CUSTOMER EMPOWERMENT: MANAGERIAL PRACTICE TO INVOLVE THE CUSTOMER AND EXPLOIT HIS KNOWLEDGE IN ORDER TO IMPROVE HIS SATISFACTION - DJEZZY COMPANY CAS

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ABSTRACT

Today, companies have changed their strategies in management and marketing because of new phenomena such as: ICT, deregulation, focus on service, mega-alliances and new roles of consumers, these phenomena have led companies to adopt a global and collaborative relational approach.

Keeping customers, ensuring loyalty and satisfying them have become a major challenge for companies. To get closer to the customer, associate him and win these challenges; customer empowerment emerged as a new practice to involve him in the business and exploit his knowledge to gain a competitive advantage.

This research proposes a conceptual framework of customer empowerment, this emerging managerial practice aims to demonstrate the role of customer involvement through this managerial approach can improve his satisfaction.

After having proposed the conceptual framework of the key concepts of this study; the mobilized method to demonstrate this central object is as follow: the study of an existing case within the

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Algerian company under projection, with a qualitative approach by choosing interview

   and oriented survey within the department of Commerce. This study concluded that the customer empowerment is essential in a hyper competitive context to be closer to the customer, to know his needs, to exploit his skills in order to surpass the pinnacle of the temporal satisfaction.

تمكين الزبون: ممارسة مناجيرية لإشراك الزبون واستغلال معارفه بهدف تحسين رضاه – دراسة حالة جيزي

ملخص

ان مفاهيم الإدارة الحديثة اليوم تجمع بين ظواهر حديثة مثل: تكنولوجيا المعلومات والاتصالات، وإلغاء القيود، والتركيز على الخدمة، الدور الجديد للمستهلك، التحالفات الضخمة، كل هذه الظواهر ولدت نموذجًا جديدًا في الإدارة والتسويق. يعتمد على ظهور الجهود التعاونية والشراكات العلائقية من أجل تبني نهج علائقي شامل.

أصبح الحفاظ على الزبون، ضمان ولائه وتحقيق رضاه تحدي كبير بالنسبة للمؤسسات. وللاقتراب من هذا الاخير وكسب هذا التحدي برز تمكين الزبون كممارسة حديثة لإشراكه في الأعمال واستغلال معرفته للحصول على ميزة تنافسية.

هذا البحث يقدم إطار مفاهيمي لتمكين الزبون هذه الممارسة المناجيرية الحديثة، وهدفها توضح دور اشراك الزبون عن طريق هذه الممارسة الحديثة في تحسين رضاه.

بعد تقديم الإطار المفاهيمي حول المصطلحات الأساسية لهذا البحث؛ بحيث أن الطريقة المعتمدة لتفسير الهدف الرئيسي لهذه الدراسة، هي دراسة هذه المصطلحات وتطبيقها الحالي في الشركة الجزائرية تحت المجهر. مع نهج نوعي بالاعتماد على المقابلة والاسئلة الموجهة في المديرية التجارية. حيث أظهرت هذه الدراسة كنتيجة أن تمكين الزبون واشراكه داخل المؤسسة أمر ضروري

في بيئة منافسة حادة؛ حيث يجب على الشركات اليوم أن تكون أقرب الى زبائنها، أن تتواصل بشكل دائم معهم وهذا لمعرفة احتياجاتهم واستغلال كفاءاتهم لتتخطي مرحلة الرضا المؤقت.

كلمات المفتاحية

اشراك المستهلك، تمكين الزبون، إدارة معارف الزبون، رضا الزبون.

تصنيف جالO30, M31, M30 :

« L'EMPOWERMENT CLIENT : PRATIQUE MANAGERIALE POUR IMPLIQUER LE CLIENT ET EXPLOITER SES CONNAISSANCES AFIN D'AMELIORER SA SATISFACTION » CAS DE L'ENTREPRISE DJEZZY

RÉSUMÉ

Aujourd'hui, les entreprises ont changé leurs stratégies en management et en marketing à cause des nouveaux phénomènes tels que: Les TIC, la dérégulation, la focalisation sur le service, les méga-alliances et les nouveaux rôles des consommateurs, ces phénomènes ont conduit les entreprises à adopter une approche relationnelle globale et collaborative.

Garder le client, assurer sa fidélité et le satisfaire sont devenu des défis majeurs pour les entreprises. Pour se rapprocher du client,

l'associer et remporter ces défis; l'empowerment client émergea comme nouvelle pratique pour l'impliquer dans l'entreprise et exploiter ses connaissances afin d'avoir un avantage concurrentiel.

Cette recherche propose un cadre conceptuel de l'empowerment client cette pratique managériale émergente; et a pour objet de démontrer le rôle de l'implication client via cette démarche managériale peut améliorer sa satisfaction.

Après avoir proposé le cadre conceptuel des concepts clés de L'étude ; la méthode mobilisée pour arriver à démontrer cet objet principal c'est l'étude de l'existant dans l'entreprise algérienne sous projection avec une approche qualitative en optant vers l'entretien et le questionnaire dirigé dans la direction commerciale. Cette étude démontre en conclusion que l'empowerment client est primordial dans un contexte hyper compétitif ; pour être plus proche du client connaitre ses besoins, exploiter ses compétences afin de surpasser le cap de la satisfaction temporelle.

MOTS CLÉS

Implication de consommateur ; empowerment client ; gestion de connaissance client ; satisfaction du client.

