The Impact of Key Customer Focus KCF on Competitive Priorities Case Study: Telecoms Operators in Algeria

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Summary: We aim through this study mainly to measure the effect of key customer focus KCF on competitive Priorities through its factors. We have followed descriptive, inductive and experimental approaches. Where we have developed a model that shows the relationship between the variables and its effects (key customer focus and competitive Priorities). In this study, we depended on new trends toward the customer as customer voice, customer retention, customer value, customer satisfaction and loyalty. This study was conducted on a sample of 153 individuals from 33 telecom agencies or commercial spaces in Algeria (8 WTA, 11 OTA, 14 AT), where the main results of this study showed the existence of a (strong - positive) correlation and effectiveness of KCF and the competitive Priorities. The study focused on the key customers for the benefits of this approach to the organization, such as reducing the effort, costs, and time. In addition to focusing on qualitative indicators of customer behavior. As prospects for the study, it is directed towards the stakeholders and the forces affecting the company's work and tasks caused by their impact on the strategies of the company and its activities. And Focus on managing customer knowledge before creating a relationship.

Keywords: key customer; customer focus; competitive Priorities; telecommunication.
Jel Classification Codes : M54; **L41**,

I- Introduction :

Business organizations have become very interested in marketing activities, as they have recent trends represented, especially in the emergence of relationship marketing since the eighties of the last century. As the relationship is not an end, but rather to increase customer loyalty, the fact that key customers are no easy-to-gain in the context of the current business environment, With the increasing interest of the organizations in focusing on gaining the customers loyalty, the concept of relationship marketing has become one of the main elements of the overall organization strategy Due to its great impact on the customer's loyalty, their retention, and the profitability achieved, and it was not limited to that, Rather, relationship marketing has become an important necessity for dealing with customers and partners, As the main component of marketing in the twenty-first century is establishing a relationship between the organization and its customers, customer service, quality, and interactive marketing.

Recent attempts to clarify the term relationship marketing tend to include this approach as an application or practice in various markets And by trying to retain and create relations with customers, create a marketing database that enables the business organization to create close personal relationships; Relationship marketing is a multi-faceted strategic perspective that focuses on good knowledge of the various stakeholders in order to create, develop and enhance relationships that allow maximizing profits in the long term; It aims to complete the traditional marketing cycle,

The issue of competitiveness has become one of the topics that preoccupy business organizations thinking, especially in light of the liberalization of trade and exchange and the acceleration of globalization. As the flows and transactions did not recognize borders, and the scope of the delegation expanded, as it opened the doors for business organizations to exploit new

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opportunities in new markets, Rethinking, then, the need to gain the ability to compete in a market characterized by intense competition has become an urgent necessity for business organizations that seek to maintain their presence within the same field of activity.

The researchers' perception differs in the interpretation of the ability to excel according to their concept of competitive priorities. Some of them focus on the external factors of the competitive environment that the business organization has to keep pace with. Also internally when the business organization can design and implement the appropriate strategy to occupy or defend its competitive position in the market, seeking to add value to the customers and thus achieve excellence in their view.

Business organizations seek to keep organization survival and continuity in light of the surrounding factors, especially competition and customer orientations. In an effort to confront competitiveness by choosing the optimal strategy for the scope of its activity so that it is compatible and consistent with its environment, thus achieving excellence and compatibility in order to gain customer satisfaction and then obtain its loyalty in order to achieve a competitive priority.

From forgoing we present the main question of our study as follows:

Do telecom operators in Algeria adopt the key customer focus model, and to what extent, can telecom operators in Algeria improve the competitive priorities by focusing on the key customer?

We put the following hypothesis as a guide to answer our question, as follows:

Telecom operators in Algeria adopt a focus on the key customer as it represents crucial competitive priorities for business organizations.

The main objective of this study is to:

Knowing the effect of focusing on the key customer on achieving and developing a competitive priority

We are going to follow three approaches for processing and analyzing data and reaching results, which are the descriptive, inductive and experimental approaches. We have developed a model that shows the relationship between the studied variables (KCF and competitive priorities). Dependence on the survey method by collecting and analyzing data using a set of statistical indicators such as the Cronbach's Alpha test, Kolmogorov Smirnov for one sample test, descriptive statistics (mean, standard deviation,), Pearson correlation coefficient, one sample T test, multiple regression and paired T test to test hypotheses.

The study population consists of all agencies and commercial spaces for the telecommunications sector in Algeria, containing more than 320. We conducted our study on a sample of 153 individuals from 33 telecommunications agencies or commercial spaces in Algeria from the four states of Constantine, Mila, Oum El Bouaghi and Setif.

