

## The Impact of Customer Relationship Management Strategy on Achieving Competitive Advantage on the Banking Sector (Case of Local Development Bank BDL) in Hassi Messaoud from Ouargla State -Algeria-

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**Received:**27/04/2021; **Revised:** 17/05/2021; **Accepted:** 10/07/2021

### Summary:

This study aims to measure the impact of CRM (Customer Relationship Management CRM)'s strategy on achievement of competitive advantage on BDL Bank located in Hassi Messaoud, city from Ouargla state. Two types (02) of samples were used. The first sample of 15 managers and administrative employees and the second sample of 150 customers through.

To test hypotheses and analyze data, a statistical package for social sciences (SPSS) was used; and the results indicated that CRM dimensions (attract the customer, establish a relationship with customer, achieve customer satisfaction, customer loyalty, customer value, customer knowledge, and confidence) have a strong and positive impact on achievement competitive advantage in BDL Bank.

**Keywords:** CRM, customer satisfaction, loyalty, Competitive Advantage, bank

**Jel Classification Codes :** *M31, G21*

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## **I. Introduction :**

In the era of constantly evolving technological transformation, getting profits is no longer the main goal of economic organizations in general and banks in particular; and with the rise of innovations and information, the needs have changed, and transform into digital desires, including more than tangible ones, the problem of creating the customer has become out of nowhere; predicting its current or creating future needs has a unique strategy that gives organizations competitive advantages (**Sabah.b., 2013**)

From this standpoint, banks have realized the extent to find new methods to improve their relationship with customer's needs, in the shortest possible time by providing high quality service, for this purpose, bank must adopt strategy of CRM for maintaining customers and getting the competitive advantage (**Fadhila.c, 2010**).

In this study, we will focus on the usedness (CRM)'s strategy in the banking sector, a specially BDL Bank in HASSI MESSAOUD city from algeria, as well as measuring the impact of using this strategy as a tool that seeks to build and strengthen the relationship between customers and the bank for obtaining long-term competitive advantages.

## **II. Theoretical Background:**

**1/- Target setting:** This study aims to presentation the impact of using the CRM for obtaining a competitive advantage according to the following goals:

- Indicating the CRM role and its impact to obtain the competitive advantage in BDL Bank.
- Highlighting the role played by the CRM that enables the BDL Bank from achieving competitive advantage; and Identify the dimensions of the customer relationship management strategy in the Bank (BDL) which achieve competitive advantage.

### **2/- Study problematic:**

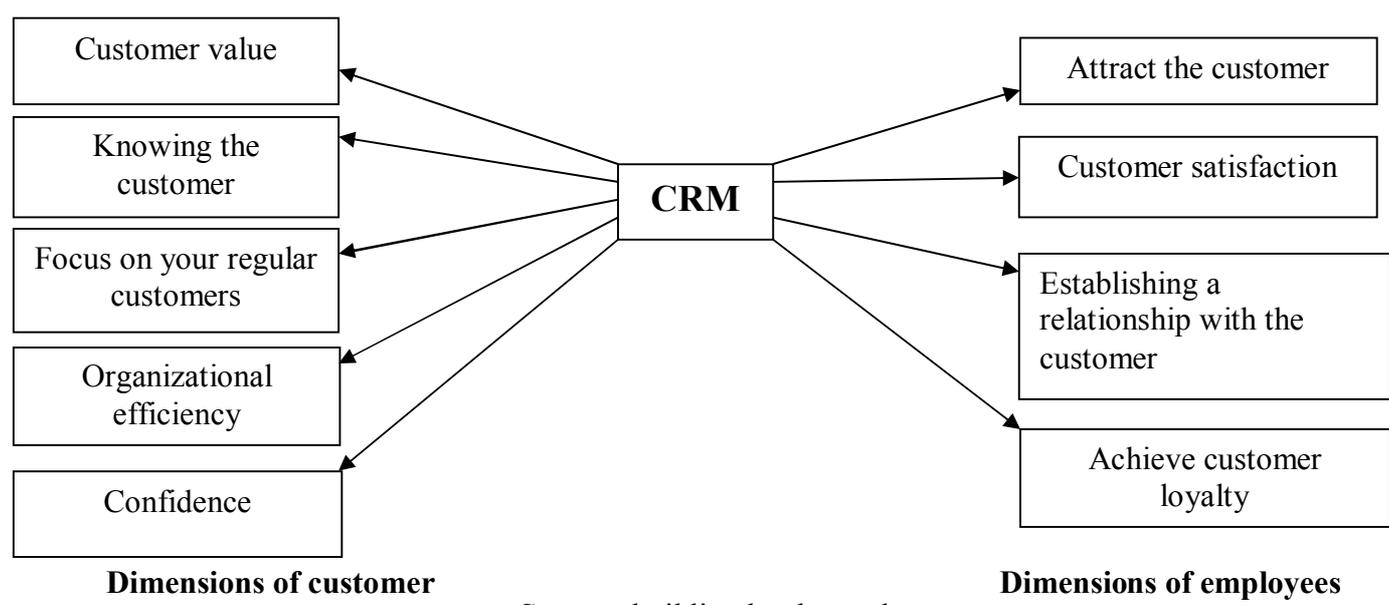
a several studies have been done about the CRM and its roles to obtain competitive advantage, where most of these studies focus on the impact using CRM on enterprises and how its push the organization to achieve competition in world economy; but a limited studies how interest to the usedness of CRM on the bank sector specially in Algeria where the centralization of the banking sector existed yet. Therefore, we will examine the following problematic:

**"What is the impact of using CRM's strategy according to the dimensions of customers and employees for achieving competitive advantage in BDL Bank located at Hassi Messaoud City?"**.