JEL CLASSIFICATION : M30, M31, O30

INTRODUCTION

The question of customer satisfaction has been at the heart of corporate concerns for many years, and in order to respond to it, there has been a change in not only the practice of marketing but also transactional marketing which has given way to relational marketing, as Kotler (2003) noted: "the profound changes in the market and hyper competition are changing the managerial approaches of companies, moving from managing the portfolio of products to managing the customer portfolio". In order to companies to ensure the companies growth and sustainability in a deregulated and increasingly competitive market, in an era dominated by ICT, they are opting for new approaches in marketing management and reorganizing

themselves around the customer: his relationships, knowledge, experiences and skills.

As a customer empowerment, this logic which values the active dimension is based on customer skills, thus "the way marketing develops the knowledge of its customers. While the idea of knowing your customer is central in marketing, it is often only understood by marketers in a limited sense: to know everything about them in order to satisfy them and thus build their loyalty". (Oleg Curbatov & al, 2008).

This research is part of a qualitative approach with a descriptive nature in order to understand this managerial approach and how it will improve customer satisfaction by deploying the following problematic *"What customer empowerment is? and will l the adoption of a managerial approach of customer knowledge involvement be able to improve customer satisfaction?"*

Through this article, we will try to answer this problematic by testing these two hypotheses in the research field:

H0: *The customer empowerment is not a beneficial approach for the company to improve customer satisfaction.*

H1: *The customer empowerment is a beneficial approach for the customer and the company which will be able to improve its satisfaction by exploiting its knowledge.*

The field of negotiation chosen for this research is the sector of mobile telecommunications services which is an important sector in the national economy; a sector based on service, ICT and customer satisfaction (which is demanding, volatile, rational and unpredictable), an oligopoly with strong competition between its three operators (OTA Optimum Telecom Algeria, WTA: Wataniya Telecom Algeria, ATM: Algeria Telecom Mobile); which fight and imitate each other in terms of innovation and offers; to increase their customer portfolios.

In order to respond to the problematic presented and to affirm or deny the hypotheses proposed, this study is divided into three parts: a review of the multidisciplinary literature on client empowerment, his involvement and knowledge; Secondly, an empirical part to test the hypotheses and understand the way to empower the costumer in the

Algerian company; and finally, an analysis and discussion of the results of this study.

Figure 1. The research design

Source: realized by the researchers.

The research design was elaborated through a combination of theoretical and empirical aspects to give an idea of the research protocol which is of a research-process nature to describe the "how"; (Thietart et al, 2007, P135) how to improve satisfaction through the phenomenon of involvement by using a managerial approach of client empowerment.

1- THE CONCEPTUAL THEORETICAL BASIS OF COSTUMER EMPOWERMENT

Empowerment has been related in its definition to other concepts in the research literature:
- Habilitation (Lord, 1991, p3-4).
- The appropriation or psychosocial appropriation. (Eisen, 1994)
- The power of influence (Yann LE BOSSÉ, 2003, p34-35).

1.1- Multidisciplinary Conceptualization of Empowerment

Empowerment has two dimensions: a state and also the learning process carried out to access it. It is therefore approached according to several levels of analysis: individual, collective or social. Thus, it is a

process by which individuals claim their rights and express their needs for greater control over their own lives (Lord, 1991, p3-4).

There are heterogeneous definitions of empowerment and theoretical confusion in the literature, and a return to the source of the concept was necessary through a multidisciplinary analysis conducted in the humanities and social sciences. Three disciplines were chosen because they are the original territory of the concept:

− education sciences with Freire 1970;
− psychology with Rappaport (1987), Zimmerman (1988);
− political and development sciences with Lake (1994), (Marie-Georges Fayn,2017, p3).

We will mobilize in this article the approach of social work, community psychology, international development, management according to the following table:

Table 1. The different currents that enlighten the collaborative approach to empowermen**t**

Fields of application	Social work, community psychology, international development, management
Leading References	Rappaport, 1981, 1984, 1987 ;Serrano Garcia, 1984 ; Swift et Levine, 1987; Zimmerman, 1990; Sharma, 2000, Cornwall et Brock, 2005 ; Oleg Curbatov et al , 2008 ; Maynard et al.2013; Andreas Geyer-Schulz et al 2014; Marie-Georges Fayn 2017.
The Sources of empowerment	The authority holding the power will delegate resources, the power.
The nature of empowerment	A process authorized, delegated by a higher authority or holding the power (state, organization, association, experts, company, religious hierarchy).

Source: Bachouche H. Conceptualizing Consumer Empowerment, 82nd ACFAS Congress, May 2014, Montreal, Canada. 2014, p 9.

1.1.1. Empowerment in the current of community psychology

In community psychology, the sources of empowerment come from the establishment of self-help groups and more collaborative relationships between health professionals and patients marked by the involvement and control of the patient in the healing process (Hajer Bachouche, 2014, p10).

1.1.2. Theoretical insights on empowerment in management and marketing

In management science, researchers have shown that decision-making processes based on horizontal and collaborative systems are the source of greater efficiency within the company. Participatory management often shows that support supervisors who frequently encourage their employees to participate in decision-making processes would improve employees' sense of self-determination at work. Thus, employee empowerment involves increasing employee empowerment and the delegation of missions and tasks to lower hierarchical levels (Henry Fock & al, 2012, p 283- 284).

In the management literature, the concept of empowerment was initially defined as a process of delegation of power initiated by firms in an effort to improve their employees' sense of autonomy (Conger and Kanungo, 1988), then as a psychological state of the employee following strategies of delegation of power (Spreitzer, 1995). More transversally, psychological empowerment refers to a feeling of autonomy and control in decision making, brought about by a perceived gain in skills (Lincoln & al, 2002), (Eric Vernette, Laurent Bertrandias, Ludovic Pruche, 2014, p3).