We relied in our study on research papers in particular. As well as the explanations provided by telecom operators in the form of an interview, however, the questionnaire occupied the first place as the main tool for data collection for the Empirical stage.

Alemu Muleta Kebede & Zewdu Lake Tegegne (2018). The effect of customer relationship management on bank performance: In context of commercial banks in Amhara Region, Ethiopia: This paper investigated the impact of Customer Relationship Management (CRM) implementation on commercial banks performance in Amhara region, Ethiopia. But, the scarcity of research studies focusing on CRM is still a main issue within the environment of developing countries organizations such Ethiopia. Like this research concept will help to develop the performance of the bank specially to develop the level of customers' satisfaction, which could be achieved by implementing best practices of CRM. For goal of this study, dimensions of CRM practices are Key Customer Focus, Knowledge Management, CRM organization and Technology-Based CRM. The study presents with different factors impacting commercial banks, that is, Bank performance. These are Key Customer Focus, CRM organization, Knowledge Management and Technology-Based CRM. This research deployed Binary-Logistics regression model to treat the impact of these factors on the performance of the bank. Customers of commercial banks were selected to fill self-

administered questions about to CRM die response rate reached 94.4%. All dimensions of CRM considered in this research were found statistically significant (at p value of 0.05) in defining the performance of commercial banks. According to the binary (Tegegne, 2018).

Nagwan ALQERSHI ,Abdussalaam I. ISMAIL ,Hussein ABUALREJAL ,Shahrul N. SALAHUDIN (2020), Competitive Advantage Achievement through Customer Relationship Management Dimensions: This study aims to investigate the interaction impact of customers relationship management (CRM) on the competitive advantage (CA) of small and medium-scale enterprises (SMEs) in Yemen. Study design, data and methodology: This paper applied a quantitative approach in presenting with the interaction impact of CRM factors and SMEs' competitive advantage in Yemen. The study uses a sample of 247 organizations SMEs surveyed in Yemen. Results: The results show that only three dimensions of CRM, namely (TCM), (KM) and (CRMO), have a prominent impact on SMEs' competitive advantage, but not that between (KCF) and SMEs' competitive advantage. Conclusions: The results of this paper offer interested insights for owners and managers of SMEs, scholars and policymakers to further understand the impact of CRM on SMEs' competitive advantage. SMEs should also be encouraged to progress their CRM to develop their competitive advantage. Lastly, this paper makes different contributions to the literature, the first of which is the submit of evidence about the main role of CRM as a dependent variable and competitive advantage as an independent variable. The second contribution pertains to its pioneering status in investigating the direct correlation between CRM factors and the competitive advantage of SMEs in a Middle Eastern country (Nagwan ALQERSHI, 2020).

Al-Gasawneh J.A., Anuar M.M., Dacko-Pikiewicz Z., Saputra J (2021), The Impact of Customer Relationship Management Dimensions on Service Quality: This paper contributes towards service quality knowledge. The impacts of customer relationship management (CRM) factors on service quality were treated depending on the resource-based view (RBV) theory. The study utilized a quantitative approach by getting data from general managers of hotels in Jordan. The data were analyzed using a partial least squares structural equation modelling (PLS-SEM). The findings offered that CRM key customer focus, CRM knowledge management and CRM-based technology had positive impacts on service quality. On the other hand, the CRM organization had a negative effect on service quality. This paper specified, set important results in the environment of hotel industry in Jordan. The results would be referential to other global hotels under the same situation to support service quality (Al-Gasawneh J.A, 2021).

I.1. Customer Focus

Business companies are under big pressure in nowadays dynamic business environment, inevitability the introduction of the importance of strategic alternatives for success. Customer orientation is one such strategic orientation, that is especially well appropriate to business companies in order to the proximity that exists between sellers or managers and their customers or buyers. (Brockman, Jones et Becherer 2012). (Narver et Slater 1990, 21) customer orientation described as "the sufficient comprehension of one's target customers to be able to inspire superior value for customers on a continual basis." This notion has been broadly used in a lot of entrepreneurship and marketing books. (Alteren et Tudoranb 2016); (Wang et Chung 2013). Orientation towards customer described as a main key driver of company's performance (Kirca, Jayachandran et Bearden 2005) and a main priority for any companies relationship with its target market. (Leeflang 2011); (Pekovic et Rolland 2016) but, due to mixed findings from different researches, (Smirnovaa, et al. 2011) have increasingly queried the generally of the positive effect of customer orientation on company performance. Despite, customer orientation is a precious internal strategic capability (Neneh 2018).