We will treat the following questions:

- What is the reality of applying the CRM in BDL Bank?
- Do the BDL Bank have a clear knowledge about the CRM and its relationship with a competitive advantage?
- Do the BDL Bank increase its competitive advantages (Attracting news clients) by using the CRM?

**3/ The Study Variables and model:** To facilitate a study a model has been built to explain the impact of CRM through determination a dimension of customers and employees for achieving competitive advantage, we consider CRM as an independent variable, where the competitive advantage is dependent variable as shown in figure 1 :



Source: building by the student

4/- **The Study's hypothesizes:** for solving the study's problematic the following hypothesis will be used:

✎ **The first hypothesis, H01:** we measuring the impact of demographic variables whether concerning customers or employees (**gender, age, educational level, experience**) at the BDL bank; to improve there is a statistically positives significant.

✎ **The second hypothesis, H02:** a statistically significant correlation with positive connotation between the CRM and competitive advantage due to the use of customer-specific dimensions represented in: **“attracti the customer, establish the relationship with the customer, achieve customer satisfaction, and customer loyalty”**

✎ **The third hypothesis: H03:** a statistically significant correlation with positive connotation between the CRM and competitive advantage due to the use of employee specific dimensions represented in **“customer value, customer knowledge, focus on permanent customers, organizational efficiency, trust”**.

**III. Previous studies:**

Some researchers investigated CRM, competitive advantage such as:

- Study of **Hakim Ben Djaroua (2014)** titled **«The Impact of Marketing Relationships with the Customer on the Competitiveness of Economic Institutions in Ouargla city”**. which identify the various challenges facing the studied economic institutions using each of the marketing's dimensions relationships with customers, and it's result that using: (empathy, trust and communication) have an impact of relationship marketing help to achieve competition and competitiveness between companies”.

- Study of **Renart Luis, Carles Cabre (2008):** titled **"Paths to Continuous Improvement of A CRM Strategy”** mentioned the method of continuous development of a CRM strategy, the results of study showed that there are four factors for the success of a CRM, namely: reviewing the organization's vision and shifting it towards the customer and focusing the organizational behaviour and culture of the institution on the customer; reviewing the effectiveness of CRM; as well as for the effective management of all procedures contributing to building a relationship with customers and develop the performance of personnel who communicate with customers directly.

- In addition we have study of **Mehrdad Alipour, and Mohammad Hallaj Mohammadi (2011):** titled :**“the effect of customer relationship management (CRM) to achieve**

**competitive advantage of manufacturing tractor”** This study aimed to measure the impact of CRM’s strategy in order to gain a competitive advantage in the industrial manufactures of trucks, and the results showed that there are strongly positive statistically significant differences by a large percentage.

**IV. Framework for the two variables:**

1/-**The concept of competitive advantage:** it is eligibility or the ability to withstand against competition on a relatively continuous basis, and more simply is the ability to compete for a period of time, and then the competitive organizations possess a set of capabilities and that allow them to withstand and maintain their cohesion, as well as to grow in a competitive environment is made up of forces that may increase them in capabilities, as they may oppose them in goals and also may lie in wait for their projects **(.M.A., 2004)**

**(M.Porter, 2011)** definit it as the competitive advantage arises as soon as the institution reaches the discovery of new methods that are more effective than those used by competitors, where it is able to embody this discovery in the field, in other words by simply creating an innovation process in its broad sense. Moreover, **Nabil mourssi khalil** defined the competitive advantage as: "an advantage or an element of superiority for an organization that is achieved if it follows a specific strategy to compete." **(MOURSSI.N.M, 2008).**

We conclude that: “The bank’s ability to produce and provide high-quality banking services at prices equal to or less than competition prices in the domestic or foreign market, in order to satisfy the existing customers and attract more customers. And maintaining them, in the same time taking a good competitive position that allows the bank to achieve its goals, most notably excellence and leadership.