In the context of marketing, the concept of empowerment is informed by several streams of research, including two main streams of research that are similar to the critical consumer empowerment stream (anti-consumerism) and positive, consumer-friendly empowerment, which is like a state of mind or an activity that goes beyond the purchase or transaction. It is extended with brand community, SDL, knowledge marketing, collaborative marketing (Marie-Georges Fayn, ibid, p 4).

Thus, empowerment can arise from resistant reactions that stem from dissatisfaction resulting from a discrepancy between consumer expectations and corporate strategy, which is in line with the anti-consumer trend. The work on resistance is part of the deepening of the founding "voice" approach put forward by Hirschman (1970), consumer resistance manifests itself as both active and passive

opposition to what is perceived as a form of domination exercised by firms or the market in general (Roux, 2007). One of the typologies of resistance (Peneloza and Price, 1993) highlights four modalities of resistance: its organization (individual or collective), its nature (radical or reformist), and the intention pursued (modification of product characteristics or diversion of objects), its degree of institutional anchoring (internal/external struggle within the market system). The other perspective presents empowerment as the result of joint collaboration between consumers and businesses. However, the marketing literature on consumer empowerment fails to clarify whether consumer empowerment emanates from consumers who regain power through various means (rapid dissemination of criticism, provision of technological resources: internet and social networks, etc.) or whether it comes from consumers themselves.) or whether it is an initiative set up by companies to produce goods at a lower price and risk, reduce consumer resistance and/or improve their brand images according to the following Figure (2) which shows the historical approach to resistance that has provided two major currents on the concept of empowerment.

Figure 2. The major currents of the consumer resistance approach in Empowerment.


Source: realized by the researchers from the references mentioned in the previous section.

In this research paper, we follow the second paradigm of consumer empowerment. The fields of research related to this paradigm revolve around the client and his active role.

Fuchs, Prandelli and Schreier, 2010 define costumer empowerment as follows: "a business strategy used to give the customer a sense of control and power through a process of selecting a company's products that allows the customer to participate in the collective choice of the final product that the company will bring to market. This could also affect the way companies are perceived in the marketplace (by customers who observe that companies are empowering customers in the new product development)." (Christoph Fuchs & Martin Schreier, 2010, p17).

It is suggested that it would be useful to consider costumer (1) customer empowerment to create (ideas for) new product models; and (2) product customer (see Figure 3). Therefore, customers may be empowered to (1) submit (ideas for) new products (empowerment to create) or (2) " to vote" on which products should ultimately be marketed (empowerment to select). (Christoph Fuchs & Martin Schreier, 2010, p8).

Figure 3. Customer Empowerment Strategies in NPD
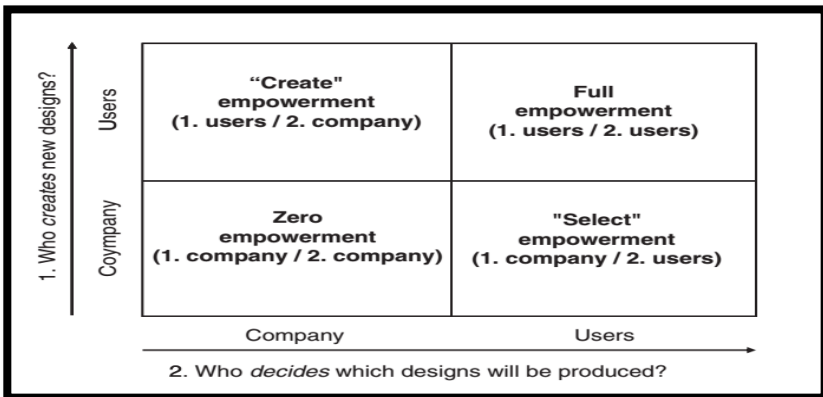
Source: Fuchs & Schreier, 2010, p 8.

## 2- INVOLVEMENT OF THE CUSTOMER THROUGH THE EXPLOITATION OF HIS KNOWLEDGE

Based on the approach of consumer empowerment as a collaborative management strategy to involve consumers in companies by delegating power to them and involving them individually or collectively in the company:

- • Creation and development of new products.
- • The improvement and selection of characteristics of customized products.

This consumer involvement has degrees according to participation and creation and as shown in figure (4). The value of a consumer in this process of creative cooperation varies according to his or her level of motivation, expertise, commitment and creativity (Stappers and Sanders, 2008).

Many current researches are anchored on this investigation of the ideal profile of the co-creator.

Figure 4. Degrees of co-creative consumer involvement with an empowerment approach.
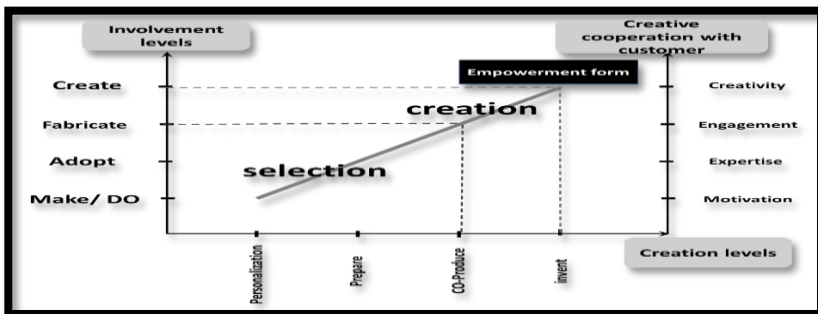
Source: realized by the researchers from the references if deserved (Stappers and Sanders, 2008), (Christoph Fuchs & Martin Schreier) and the references cited above.