According to the organizational structure, the customer centric approach focuses on the centers of customer segments, CRMs and sales teams of customer segments (Gebauer & Christian , 2012). The benefits of practicing customer focus in various types of businesses, such as manufacturing, retail, services, hospitality, tourism, and public service have been demonstrated (Zulnaidi , 2014).

I.1.1. Customer satisfaction and loyalty

Recently, customer satisfaction has gained new attention in the context of the paradigm shift from transactional to relationship marketing (Thorsten Hennig & Alexander , 1997). Customer satisfaction, which refers to the "brief psychological state produced when the emotion surrounding uncertain expectations is coupled with the consumer's prior feelings about the consumption

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experience," is often considered as an important determinant of repurchase intent and customer loyalty. It is an important research topic in the information system field (Zhaohua , Yaobin, & Kwok Kee Wei b , 2010).

Marketing performance literature focus on evaluating the effect of customer satisfaction on business performance (Anderson et Mittal 2000). Customer satisfaction is a format of customer voice. In special case, it is a post-consumption consumer react that leads to higher customer loyalty (Anderson et Sullivan, The Antecedents and Consequences of Customer satisfaction for Firms 1993) and assist firms «ensure their future revenues." Customer satisfaction is also linked to improve overall reputation, economic returns and shareholder value (Fornell, et al. 2006). Customer satisfaction is not only an important objective; it is also a tool of vital marketing to attract future customers and secure excellent market positions (Assaf, et al. 2015).

I.1.2. Customer voice

Customer voice is the inclusive level of repose that a customer experiences in complaining process to the product or service supplier when problems emerge (Audrain-Pontevia et Vanhuele 2016). The customer voice is seem both as a behavioral response to dissatisfaction of the customer and as an alternate to split (Stern 2013). The majority of respondents of driving organizations statement that their organizations have been effective to build awareness about management and buy-in regarding the customer voice importance (Brandt 2008). Reflecting the customer's sense to ease reach the service provider, the customer's voice is probable to be sound in existing marketing relationships (Lacey 2012).

Voice of the customer (VOC) is a critical analysis procedure that provides accurate information regarding customer input requirements for a product/service output. The ability to conduct client analysis, which can be gained through direct and indirect questioning, will enable engineers and other decision makers to successfully understand clients' needs, wants, perceptions and preferences. The information obtained from customers is then translated into critical objectives that will be used to ultimately meet customer requirements (Aguwa, Monplaisir, & Ozgu , 2012)

I.1.3. Customer retention

This is the main objective of CRM because retaining existing customers is at least 5-20 times more cost-effective than acquiring new customers depending on the business lines. Customer retention includes all actions taken by the organization to ensure customer loyalty and reduce customer disruption. Customer disruption refers to customers moving to a competitive organization or service provider. Churn can be to improve the quality of service, offers and/or benefits. The rate of ripple is an important indicator that all organizations aim to reduce. For this purpose, flop forecasting is an integral part of a proactive plan to retain customers. Confusion forecasting involves the use of data mining and predictive analytic models in predicting customers with a high potential for confusion/mistake. These models analyze personal and behavioral customer data for customized customer-centric customer retention marketing campaigns. (Sahar & Sabbeh, 2018)

The effect of CS on retention will be specified, between other stuff, by the influence of the last legislation to removing alteration barriers. Moreover, not only from a specific marketing perspective, however also from a point of view of public policy, experiment the selectors of CS and their impact on retention is of considerable interest. (Díaz 2017)

I.1.4. Customer value

The concept of value is considered as one of the basic elements of marketing theory. Defining and creating Customer Value (CV) - understood as customer value - is a prerequisite for the future success of the company. However, the autobiography has only received a lot of research attention until recently (Albert & Peter, 2008).