**2/-Definition of Customer Relationship Management (CRM):**

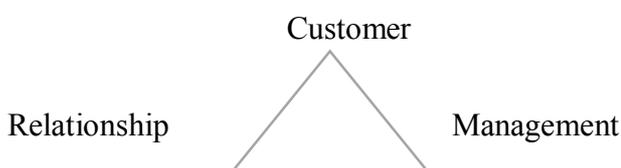
According to **Pepper and Roger**, CRM is: "Information technology or software that helps track data and information on customers to provide them with better services». **(Philip Kotler, 2010).**

**Naqai** defined it as: “Software, tools and systems that support customer relationship management processes through the existence of a database that helps to collect, store and analyse information about customers through the use of statistical techniques such as:“ customer search **(.b.h, 2016)**

Accordingly, the concept of CRM can be summarized as a business strategy aimed at achieving long-term competitive advantage by providing high value to the customer and building a relationship with him, through the strategic use of information, processes, technologies and individuals to achieve the goals of the organization, as the success of relationship management with customers, this can only be achieved by having a customer-focused culture within the organization, whereby everyone realizes that they have a role in building good relationships with customers.

**2-1 Components of customer relationship management:** CRM consists of three main components: **(.z.k, 2009)**

**Figure (1): Components of Customer Relationship Management**



**Source:** Zaki Khalil Al-Mosaed, Services Marketing and Its Applications, First Edition, Al-Manahij Publishing and Distribution House, Amman, 2009, p. 52

According to **(BELHABIB, 2017)**, the components of customer relationship management can be clarified as follows:

✓ **First: The customer:** is the ordinary or legal person who purchases products or services for personal consumption or for others.

✓ **Second: The relationship:** it results in a set of mutual interactions between the two parties. The scientist (Dwyer) explained about the relationship's passing through five stages as follows:

- ✗ Awareness: it begins when one party views the other as a potential partner whom to exchange;
- ✗ Exploration: the period of investigation and examination during which both parties explore the capabilities and performance of the other;
- ✗ Expansion: the agreement between the two parties increases, and several commercial transactions occur and trust begins to develop.
- ✗ Commitment: This stage is characterized by increased accommodation and mutual understanding of the roles of both parties;
- ✗ Termination: Not all relationships reach the commitment stage. The relationship may be terminated at any previous stage, and the termination of the relationship may be bilateral or unilateral.

✓ **Third: Management:** The activity of managing the relationship with customers is not determined within the framework of the marketing department only, but includes continuous change in the culture of institutions and their operations, and the relationship management with customers works to transfer the information collected by the customer about the institution to his knowledge in order to convert this information into products that meet the needs of this customer.

### 2.3 -Dimensions of the customer relationship management strategy:

Most of the reports and studies emphasize four basic dimensions, integrated and interrelated, all of which must be emphasized at the same time and of the same level, importance and balance, and according to (PERWEJ, 2011) these dimensions are:

✓ **The first dimension:** *Focus on permanent customers:* The primary goal is to achieve deep relationships with customers, especially the most profitable ones. The permanent customers are represented as the regular and loyal customers of the organization.

✓ **The second dimension:** the efficiency of the organization: managing the relationship with customers requires designing and re-engineering the customer relationship by using technological methods as they help to make relations with customers clearer and stronger among the tools used in managing the relationship with customers are the following:

A) - **Automated sales force applications:** It is a software of automated information that helps in giving sales operations the status of automation in order to shorten the sales cycle and increase the sale process.

B) - **Call centres:** It is the integration between the computer and the phone, so that the automated distributor, whether it is voice, mail or web, collects data about customers, as the information of each customer appears automatically as soon as he is contacted, and this allows providing the service according to the characteristics Every customer.

✓ **The third dimension:** *customer satisfaction:* It consists of two dimensions:

A)- **Knowledge of the customer:** customer knowledge refers to the knowledge surrounding the customer, and one of the main motives for implementing CRM, is tracking customer behaviour to gain insight into knowing his desires and needs to help this information design the best products and services and thus move from thinking of efficiency and effectiveness to thinking of organizational success.