All users can be creative, not all can be co-designers or be part of a co-creative process. Stappers and Sanders (2008, p7-8) distinguish 4 levels of consumer involvement: "make", "adapt", "make" and "create". These levels of involvement and co-creation are achieved through a

relationship between the customer and the company through the interactions between these two parties and there the company will manage this relationship to reorganize itself around the customer to satisfy him and increase the customer portfolio which is rich in skills, knowledge, experience and knowledge.

To exploit the customer and all that it possesses the academic research has given rise to a new practice that encompasses customer relationship management and management of its knowledge with an interactive collaborative vision is the customer knowledge management which is a practice to know better the customer and go beyond a simple purchasing relationship but a new relationship of strategic partnership outsourcing task to have a system of idea generation that feeds the process of creating new product and the process of innovation of the company.

2.1- Customer Knowledge Management.

In light of the theoretical basis, a new concept has emerged: CKM. This concept focuses on knowledge of the customer and not on the company's knowledge of the customer. What has traditionally been collected from market research is no longer sufficient to establish innovative concepts within the company. The focus of this strategic process resides in the active role that the client plays in the company's knowledge management strategy in order to become true partners of the company and to better value its products and services (Gibbert M, Leibold M, Probst G, 2002, p 461).

The contribution of a company's customer knowledge management strategy to its CRM approach is reduced to the fact that the long-term profitable relationship that companies wish to strengthen with their customers can only exist if these companies are adaptable to customer needs. This flexibility depends on the tangible and intangible resources held by the company and allows it to adapt its attitude towards the individual customer.

It can be concluded that CKM is just another name for Customer Relationship Management (CRM), or Knowledge Management (KM). But KM requires a different mindset depending on a number of key

variables. KM focuses primarily on customer knowledge rather than on the knowledge of the customer, which is characteristic of CRM. In other words, smart companies realize that client companies are more knowledgeable than they think and therefore seek knowledge through direct interaction with customers, in addition to seeking knowledge about customers from their representatives.

2.2- The CKM typologies and its Process

There are four types of customer knowledge: Knowledge for Customers, Knowledge about the Customer, Knowledge of the Customer and Knowledge with the Customer. See table n°2 who gives a brief description of each. According to different authors.

Certainly, there is overlap in the various categories of knowledge. Knowledge for the client" can be easily distinguished from "knowledge of the client". But it is difficult to separate exactly "knowledge about the client" from "knowledge of the client". These two types of knowledge can be subdivided into active knowledge (knowledge from the customer) and passive knowledge (knowledge about the customer).

Knowledge management plays an important role in the CRM concept through the following three levels (phases), (Đorđević Boljanović J, Stanković J,2012 p.19)   in a linear process:

Table 2: Types and definition of customer knowledge according to the authors.

The type of knowledge	Definition	Author
Knowledge <u>for</u> customers	It is knowledge for customers; it is understanding information about products, markets and suppliers.	**Salomann & al (2005, p392)**
Knowledge <u>of the</u> customers	Knowledge about their ideas and recommendations for product improvement.	**Triki A & Zouaoui F (2011, p)**
Knowledge <u>about</u> customers	The customer concerning his buying and payment behavior, his motivation, his buying habits and his requests. This form of knowledge is acquired mainly passively. It is the result of analyses, interviews and observations carried out, for example, by market research agencies.	**Haghighat P & Yahyabeyg A (2011, p8-9)**
Knowledge management <u>co-creation</u> <u>with</u> customers:	Knowledge management aims to facilitate interactions between customers and the company for the development of new knowledge.	**Eldon & al (2013, p235)**

Source: realized by the researchers from cited references.

Figure 5. The CKM process.
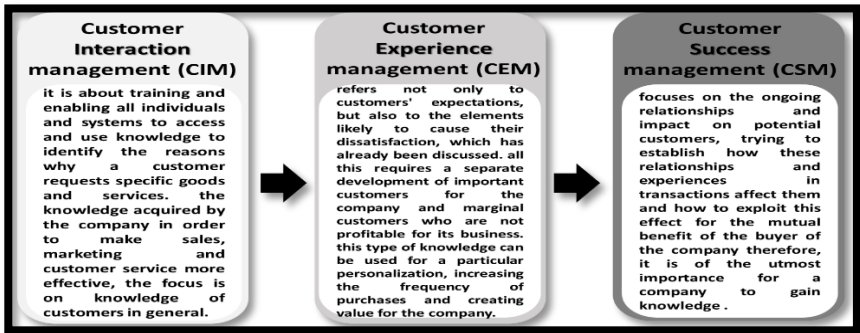
Source: realized by the researchers from the reference (Đorđević Boljanović J, Stanković J , P19).

This process will be able to generate the different types of customer knowledge. This will be seen more clearly in the practical case.