Customer value is one of the build that superior describes a customer decision making, depending on prior study (Jones, Reynolds et Arnoldc 2006), and value expectations (inclusive utilitarian value (UV), hedonic value (HV), and social value (SV)) are accounted the cognitive, emotional, and customers social states. As a outcome, in SC, customer value may be used as a alternative for process construction. Moreover, SCMM elements can be applied to assess the stimulus of SCMM, however these elements are occasionally cited in the literature. As SC becomes more predominant in our life, the lack of SCMM study motivates us to examine SCMM and how it influence CL when concerted with the offered value to consumers in SC way. (Wu et Li 2018)

I.2. Competitive Priorities

I.2.1. Competitive Priorities Concept

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In the eyes of its consumers, a company is competitive if it can provide better values than its competitors. (Alipour et Mohammadi 2011, 30). Durability, damage, and value are the three most important characteristics of a competitive priorities. It focuses more on a competitive priorities 's concept, shape, position, impact, reason, and duration. (Alipour et Mohammadi 2011, 30). Personnel are influenced by the competitive nature of the company, and they want to work alone. As a result, it appears that establishing incentive policies for human resources will enable employees to share knowledge within the organization (Tabrizi 2013, 538). This belief may have originated from findings that higher levels of intense competition may have facilitated globalization's rise. (Soliman 2013, 130)

I.2.2. Competitive Priorities Importance, Resources and Sustainability:

Competitiveness was an important issue for decision-makers at different levels (country, industry and company) in various regions of the world during the era of growing globalization. In the global economy, the prerequisite for competitiveness means obtaining a good position in the international market. (Singh et al, 2019, 205). Individuals holding knowledge represent a tool for generating innovations. According personal creativity, their knowledge, skills and abilities it is possible to generate new innovative ideas that will help organizations to achieve a competitive priority. (Hana 2013, 82). The theory assumes that resources are diverse from one firm to another and that they are imperfectly transferable. The resource-based view of the business implies that it is the resources and capabilities within the business that are a source of competitive priorities. (Anwar, 2018). It demonstrates that a company can only gain its competitive priorities if it has access to resources of specific value that are not effortlessly imitated by any competitor. Applying the above-mentioned resources as a strategic choice could result in a competitive priority as an achievement (Afsharghasemi, Zain et Sambasiv 2013). Organizations have found that sustainable competitive priorities are based on the management of intellectual assets. Increased organizational learning provides an appropriate competitive position as a strategic direction for survival and competitive priorities (Moghadam, et al. 2013, 14).

I.2.3. Competitive Priorities & Relationship Effect

Firms must seek out collaborations with other firms to make relational networks for mobilizing external capital in order to improve their own core competencies. Developing relational networks in the international market to acquire resources and gain access to markets is a key issue for internationalization operations. (Wong 2011, 43). Other resources or capabilities developed within the company always play an important role in creating competitive priorities. The relational view refers only to inter-company relationships; it does not involve social partnerships between business and nonprofit or civil society organizations, which could also create strategic benefits for businesses. In summary, the relational view describes competitive priorities in a resource-based, relationship-oriented and inter-company approach (M. Wu 2013, 22).

In addition, a customer's view of a company is formed by their interactions across multiple-channels, rather than through a single transaction or moment in time. Increased customer retention, loyalty, activism, and customer lifetime value can all contribute to competitive priorities if the customer experience is positive and effortless (Nash, Armstrong et Robertson 2013, 37).

Relationship marketing has the potential to establish strong partnerships with customers as well as other businesses and organizations, resulting in strategic priorities. Business partnerships, on the other hand, generate long-term benefits precisely because they are difficult to handle. (Masoom et Rahman 2012, 98)

II. Methods And Materials:

The approach used in this study is basically a descriptive inductive and experimental approaches. We design an appropriate questionnaire on the basis of a five-point Likert scale. The population of this study includes all telecoms agencies and commercial spaces of Algerian telecom sector. We took a multi-stage random sample and the sample size was calculated according to the specified population size 320 i.e., 10%. We took 153 individuals from 33 telecommunications agencies or commercial space. The variables of this study were identified as follows: Independent variable: KCF, dependent variable: competitive priorities We proposed a model that shows the relationship between the study variables as shown in the following figure: In order to test the hypothesis, we use one sample T-test, multiple regression t and paired T test.

II.1. The Proposed Model

The model is represented in the following figure where its shows the variables and the correlation between them. The variables of this study defined as follow: Dependent variable: the

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competitive priorities, independent variable: Key customers focus (customer voice, customer retention, customer value, customer satisfaction and loyalty). In order analyze the data we're going to use one sample T test, the multiple regression and paired T test models for test the hypotheses Figure 1.

This figure shows the variable and the effect of KCF –through its dimension- on competitive priorities. The following steps we'll try during them to describe, test the hypothesis and analyze the results and conclusion finally.

II.2. **Reliability**

The Reliability of the tool is intended to give this tool (questionnaire) the same result if it was redistributed more than once under the same conditions and in different context, or in other words, the Reliability of the tool means Reliability in its results and not to change it significantly if it is redistributed among the sample members several times during certain periods of time, the researchers test the reliability of the questionnaire using the Cronbach alpha method, as follows:

II.2.1. Cronbach's Alpha Coefficient

The researchers used the Cronbach alpha to measure the reliability of the questionnaire, and the results were as shown in the table below table 1.