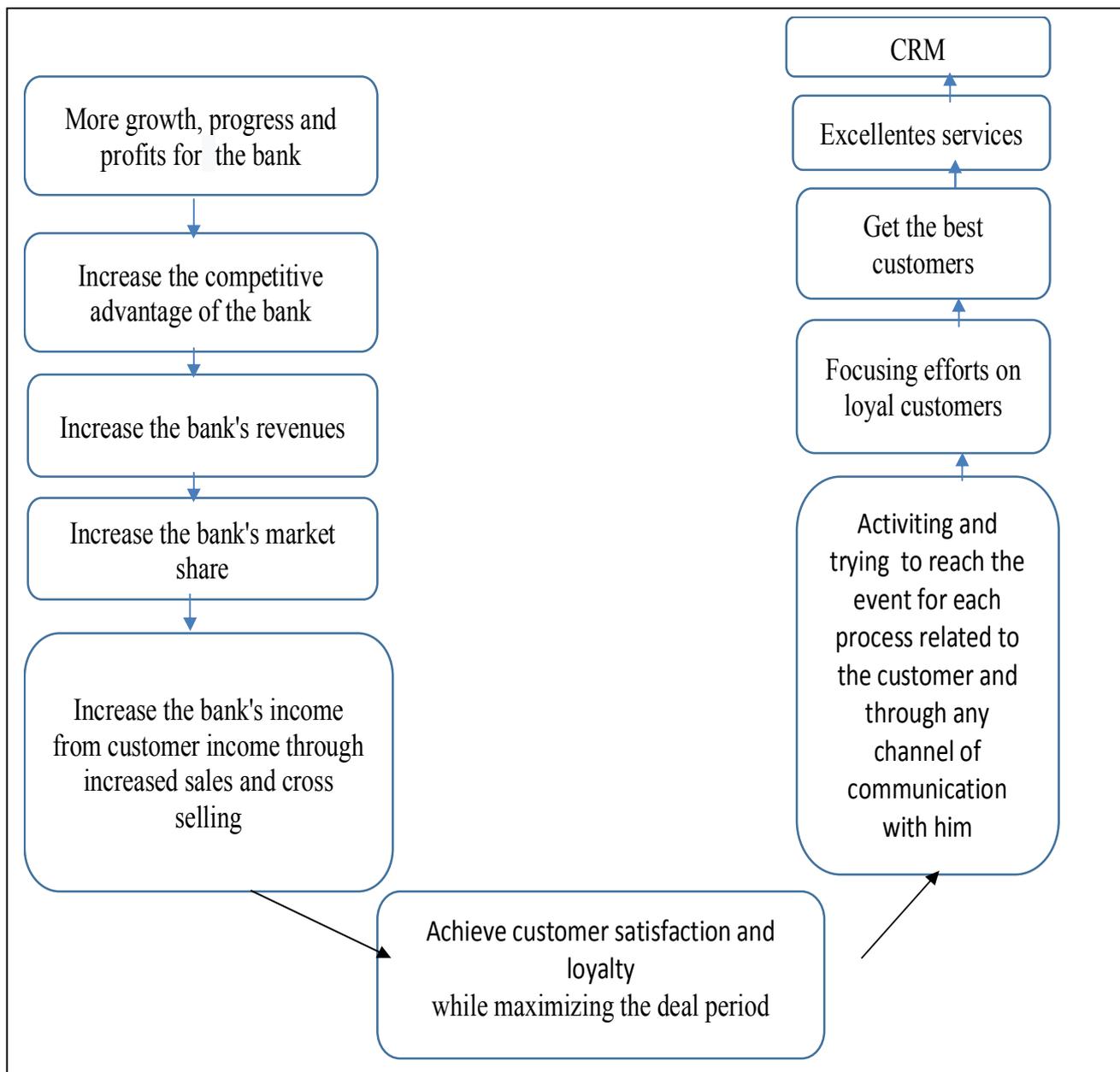
B)-**Customer value:** Customer value is a key pillar for the organization to diagnose profitable non-profit customers to improve its relationships with them. It describes the tangible and intangible benefits of CRM activities that help in successfully arranging the relationship with customers.

✓ **The fourth dimension:** *customer loyalty:* means that he either buys the same product or goes to the same shop to acquire his needs. And its principle is trust, as it is seen as a basic ingredient for the success of relations between the organization and customers, and a necessary element for a long-term approach to customer relations, and its importance is in the reciprocal relations because it leads to constructive dialogue.

### 3/-Application of customer relationship management in the field of banking:

A) -The impact of implementing customer relationship management on gaining a competitive advantage for the bank (S.M, 2009) :

Figure No. (2): Stages of applying customer relationship management to the bank's growth