After the theoretical light on the concept of client empowerment and its currents; and how to involve the client and give him a certain power and task through the new practice of customer knowledge management we will test the following hypotheses:

H0: The *customer empowerment is not a beneficial approach for the company to improve customer satisfaction.*

H1: The *customer empowerment is a beneficial approach for the customer and the company which will be able to improve its satisfaction by exploiting its knowledge.*

Before moving on to the treatment and argumentation of these hypotheses (of negation or confirmation) it is necessary to clarify the concept of satisfaction.
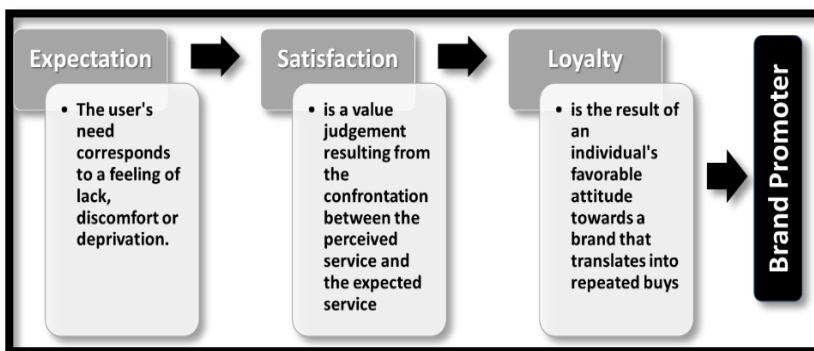
2.3 Customer Satisfaction

Satisfaction is not only a positive, humanistic, altruistic and soothing value in a world populated by good intentions, it is above all a means to create value and profitability and to ensure the sustainability of companies and investments (Barbaray C, 2016, p5-6).

In order to overcome the problem of ambiguity that may arise from the similarity between the concepts of expectation, satisfaction

and loyalty, it is appropriate to highlight the difference between them in the following figure:

Figure 6. the difference between: expectations Vs Satisfaction Vs loyalty
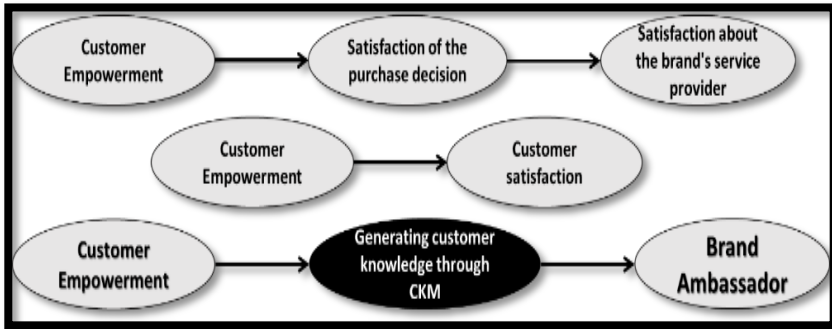

Source: Realized by the researchers from the following reference (Barbaray C , 2016)

3- METHODS

To test these hypotheses, the customer gets benefit through customer satisfaction and how we can measure this customer satisfaction is chosen.

Theoretically, the relationship between customer empowerment and satisfaction is already demonstrated by the references already mentioned; among the latest works dealing with customer empowerment and customer satisfaction it is Eric Vernette in 2014 who showed the role of psychological empowerment of the customer and its effect on the ownership feeling of the brand that leads us to satisfaction with the purchase decision and subsequently to satisfaction with the service provider; Our contribution to this research is to understand the importance of customer empowerment in customer satisfaction, with an exploratory aspect by integrating customer knowledge management as an intermediate variable: in order to satisfy the customer and make him a promoter or an ambassador of the brand.

Figure 7. Research gap

Source: Realized by the researchers.

We are going to test this approach and how the company under the spotlight of this study involves its customers and uses their knowledge to argue their issues.

In this research we adopted observation and interviews with a large part, as methods of qualitative research with the customer experience manager at Djezzy. The interview between open-ended: where the interviewer refrains from asking questions to redirect the interview, and semi-structured: where the interviewer provides a few questions to ask as a benchmark. Observation: is therefore designed according to a theoretical frame of reference (Hygin KAKAI, 2008, P3).

4- CASE STUDY

The field of negotiation that is chosen for this research is indeed the mobile telecommunication services sector which is an important sector in the national economy: a sector based on ICT and customer satisfaction (exigent, volatile, rational and unpredictable), oligopoly with a strong competition between its three actors (OTA: Optimum Télécom Algérie, WTA: Wataniya Télécom Algérie, ATM: Algérie Télécom Mobile) in order to increase their customer portfolios.

And the company under the spotlight for this article is Djezzy (OTA: Optimum Telecom Algeria), exactly in the commercial department, with the head of customer experience since 2014 until the

year when this study was carried out; it was based on the use of shared data in interviews and files provided by Djezzy about the customer involvement that has involved its customers to achieve their satisfaction in the 3G and 4G project, through the CKM process.
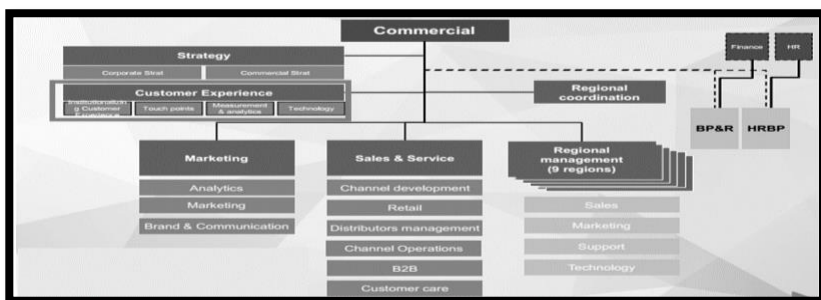
4.1- The CKM at Djezzy

Note through the organizational structure, the establishment of a department to manage the customer knowledge represented in the customer experience management department. (See Figure 8).
The strategy of the sales department aims to: Build customer loyalty:
- Local loyalty: Geo-marketing department.
- Loyalty through Internet: Digital Marketing.

Figure 8. The structure of "the Costumer department experience" in Djezzy's organizational chart

Source: documents collected from Djezzy (marketing direction).

