback and suggestions.

- **Improving Service Quality:** Focus on enhancing the quality of services based on analyzing information gathered from customers and competitors.
- **Big Data Analysis:** Use big data analytics techniques to closely understand customer behavior and direct marketing efforts accordingly.
- **Developing CRM Strategies:** Adopt Customer Relationship Management (CRM) systems to improve customer interaction and enhance loyalty.
- **Regular Performance Evaluation:** Design mechanisms for regular performance evaluations and measure the impact of marketing knowledge management on financial and competitive outcomes.
- **Promoting a Culture of Innovation:** Create a work environment that encourages innovation and renewal by supporting new ideas and motivating employees to think outside the box.

Consistently implementing these recommendations will contribute to improving Mobilis's competitiveness and achieving excellence in the service market.

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