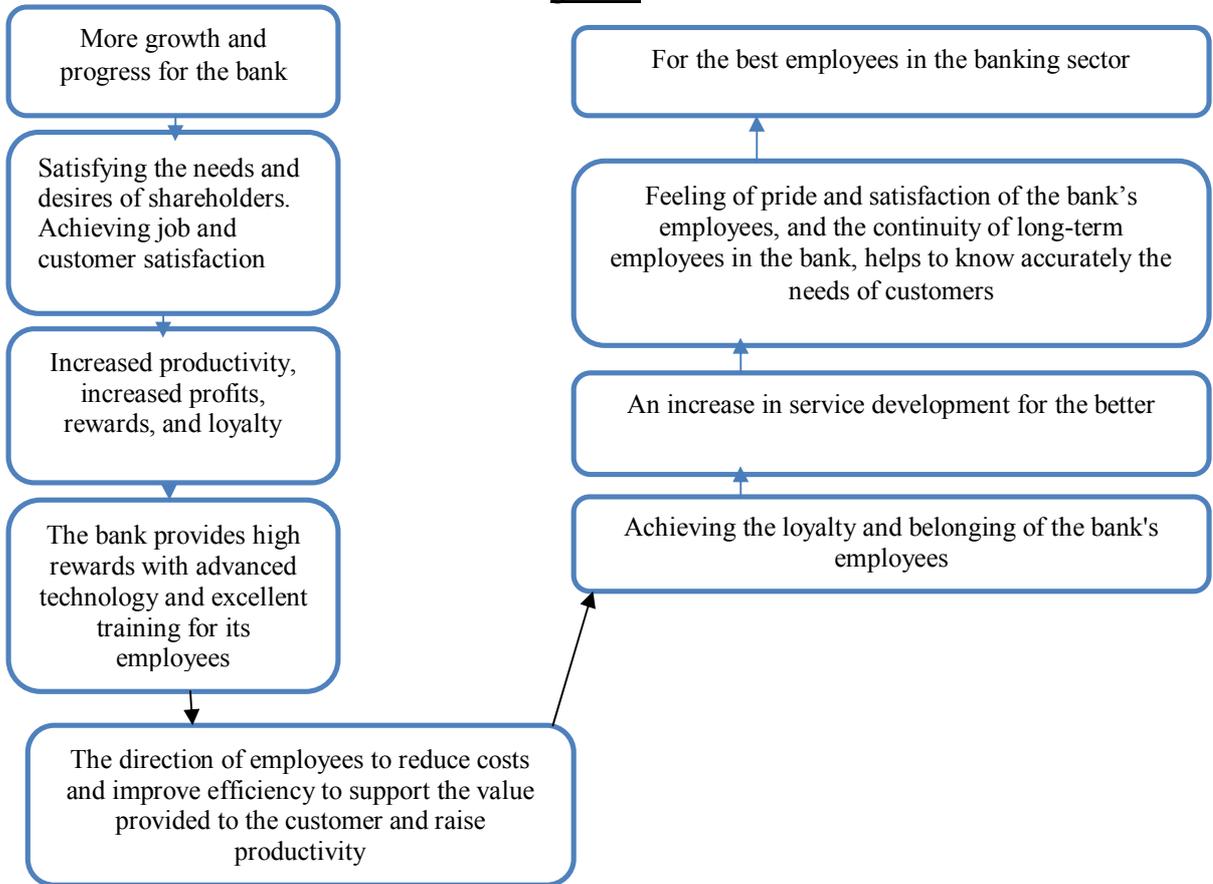


**Source:** Sabah Muhammad Abu Tayeh, Banking Marketing between Theory and Practice, First Edition, Wael Publishing and Distribution House, Amman, 2005 p. 534

Through Figure No. (1-3) above, the use of customer relationship management leads to obtaining the best customers, by focusing on the loyal ones, through advanced technological tools and effective communication channels, which leads to an increase in the bank's market share and increased sales. By continuing their dealings with the bank, they become customers, free promoters of the bank and its services, and a source of attracting new customers, which leads to increased profits and competitive advantages; It is evident from the above figure that the main objective of the bank is to invest in building relationships with customers for the longest possible period (S.M, 2009)

**B)- The impact of applying customer relationship management to employees on gaining the bank's competitive advantage**

**Figure No. (3): Stages of implementing customer relationship management for employees on the bank's growth**



**Source:** Sabah Muhammad Abu Tayeh, Banking Marketing between Theory and Practice, First Edition, Wael Publishing and Distribution House, Amman, 2005 p. 534

Through Figure No. (1-4) above, the bank's success in implementing the CRM's strategy is due to the extent to which the culture of the organization and the interaction of its employees has been promoted, and that CRM is an integral part of the bank's strategy.

It achieves revenues for the bank that will increase the interest in human competencies, thus increasing the growth rates of job satisfaction through improving working conditions, using modern technologies, as well as training workers to work professionally and increasing rewards ... etc. All of this will inevitably lead to increasing the employee's profitability and their endeavour to attract new customers. (S.M, 2009)

**II- Methods and Materials:**

The study, of this topic is based on the descriptive approach, related to the theoretical aspect of study, in the applied side the analytical aspect was relied upon and this is after, collecting information from the BDL Bank, as for the study sample, it consisted 02 questionnaires the first has distributed to (15) employees, and the second one for (150) for customers. A number of statistical methods were used in the program of the (SPSS) to present, analyze and test the hypotheses and results of the study.

**I. Application side:**

In the application side of the study, we will try to determine the impact of applying CRM's strategy "independent variable" on gaining competitive advantage "dependent variable" on Local Development Bank (BDL) located in Hassi Messaoud city, by measuring the impact of CRM's dimensions for employees and customers. And improve the positive statistic correlation between the variables. It should be noted that the triple Likert scale of 3 degrees was adopted, and given its use in many previous studies in this field.

**A) Part 1: Study of demographic characteristics:** The set of variables was studied, and the results were as follows:

**Table No. (1-2) demographic variables**

Variables	BDL	bank
	Employees	Customers
Gender variable	30	70
Age variable (30 to 40 years)	50	40.5
Educational level variable	70	47
Experience variable (from 10 to 20 years)	45	68.9
Training variable	80	/

**Source:** Prepared by the researcher based on the statistical analysis of the questionnaire results using the SPSS

For the test, hypotheses related to the demographic characteristics of the bank's customers and employees, the results are as follows:

**Hypothesis testing:**

✎ **The first hypothesis, H01:** we search about the relation between CRM and the competitive advantage, by measuring the impact of demographic variables whether concerning customers or employees (gender, age, educational level, experience) at the BDL bank; so we try to improve that for statistically significant differences about the effect of using CRM on achieving competitive advantage due to the demographic variables, (gender, age, educational level, experience); we use the difference test T- Test and One Way ANOVA. The results were as follows:

**Table No. (2-2) results of measuring demographic variables**

Dimensions	tabulated values of BDL Bank	
	Employees	Customers
$\alpha=0.05$ The probability value		
The gender variable	0,11	0,6
Age variable (30 to 40 years)	0.18	0,059
Educational level variable	0.17	0,014
Experience variable (from 10 to 20 years)	0.14	0.64

**Source:** Prepared by the researcher based on the statistical analysis of the questionnaire results using the SPSS

*We find that the percentages are high among the bank's customers and is due to:*

- ✓ Weak banking culture and services provided to females in the region.
- ✓ The number of small-interest loans at subsidized rates by the state granted to young people, being a public bank.
- ✓ BDL Bank focuses on state-approved certifications.