4.2- The CKM process at Djezzy:

The Djezzy's CKM process goes through three stages

4.2.1. Managing interactions with the customer:

It is knowledge that the customer is the one who allows the company to sell, commercialize and anticipate customer expectations, and that manages to interact with them without analyzing the knowledge and without knowing the reasons that have prevented their satisfaction. And also, without knowing if the customer is satisfied or not, and what are the reasons that led to this situation.

This knowledge is collected from the multi-channel motion in Figure below.

**Figure 9.** Channels of interaction between the customer and Djezzy.
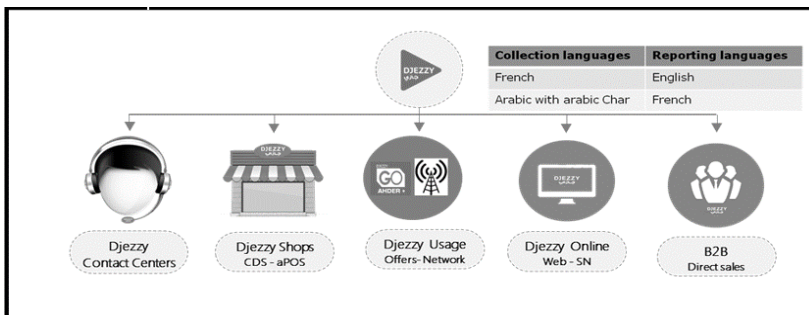
Source: based on documents collected from Djezzy.

4.2.2. Managing the customer experience**:**

The second requirement is to stock and analyze customer knowledge; The various knowledge collected in the previous phase is sent to the customer database CBM (Customer base management), which includes the BLS (base line system), which in turn consists of:

Figure 10. Customer interaction channels to manage the experience
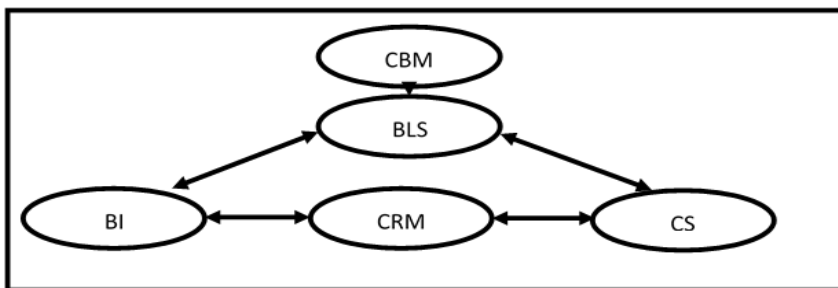
Source: realized by the researchers according to documents collected from Djezzy.

Business intelligence BI: Data loading is done from different data sources. (Customer Interactions in Multi-Channel, (CRM)[*], CHARGING SYSTEM(CS)[**].

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[*] **CRM**: A CRM application composed of :

When the data is stored for a long period in which the behavior of the tracked customers is characterized by the intensity of tracking according to the duration of the countdown of the customer's shipment (If the loading of the customer's account is done on the first day, the intensity of tracking is 70 % decreasing to 0 over a period of 120 days provided that it is not billed.

Data processing is represented by the following tools:

- **Frequencies**: Frequency of purchases, Frequency of customer contact, Frequency of grievances ...
- **Distribution:** Natural, binomial ...
- **Nature of Variables:** Quantitative, qualitative.

This treatment which subsequently underwent modifications to take the form of statistical data for an in-depth analysis if necessary.

Customer segmentation in the data warehouse will be based on the following parameters: common identification data, phone number, expense profile, traffic data, sex, location, billing data.

Multidimensional analyses are performed against:

- ARPU (average revenue per units: income) segmentation;
- The correlation between the CDRs (Call Detail Record) of the Switch and those of the Prepaid Charge Control System (CCN).
- Customers are categorized according to: turnover, telephone numbers, segmentation and point of sale.

Reporting: OLAP, Data mining, Reporting, Board of Directors.

Interactive CRM: thanks to customer interactions in multichannel...

Analytical CRM: works with a data warehouse

The work of CRM works on time it is not like business intelligence.

CRM: Works with CHARGING SYSTEM.

[**] **CHARGING SYSTEM**: is a programming of the system automated by the marketing structure to automate the routine decisions, for example, the organization decides that the balance will double following each recharge over 300 DA, this system allows to obtain instantly and automatically the planned changes and by the same noted the level of consumption and sends messages following each recharging carried out. All this data is stored in the data warehouse so that it can be analyzed and exploited afterwards.

In addition, it is possible to integrate other systems in order to process data created by new terminals (Smartphones, computers, tablets, PLCs).

However, the different processes mentioned above are not carried out on the same day but rather the day after the information has been decomposed in the network, in relation to this it was considered opportune to set up the BIG DATA project characterized by its speed in the analysis, its informational typology and its connection with the Internet.

4.2.3. Managing success with the client

This is achieved through the continuous relationship between the company and the customer, which aims at high customer loyalty at the highest level of customer knowledge management and is the last phase of the BLS process.

Customer feed backloop aims to measure the success of the campaigns and the development of the NPS index, which measures the number of loyal customers, and to find ways to achieve and increase the level of customer satisfaction with the aim of strengthening the relationship with the company.

The Figure above summarizes the CKM process.

Figure 11. The CKM process at Djezzy.
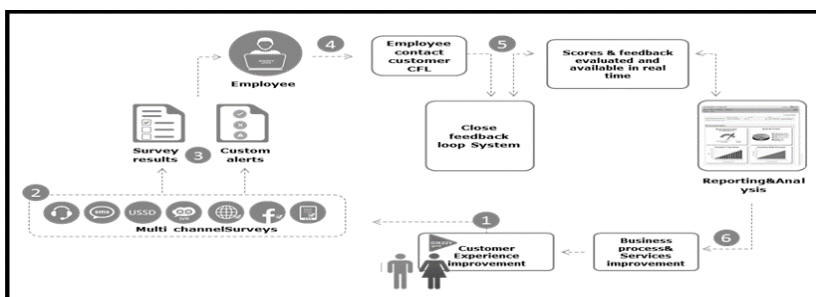
Source: from documents provided by Djezzy.