It is clear from the results shown in the above table that the value of the Cronbach Alpha coefficient is high for each component of the questionnaire. Also, the value of the alpha coefficient for all components of the questionnaire was 0,962 and 0.955 Consecutively for KCF and CA, which means that the reliability coefficient is high. Thus, the researcher has emphasized of the validity and reliability of the questionnaire, which makes him confident of its validity and reliability to achieve the results, analyze the data and test the hypotheses.

II.2.2. Guttman Split-Half Coefficient

The researcher used the Guttman Split-Half Coefficient to measure the reliability of the questionnaire as a second indicator, and the results were as shown in the following table 2:

It is clear from the results of above table that the value of Guttman Split-Half is good for all questionnaire parts. Also, the value of the Guttman Split-Half coefficient for all survey parts was 0,962 and 0.955 consecutively for KCF and CA, which means that the reliability coefficient is high. Thus, the researchers have confirmed the validity and reliability of the questionnaire, which makes them confident of its validity to analyze the results, answer the questions and test its hypotheses.

II.3. Structural Validity

Structural Validity is one of the tool's validity measures, which measures the extent to which the goals are achieved by the research tool. It shows the extent to which each questionnaire part is related to the overall indicators score.

The following table shows the correlation coefficient between the KCF and competitive priorities and their dimensions table 3.

It can be seen through the indicators in the table above that the correlation coefficients indicated are significant at $\alpha = 0.01$ levels and this is valid to measure.

After testing the validity and reliability, as well as describing the variables, in this part we try to test the hypotheses through a set of tests to reach the empirical answer to the problematic, after determining the appropriate tests according to the hypotheses as follows:

II.4. Parametric Tests Hypotheses

We tested the hypotheses based on the Parametric Tests because the data are available of Parametric Tests hypotheses, which are:

- The variables nature is quantitative, for that the researchers purpose the evaluation method, not the Ordinal which is qualitative on Likertscals.
- The sample type is random: We relied on a multi-stage random sample that the society is quite homogeneous from managerial point of view. This facilitated the task and shortened the time of work.
- Observations follow the normal distribution, at least at 0.05 error level, and this is what the One-Sample Kolmogorov-Smirnov Test proves, according to the following hypotheses:
  - H_0: Observations follow the normal distribution of all components of either KCF orcompetitive priorities.
  - H_1: Observations do not follow the normal distribution of all the components of either KCF or competitive priorities.

II.5. Normality Distribution

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We try to test the distribution of all KCF and competitive priorities dimensions if it follows the normal distribution by using the One-Sample Kolmogorov-Smirnov test.

The table 4 shows the results of the One-Sample Kolmogorov-Smirnov test as the level of significance (Sig) for the components of the KCF dimensions and competitive priorities is greater than α (0.05) for all the dimensions, that meaning the distribution is not significant, this proves the H0, so the KCF dimensions and competitive priorities observations follow the normal distribution.

II.6. Hypothesis Testing

II.6.1. Hypothesis 1

The following is the indicators of KCF and CA and try to evaluate them with a proposed mean of 3.5 and a confidence level of 95%.

Through the indicators that express in the table 5 the availability of either KCF and CA that telecom customers have, we find that all indicators are significant (Sig less than α), which indicates that telecom customers have a KCF and competitive priorities that enables them to control the work process, improve the outputs with all the indicators such meet the customer need and wants with efficient manner and personalize the product , services and solutions with target customers and maximize the offer values for its partners with proposed mean of 3.5 and a confidence level of 95%.

II.6.2. Hypothesis 2

H_0: It is not possible for telecom operators in Algeria to achieve competitive priorities by relying on KCF.

H_1: Telecom operators in Algeria can achieve competitive priorities by relying on KCF.

In order to test the above hypothesis, we use the multiple regression model, achieving competitive priorities as a dependent variable and KCF dimensions (Customer voice, Customer retention, Customer value and Customer satisfaction and loyalty) as independent variables as follows:

The table 6 shows each of the Pearson correlation coefficient R between the independent variables KCF (Customer voice, Customer retention, Customer value and Customer satisfaction and loyalty) and the dependent variable competitive priorities, which is a very strong positive correlation that shows the strong direct relationship between the KCF and competitive priorities, in addition to the high R Square, which indicates the suitability of the model for estimating the direction of the relationship between the variables. Plus, the Adjusted R Square resulting from F Change 144.359, and Sig. F Change .000 which shows the quality of the regression trend in estimating the relationship between (Customer voice, Customer retention, Customer value and Customer satisfaction and loyalty) and achieving competitive priorities.