*As for the employees, the results are close and refer to:*

- ✓ The branches of positions are divided into the organizational structure, particularly the front-office positions (7 front offices);
- ✓ The majority of the studied sample is of managers and executives, either employees, professors, or university students possessing scientific qualifications that help the bank in identifying methods and dimensions, as well as the elements that contribute to achieve competition and gaining a competitive advantage using CRM; The presence of new managers in positions as a result of transfers and employment in the places of retirees; The rate is 40%.

From the above, the first hypothesis is accepted, which is attributed to the absence of statistically significant differences for the studied variables (gender, age, educational level, experience, training).

✎ **The second hypothesis, H02:** Existence of a statistically significant correlation with positive connotation between the CRM and competitive advantage due to the use of customer-specific dimensions represented in: “attract a customer, establish relationship with customer, achieving customer satisfaction, and customer loyalty” at the BDL bank.

- ✓ **Attract a customer:** Through our analysis of all the paragraphs of the first dimension, “attract a customer,” we find that the paragraphs were all positive and of a high degree, and this is an indication for focus the bank on attracting the largest number of new customers, where the arithmetic average of the customer attraction dimension was (0.41) with an average of 2.60 % And a standard deviation of (0.60), due to: Waiting hall as well as design of front offices and staff communication skills; Agencies are available in other states, due to the nature of the region’s

residents, who are constantly mobile, noting that the availability of agencies affiliated with these banks in the places of their residents is an important indicator in attracting clients in the region.

✓ **Establishing a relationship with the customer:** Through our analysis of all the expressions of the second dimension, “establishing the relationship with the customer,” we find that they are positive and high, with the arithmetic mean of 2.70 with a standard deviation of (0.54). This is an indication that the bank seeks to establish a relationship with the customer, either. Relationships were personal, face-to-face, or via electronic devices using advanced technologies and in accordance with binding security and confidentiality standards, and work to establish and maintain them for the longest possible period, due to:

Recruiting specific employees with high communication capabilities and distinguished competencies according to the type of relationship that he has with the customer.

✓ **Achieving customer satisfaction:** From our analysis of all the expressions of the third dimension, “achieving customer satisfaction,” we find that they are positive, high and close, and this is an indication that the customer’s satisfaction dimension reached a standard deviation of (0.52), and this is an indication of the bank’s keenness to achieve customer satisfaction. this is due to :

Commitment to fulfilling his promises with customers, as it was the first in granting consumer loans, then followed by other banks;

- Focuses on banking operations
- Prompt response to customer complaints and suggestions.
- Customer loyalty: From our analysis of all the expressions of the fourth dimension, “achieving customer loyalty,” we find that they are high and positive, and this is an indication of customer loyalty, where the arithmetic mean was 2.51 and a standard deviation of (0.51). This is due to:

- ✓ The bank's use of flexible administrative methods and advanced electronic devices.
- ✓ The bank's use of communication methods, either directly or through technological tools.
- ✓ Purchase equipment on instalments for small contractors.

Through our analysis of the various customer dimensions, the second hypothesis will be accepted, which is attributed to the existence of a statistically significant relationship to the impact of implementing the CRM strategy and competitive advantage due to the use of customer-specific dimensions represented in: “attract a customer, establish a relationship with the customer, achieve customer satisfaction, and customer loyalty at the BDL Bank

✗ **Test the third hypothesis: H03:** Existence of a statistically significant correlation with positive connotation between the CRM and competitive advantage due to the use of employee specific dimensions represented in “customer value, customer knowledge, focus on permanent customers, organizational efficiency, trust” at the BDL bank.

• **Customer value:** all expressions of the first dimension, “customer value” are positive. This is an indication that the bank’s employees are aware of the customer’s value. The arithmetic average ratio in a bank is 2.87, which is an indicator of the bank’s perception of the customer’s value. This is due to the result:

- ✓ Using a dedicated team whose mission is to periodically categorize profitable clients.
- ✓ The bank’s interest in achieving customer loyalty.
- ✓ The bank's use of customer relationship management programs.
- ✓ The bank uses competencies from human resources to manage the relationship with customers.

• **Knowing the customer:** all the expressions of the second dimension, “knowing the customer” are positive and high. This is an indication that the bank’s employees know the customers well that they deal with the bank to customer is due to: Interest in developing the bank's relationship with customers and maintaining it in the long term.