4.3- The indicator used by Djezzy

To evaluate the success of the CKM process, Djezzy uses the NPS (Net Promoter Score) to measure customer satisfaction.

The NPS measures the propensity of customers to recommend your products or brand. It is constructed from the answers given to the question:

"On a scale of 0 to 10, how likely is it that you would recommend our company (or our brand, product, etc.) to your friends or colleagues?".

The title of the question may vary slightly. Promoters are customers who answer 9 or 10. The NPS indicator is obtained by subtracting the percentage of detractors from the percentage of promoters (Frederick F, Reichheld, 2003, p8).

<div align="center">NPS = % promoters - % detractors.</div>

This indicator allows:

To *identify its promoters*:   In the age of social networks, the knowledge of its promoters is a strategic interest. These promoters can become loyal ambassadors of the brand.

Identify its detractors: This is is an important step . Detractors are customers who answer between 0 and 6. They can potentially damage your brand image. We have chosen the 3G experience at Djezzy in the period from April 2, 2014 to May 10, 2015; the following diagrams show the NPS variations during this period. (See Figures 12 & 13)

Figure 12. NPS among telephone operators.
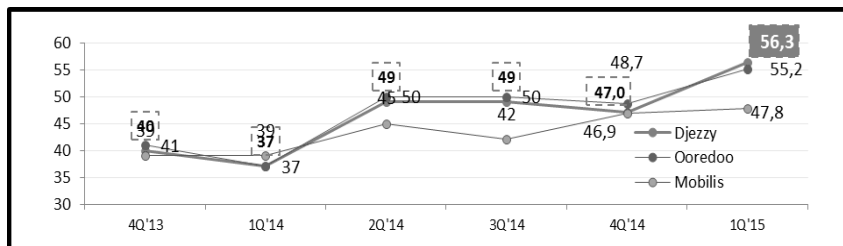
Source: from documents provided by Djezzy.

According to the diagram the Djezzy curve indicates a Net Promoter Score of 56.3, a value + than 50 shows a customer satisfaction which is the result of a process of involvement by giving the customer the opportunity to be part of the company and participate in projects such as the project to launch 3G. Djezzy's involvement is based on the CKM process and the exploitation of customer knowledge which relies on a managerial practice and digital tools to interact with the customer, collect data around the customer and treat this data in order to establish an experience after having a 360 picture on its customers their preferences, trends and expectations. This good experience generates a favorable feeling for the customer that will urge them to defend the brand and follow his offers.

To assess the influence of customer satisfaction on Djezzy's market position. We studied the evolution of market shares in 3G service and its correlation with NPS. (See Figure 14).

Figure 14. Djezzy's market share evolution

Figure 13. The evolution of the percentage of critics and promoters of Djezzy and competitors
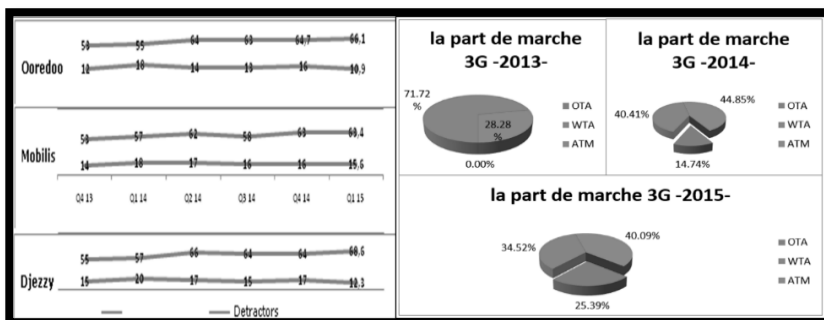
Source: from Djezzy's data / carried out by the researchers according to ARPT- data.

We can see that DJEZZY was able to exploit customer knowledge and penetrate the 3G market in 2014 and was able to achieve a 14.75% share of this totally new market; whereas in 2013 it had no share and no 3G offers.

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With this approach of involvement and exploitation of customer knowledge Djezzy has been able to better identify its customers to satisfy them; by collecting knowledge about and from the customer to reach out and know his preferences, and Co create with him a new knowledge; in this case (Djezzy) Co promote with him.   And according to Figure 6 Djezzy's clients in the 3G project were more promoters than detractors with a percentage of 68.6% compared with Mobilis 63.4% and Ooredoo 66.1%.

After their satisfaction with Djezzy's offer (internet, units, Giga and bonuses), Djezzy's customers became promoters of the 3G offer and the brand, and this has improved Djezzy's market share between 2014 and 2015 from 14.74% to 25.39% (see Figure 14).

5- RESULTS AND DISCUSSION

To answer the problem of this research, we will dissect the results of the two theoretical and empirical parts, which are summarized in the following points:

- Customer empowerment is an approach to give customers the power and responsibility to be co-producers (to carry out tasks or to be part of projects and to engage with the company); through this collaborative approach the company will be closer to its customer and the customer will be more attached to the products, which translates into satisfaction with the brand. As shown in the study of (Eric Vernette & al; 2014**)** which focuses on the psychological aspect and the feeling of belonging of the customer towards the brand.