From the ANOVA table (table 7), we find that the value of Sig = 000, which is less than the level of significance 0.05, so the regression is significant, and therefore there is a linear relationship between the variables that can be predicted towards achieving competitive priorities in terms of the dimensions of KCF (Customer voice, Customer retention, Customer value and Customer satisfaction and loyalty) table 8.

The multiple regression model can be written between the dimensions of KCF (Customer voice, Customer retention, Customer value and Customer satisfaction and loyalty) and achieving competitive priorities as follows:

Competitive priorities = -.273- + .176 Customer voice + .325 Customer retention -.096- Customer value + .648 Customer satisfaction and loyalty.

Through the value of sig in the table, we find that the two independent dimensions X_2, X_4 which express Customer retention, Customer satisfaction and loyalty, are the significant dimensions within the KCF (sig is less than 0.05). While we find that all other variable coefficient, in addition to the constant, are not a significant because sig value greater than 0.05, which indicates that Customer retention, Customer satisfaction and loyalty are the reason for the significance of the variance analysis of regression towards achieving competitive priorities. This explains the importance of these factors and their contribution to achieving and developing competitive priorities.

II.6.3. Hypothesis 3

H0: There are no differences in improving the competitive priorities between the telecoms operators before and after the implementation of the KCF.

H1: There are differences in improving the competitive priorities between the telecoms operators before and after the implementation of the KCF.

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Table 9 that show before and after the KCF applications. We note that this rate was 2,5592 with a standard deviation, 75275 before the observation, and after the observation it became 4,2776 with a standard deviation, 76792 and the difference between the two rates is a large difference from a empirical point of view. The trend towards KCF applications has had an effective effect in changing the trends of telecoms operators in improving the competitive priorities. Therefore, the results are expected to be significant.

Another indicator of what KCF applications wrought, it is the correlation between the scores before and after the KCF applications. We expect the correlation to be strong if the effective effect of KCF so that the change is clear and regular (in the same direction) for all or most agencies within the sample, and we find the value of this correlation in the same results in the following table 10.

We note that the value of the correlation between improving the competitive priorities before and after KCF applications is high. 888 The important result in this test is the result of the dependent T test, which appears in the following table 11.

We note from this table that the value of the dependent T-test is -33,379 and this value is significant, P = 000 and it is less than 0.05, and this means that the KCF applications have had an impact on the performance of the telecom operators and change actually from their trends towards improving the competitive priorities.

III- Results and discussion :

The organizations that pursue a customer relationship management strategy need to follow some basic stages: identification, segmentation, conditioning, exchange, and evaluation the customer. Through the following partial results:

- Marketing in light of the rapid changes is considered one of the vital and dynamic activities, as it is considered among the activities and effective strategies to keep pace with the changes and developments taking place in the current business environment, Therefore, it constitutes a great interest from the organizations that seek to excel and compete or that try to adapt to market developments and keep pace with competition.
- The modern concept of marketing stimulates creativity and innovation, and this is in order to come up with new ideas to find solutions in an innovative and effective way.
- Competitive priorities are the unique situation that the organization develops through the special use of the various resources available in a manner that ensures facing these competitors.
- Competitive priorities is the dynamic strategic concept that reflects the relative comfortable and continuous competitive position of a business organization versus its competitors, so that it is appears in the provision of unique products, and arises mainly from the value that the business organization has been able to create for its customers.
- The business organization seeks to achieve goals through competitive priorities represented in creating new marketing opportunities, penetrating a new competitive field such as entering new markets or dealing with a new type of customer or product,
- The competitive priorities create a new anticipation for the goals that the organization wants to achieve and for the great opportunities that it wants to gets. It establishes alliance relationships with suppliers, which makes it easier for it to obtain its needs in more flexible, fast, efficient, and less costly ways.
- Referring to the management literature, researchers such "Michael Porter", categorized the competitive priorities based on the defensive ability of the business organization for this preference to the operational priorities,
- The competitive priorities is related to the ability of the business organization to attract customers by activating the functions to complete the exchange process, and the strategic priorities, which is related to the ability of the business organization to make the right decisions, and the appropriate choices for what can be done in the future that has not been done in advance.
- Within the conceptual framework of competitive priorities, this field is dominated by two main approaches: Porter's industry structure, resource theory and other approaches, and each approach differ in the way it deals with the sources of competitive priorities.