• **Trust:** all expressions of the fifth dimension “trust” are positive and high, and this is an indication that the bank strives on the efficiency of the organization, as the arithmetic mean of the dimension as a whole reached 2.83 with a standard deviation of 0.39 or the extent of using administrative methods and advanced devices for protection and confidentiality of transactions.

• **Focus on permanent customers:** all the expressions of the third dimension "Focus on permanent

customers" are positive and high, and this is an indication that the bank's employees focus on serving permanent customers, as the arithmetic average percentage in a bank reached 2. 90%, with a standard deviation of (0.19) is due to:

- ✓ the nature of his investment specialization in providing loans to youth projects, as well as their dependence on the number of loyal profitable clients.
- ✓ The bank’s commitment towards regular customers.
- ✓ The bank communicates with their customers on an ongoing basis, using several methods of communication.

• **The efficiency of the organization:** all the expressions of the fourth dimension "efficiency of organization" are positive and high, and this is an indication that the bank is watching over the efficiency of the organization. Clear vertical and horizontal connection.

- ✓ BDL Bank adopts a face-to-face relationship with customers in order to satisfy the customer’s services and feel that it is welcomed by the region’s customers, and it uses modern means of communication with customers.
- ✓ Using an advanced CRM program "SAP" which gives real-time reports on any transaction that the bank conducts in all its branches in the country on commercial transactions and allows direct contact with the central unit at every moment.
- ✓ Most of the employees have benefited from the training and formations in BDL Bank due to the fact that all of its managers are young and fresh.

From the foregoing analysis of the results of the dimensions, the focus of the application of the dimensions of customer satisfaction and loyalty was high results, the presence of a good and acceptable understanding of the customer relationship management strategy and positive, which indicates that the bank applies this strategy to a high degree, where the arithmetic average is 2. 65 and with a standard deviation of 0.47, it appears that the bank uses specialized methods and programs that are difficult to imitate and sophisticated devices that have led to achieving customer satisfaction and loyalty.

From the above, we accept the third hypothesis: **H03**, whose content is the existence of a statistically significant relationship to the impact of implementing the CRM strategy and competitive advantage due to the use of employee-specific dimensions represented in “customer value, customer knowledge, focus on permanent customers, organizational efficiency, trust” at the BDL bank level

**Part n°02: Measuring the impact of using customer relationship management on achieving competitive advantage using the correlation matrix:**

It is evident from measuring correlations that all correlations are statistically significant and at positive levels between the independent variable and dependent variable, whether at the aggregate level or at the level of each variable separately:

Where the strongest relationships were with the dependent dimension (competitive advantage) at a rate of (70.3%) with an efficiency dimension, and the weakest of these relationships was with the independent variable focusing on permanent customers by (37.7%).

The total value of the correlational relationship between managing the relationship with customers and competitive advantage reached proportions (79.7%) and a significant value of 0.00, which is less than the probability value of 0.05, which means that the bank has a very strong moral confirming that there is a statistical indication that proves that there is an effective correlational relationship for the use of CRM and achieving competitive advantage:

**1-Linear regression analysis using the least squares method: Entry**

**Table No. (2-3): Linear correlation using the least squares method**

Model summary b					
	Model	R	R-squared	R-squared adjusted	Standard error of estimate
<b>BDL</b>	1	.729a	.531	.505	.10561
<b>a. Predicted values : (constants), b. Dépendante value</b>					

Source: prepared by the student based on the results of statistical analysis

From the table we note that: The linear correlation coefficient between the efficiency of the organization as an independent variable and the competitive advantage as a dependent variable is (72.9%), meaning that there is a strong correlation between them, and the extent of accuracy in estimating the dependent variable is 53.1% meaning 53.1% to achieve the competitive advantage due to the efficiency of the organization The rest, 46.9%, is due to other factors, random factors, or error.

**2- Regression line variance:**

**Table No. (2-4): Regression line variance analysis**

		ANOVA					
		Model	Sum of squares	ddl	Average of square	D	Sig.
<b>BDL</b>	1	Regression	.227	1	.227	20.367	.000a
		Residue	.201	18	.011		
		Total	.428	19			

a. Prédicated value : constants  
b. Dépendante value

Source: prepared by the student based on the results of statistical analysis

From Table . we find the following:

- The sum of the squares of the regression is .227
- The sum of the squares of the remainder is .2010 and the sum of the squares of the remainder is .4280
- The degree of freedom of regression is 1 and the degree of freedom of residues is 18
- The regression squares rate is 0.27 and the degree of freedom of residues is 0.11
- The test value of the variance analysis of the regression line is 20.367

The test significance level 0,0 is less than the significance level of the null hypothesis 0,5, so we reject it, indicating the validity of the tool used between the independent variable CRM and the dependent variable competitive advantage. Hence the regression line fits the data

**3) Part n°03: Study the regression line coefficients: The following table shows the values of the regression line coefficients for a bank.**