In the case of Djezzy customer empowerment is a modest practice for two reasons: on the part of the company it does not give customers the possibility to perform tasks and create new offers (innovate), but it gives them the possibility to select choices to identify their preferences and improve offers after a process of knowledge generation. On the part of the customer: in the case under projection the customer does not voluntary commit himself because the culture of the Algerian customer is not in this level, but he shares his opinion and contributes to the promotion by "mouth to ear", through its online communities

and on the pages of the social medias of the brands where he can promote or criticize and boycott the brand.

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- And here we can say that the type of customer empowerment chosen by Djezzy is to select and not to create. This practice of involvement will not only bring the company closer to the client and get to know them better, but it will also generate customer knowledge(O.Curbatov, M.Gallicher ,2008) with its types (for, about, from and with the customer) to improve the offers to be adequate with the customer's expectations. This adequacy will result in several purchases that will lead us to customer satisfaction. As already highlighted in the study by (L.Bertrandias & al, 2015) where they proposed Customer empowerment is a new suggested path to improve customer satisfaction, after understanding and anticipating consumer trends; without adding the aspect of customer knowledge.

In the case of Djezzy this involvement is a practice based on a CKM process of knowledge generation where ICT is a lever for better performance and better results in the 3 phases of this process (interaction, experience and success); because this process is based on data that will be collected, processed, analyzed and disseminated with digital tools. Djezzy uses the types of knowledge: OF and ABOUT customer in the first place, the type of knowledge FOR the customer is a "satisfaction" finality and the type WITH customer is modest the company does not innovate with the customer but the customer after

this involvement and his satisfaction it makes a CO promotion with the brand through the sharing of a good experience.

- Managerial involvement is an essential practice to avoid temporal customer satisfaction and to keep the customer as long as possible after having built a strategic partnership relationship with him. This point was supported by Bernard Cova in his article "Costumer Made" in 2008.   See Djezzy's positioning in the diagram quoted in the theory section.

Djezzy involves its customers for: the selection of opinions and the determination of expectations in order to know them better and have a 360° vision of its customers and to make the client an ambassador of the brand.

Figure 15. Djezzy's situation
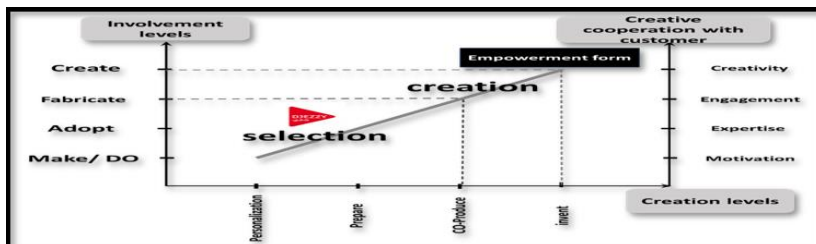
Source: realized by the researchers

The fruit was the penetration of the 3G market and the evolution of the market share. See the following table which shows this evolution between 2013 and 2016**.**

Table 3: The evolution of the market share

	2013	2014	2015	2016
Djezzy	0%	14,74%	27, 20%	29 ,56 %
Ooredoo	71,7%	44 ,85%	33,76 %	29 ,30%
Mobilis	28,28%	40,45%	39,04%	41 ,14 %

Source: realized by the researchers through the ARPT reports of the years cited.

In this respect, we will accept the **H₁** hypothesis which says: *"customer empowerment is a beneficial approach for the customer and the company which will be able to improve its satisfaction by exploiting its knowledge."*

And reject the **H₀** hypothesis which says: *"customer empowerment is not a beneficial approach for the company to improve customer satisfaction"*.

CONCLUSION

Through this research, it can be concluded that the company needs to outsource its tasks to the stakeholders of its external environment (scott, 1994). This outsourcing can be a source of value for the company. The customer is a resource that the company will be able to exploit in this hyper-competitive environment; it is the key when the internal staff will be out of breath to generate new ideas and to improve the offers. The consumer today is consum-actor (Francois Laurent, 2006).

Customer empowerment is a new managerial practice to involve the customer; this practice is essential to be closer to him and to be able to avoid temporal satisfaction and build customer loyalty.

This research has contributed in the literature to broaden the relational approach of CRM and demonstrate that customer involvement is essential to satisfy the customer for a long term in a hyper competitive context. Going beyond the agreed discourse on differentiation strategy (Porter 1980) and customer satisfaction (Gale 1994), this research is part of both a strategic and marketing approach. It goes beyond the issues of customer satisfaction and quality management because it opens up new avenues of research in collaborative strategy and disruptive innovation.

Economically, this customer involvement can solve the cost problem (reduce staff), reduce inventory and improve production. We believe that this research is relevant because companies are asking themselves a lot of questions about the following issues: how to best match offers to customer needs; improving satisfaction; engagement; motivation and sense of ownership; open innovation; organizational learning; competitive advantage and business sustainability.

Every work has flaws; and the limits of our research are:

A neophyte research in the Algerian literature and especially in the empirical side: there is a lack of reference and practices and for that

we used foreign references and we took time to find this ground and to have access to the information.

We wanted to make a comparison in the way of involvement in this sector between the three operators, which is difficult in this context to deliver to trainees and researchers to share information with them.

The customer is more and more demanding and his satisfaction has become an issue for the company and in order to satisfy him we have to start satisfying the internal staff (the customer), a point that we have not touched.

In order to support the reliability of our research , we need a qualitative questionnaire with customers, because our research was based on information provided internally; and this external vision is to see their commitments. The external aspect has value in this kind of research to reach the customer and his engagement, his sense of belonging and his resistance which could be a research track for the future.

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