- Competition is considered the most important factor controlling the extent of success or failure of a business organization in the industrial sector; Therefore, the five competitive forces must be observed.

IV- Conclusion:

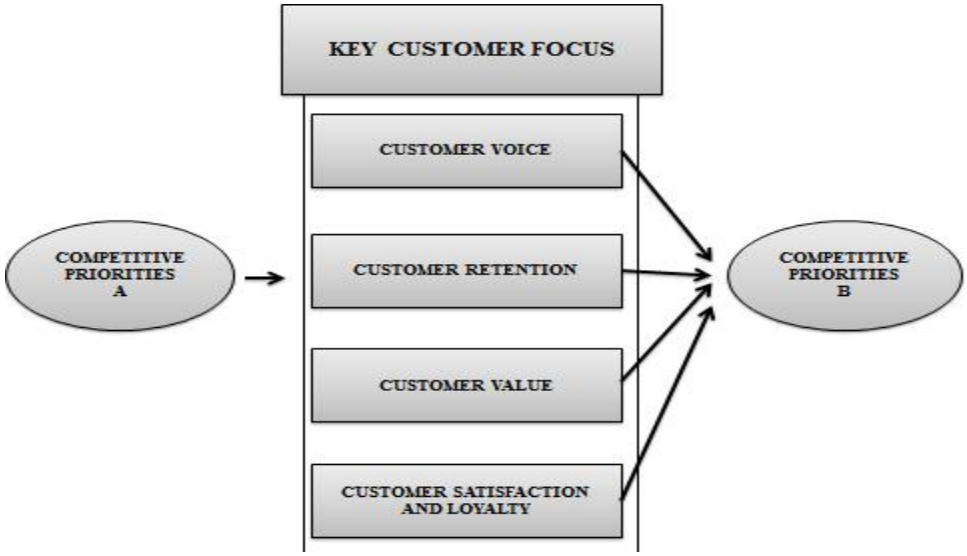
Business organizations adopt the KCF and use its techniques strategies benefits such as increased loyalty and the resulting profits as the focus of the customer relationship management strategy is to gain and retain key customers and manage the relationship with them through the exchange and develop of values through attracting and maintaining the customer, creating value, achieving satisfaction and loyalty as an ultimate goal. Technology is the primary priorities of resuming customer relationship management. It allows strengthening relationships through offers that suit the customer in a personal and individual way. And it has contributed to the emergence of various types of means that the organization can use to activate its relationships with customers. Among the most prominent are call centers, mobile phone, internet, and interactive TV and customer database.

The limits of the study were that the study focused on external customers and did not care about internal ones despite their importance in marketing activity. It focused on the key customers for the benefits of this approach to the organization, such as reducing the effort, costs, and time spent continuously to get new customers, moreover the customers' kind. In addition to focusing on qualitative indicators of customer behavior and its process, as well as repurchasing and not addressing the quantitative indicators resulting from behavior of customer such as sales, market share, return on investment...etc.

As prospects for the study, it is directed towards the stakeholders and the forces affecting the company's work and tasks caused by their impact on the strategies of the company and its activities. And Focus on managing customer knowledge before creating a relationship.

- Appendices:

Figure 1: The proposed model



Source : By the researchers depending on the study perception.

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Table1 : Cronbach alpha test for KCF and Competitive priorities

Y	Area		Cronbach's Alpha			
	Dimensions	N of Items	AT N=64	WTA N=51	OTA N=38	Total N=153
X1	Customer voice	5	.970	,969	,970	,967
X2	Customer retention	5	.965	,963	,967	,959
X3	Customer value	5	.975	,989	,966	,971
X4	Customer satisfaction and loyalty	5	.948	,959	,969	,952
Y	Competitive priorities	5	,947	,962	,971	,955
X	Total KCF	20	,964	,970	,968	,962

Source : By the researchers depending on SPSS.V23 output

Table2 : Guttman Split-Half test for KCF and Competitive priorities

Y	Area		Guttman Split-Half Coefficient			
	Dimensions	N of Items	AT N=64	WTA N=51	OTA N=38	Total N=153
X1	Customer voice	5	,909	,919	,875	,938
X2	Customer retention	5	,905	,949	,940	,919
X3	Customer value	5	,899	,938	,959	,899
X4	Customer satisfaction and loyalty	5	,942	,919	,944	,921
Y	Competitive priorities	5	,924	,941	,938	0.924
X	Total KCF	20	,919	,928	,931	0.917