**Table No. (2-5): shows the values of the regression line coefficients for BDL.**

		Coefficientsa					
		Model	Unstandarised Coefficient		standardised Coefficient	T	Sig.
			A	standard Error	Bêta		
<b>BDL</b>	1	Constants	1.381	.331		4.168	.001
		CRM	.526	.117	.729	4.513	.000

a. Dépendant Variable

Source: prepared by the student based on the results of statistical analysis

Through the table we note that:

- The regression line segment equals 1.381, which represents a from the equation of the straight-line  $Y = a + Bx$ , while the slope of the regression line is multiple with respect to the independent variable. 00) which is an acceptable value because it is less than 0.05 and the Sig value for the constant value is (0.001) which is less than 0.05, which is a very acceptable value.
- (0.019) which is an acceptable value because it is less than 0.05 and the value of Sig with respect to the constant value is (.000) and it is less than 0.05, which is a very acceptable value.

Thus, the equation for the regression line of BDL bank becomes:  $Y = 0.526 X$ , X the independent variable, Y the dependent variable, so the more effectively you use customer relationship management with one unit, the competitive advantage increases by (0.526).

**Part 04 : -Stepped regression:**

Table No. (2-6) linear correlation coefficients for the remaining independent variables

Summary of model c					
	Model	R	R-squared	R-ajusted squared	standard Error of Estimation
<b>BDL</b>	1	.784a	.615	.594	.09563
	2	.839b	.704	.669	.08630
	a. Predeted value : (constants), Organizational efficiency				
	b. Predeted value : (constants), Focus on your regular customers				
c. Depented value: competitive advantage					

**Source:** Prepared by the student based on the results of statistical analysis

From Table No. (2-7), we note that:

- The use of, the method of progressive multiple regression, led to the emergence of three independent variables, and the maintenance of two independent variables, namely, organization efficiency and customer focus; Where the coefficient, of linear correlation between the independent variable, the efficiency of the organization and the dependent variable, reached a ratio of (78.4%), which is evidence of a correlation, as (61.5) the possibility of achieving a competitive advantage is due, to the pattern of the efficiency of the organization, and the remaining percentage (38.5%) is due to Other factors, random or error factors.
- The linear correlation coefficient between the independent variable, customer focus, and the dependent variable reached the competitive advantage (83.9%), which is evidence of a correlation as (70.4%) of the possibility of achieving a competitive advantage is due to the focus on customers, and the remaining percentage (29.6%) is due to other factors or factors. Random or wrong.

**III- Results and discussion :**

The first hypothesis has shown the results that there are no statistically significant differences in the relationship between the use of customer relationship management and the bank due to the demographic variables, whether they are employees or customers.

Regarding the second and third hypothesis, which states that the application of customer relationship management leads to the achievement of the competitive advantage of the bank, the results of the Spearman correlation coefficient showed between the reality of the application of relationship management together for customers in the local development bank BDL, the calculated value was 0.01, which is less than ( $0.05 = \alpha$ ).

Statistically significant differences for the variables at the level of statistical significance ( $\alpha = 0.05$ ). Therefore, the validity of the hypothesis that achieving competitive advantage is due to the application of customer relationship management from the viewpoint of customers and employees alike in BDL is accepted.

On the basis of analyse two parts of the questionnaire, and after testing hypotheses, we conclude the following results:

- ✓ The existence of communication systems between the bank and customers continuously and permanently, whether by phone, the Internet, or directly.
- ✓ Use of advanced programs in the implementation of CRM, as BDL Bank uses the bank's ERP SAP resource planning program, starting from the stage of attract a customer and establishing the relationship with him, then working to meet his current and expected needs to achieve his satisfaction finally consolidate the relationship with him.
- ✓ Listen to his requirements and suggestions and respond to his complaints to achieve his loyalty.
- ✓ Using the dimensions of relationships with the customer leads to achieving competition and gaining a competitive advantage BDL Bank

#### **IV- Conclusion:**

Through the aforementioned explanation and clarification, it becomes clear to us that managing relationships with customers is extremely important and influencing the excellence of banks, and that is because the main goal behind managing customer relations is mainly to bring the customer and serve him as he desires and based on what he expects and dictates it in order to build and establish long-term relationships with him based on trust and respect, with the help of the latest developments in modern information and communication technology, as the customer has become the main pillar in achieving the long-term strategic goals of banks in the current century .

And on this, banks have sought to adopt these approaches, because the customer is the master of the banking market without dispute, so satisfying him is the best way to achieve the established goals, as the customer has become the focus of all the activities that banks perform due to their advantages, and it is considered CRM is a strategic choice to achieve goals efficiently and effectively. This is a fundamental shift from the perspective based on achieving goals through operations to a customer-based perspective.

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**How to cite this article by the APA method:**

**MEZAOUR amel, BENDJEROUA hakim, CHAOUKI Chadli, (2021), The Impact of Customer Relationship Management Strategy on Achieving Competitive Advantage on the Banking Sector (Case of Local Development Bank BDL) in Hassi Messaoud from Ouargla State -Algeria-, Journal of quantitative economics studies, Volume 07 (Number 01), Algeria: Kasdi Marbah University Ouargla, pp. 449-462.**



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