Source : By the researchers depending on SPSS.V23 output

Table3: STRUCTURAL VALIDITY of the KCF and Competitive priorities

Y	Dimensions	Pearson Correlation				Sig. (2-tailed)			
		AT N=64	WTA N=51	OTA N=38	Total N=153	AT N=64	WTA N=51	OTA N=38	Total N=153
X1	Customer voice	,984**	,988**	,990**	,987**	,000	,000	,000	,000
X2	Customer retention	,943**	,993**	,982**	,960**	,000	,000	,000	,000
X3	Customer value	,984**	,964**	,973**	,974**	,000	,000	,000	,000
X4	Customer satisfaction and loyalty	,972**	,938**	,889**	,943**	,000	,000	,000	,000
Y	Competitive priorities	1,000	1,000	1,000	1,000	-	-	-	-
X	Total KCF	1,000	1,000	1,000	1,000	-	-	-	-

**. Correlation is significant at the 0.01 level (1-tailed)

Source : By the researchers depending on SPSS.V23 output

Table4 : One-Sample Kolmogorov-Smirnov test for KCF and Competitive priorities.

		Customer voice	Customer retention	Customer voice	Customer satisfaction and loyalty	Cometitive priorities
N		153	153	153	153	153
Normal Parameters[a,b]	Mean	4.2667	4.2222	4.1515	4.2273	4,2776
	Std. Deviation	.59301	.62593	.64426	.62057	,76792
Most ExtremeDifferences	Absolute	.189	.184	.149	.139	.156
	Positive	.189	.184	.108	.128	.116
	Negative	-.165-	-.149-	-.149-	-.139-	-.156-
Kolmogorov-Smirnov Z		1.084	1.058	.853	.797	.898
Asymp. Sig. (2-tailed)		.191	.213	.461	.550	.396

a. Test distribution is Normal.
b. Calculatedfrom data.

Source: By researchers based on the SPSS.V23 outputs

Table5 : One sample T-test for KCF dimensions and Competitive priorities

Code	KCF, Test Value = 3.5					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Customer voice	6.584	152	.000	.77273	.5337	1.0118
Customer retention	13.363	152	.000	1.13636	.9631	1.3096
Customer value	10.844	152	.000	.95455	.7752	1.1338
Customer satisfaction and loyalty	6.295	152	.000	.71212	.4817	.9426
Competitive priorities	12.805	152	.000	1.10606	.9301	1.2820
KCF	**10.787**	152	**.000**	**.93636**	**.7596**	**1.1132**

Source: By the researchers depending on SPSS.V23 output

Table6 : Summary of the model KCF and Competitive priorities

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.977[a]	.954	.947	.14812	.954	144.359	4	148	.000

a. Predictors: (Constant), Customer voice, Customer retention, Customer value and Customer satisfaction and loyalty
b. Dependent Variable: Competitive priorities

Source : By researchers based on the outputs of SPSS.V23

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Table7 : ANOVA of KCF and competitive priorities

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.668	4	3.167	144.359	.000[b]
	Residual	.614	148	.022		
	Total	13.282	152			

a. Dependent Variable: competitive priorities
b. Predictors: (Constant), Customer voice, Customer retention, Customer value and Customer satisfaction and loyalty

Source : By researchers based on the outputs of SPSS.V23

Table8 : Coefficients of KCF and Competitive priorities

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.273-	.360		-.758-	.455
	Customer voice	.176	.256	.165	.688	.497
	Customer retention	.325	.141	.320	2.312	.028
	Customer value	-.096-	.248	-.070-	-.387-	.701
	Customer satisfaction and loyalty	.648	.178	.580	3.640	.001

a. Dependent Variable: Competitive priorities

Source : By researchers based on the outputs of SPSS.V23

Table9 : Paired samples statistics of competitive priorities

		Mean	N	Std. Deviation	Std. ErrorMean
Pair 1	CA .b	2,5592	153	,75275	,10754
	CA.a	4,2776	153	,76792	,10970

Source : By the researchers depending on SPSS.V23 output

Table10 : Paired samples correlations of competitive priorities

		N	Correlation	Sig.
Pair 1	CA.b&CA.a	153	,888	,000

Source : By the researchers depending on SPSS.V23 output

Table11 : Paired sample test

		PairedDifferences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. ErrorMean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	CA .b - CA.a	-1,71837	,36037	,05148	-1,82188	-1,61486	-33,379	152	,000

Source: By the researchers depending on SPSS.V23 output

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