



# UNIVERSIDAD DE GRANADA



## Máster en Tecnologías para la Investigación de Mercados y Marketing

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### Electronic government in Morocco : Review and recommendations

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A Allah, a mis padres, al amor de mi vida...

## Texts of the royal speech:



"[...] At the same time, we call on the government to adopt a new dedicated strategy for the sectors of industry and services and for the development of new technologies.

This strategy should focus on optimizing the globalization opportunities in terms of investment flows. In addition to consolidating the Moroccan company and the encouragement of industrial investment with added value, this strategy should aim to pave the way for the Moroccan economy to invest in new industrial niches using innovative technologies and with promising markets for its products and services.

We have as much ambition as of determination to ensure the integration of Morocco, through its enterprises and universities in the global knowledge economy. [...]"

Extract from the Full text of the speech addressed to the Nation  
By His Majesty the King on the occasion of the Feast of the Throne

## Dedication

*To Allah Almighty my creator to whom I address my thanks for his infinite grace and his permanent mercy to me, as well as my prophet Mohammed who has offered us the path to emancipation.*

*To my dearest mother, the exceptional woman, the one who has always made sacrifices for me and for my brothers, who gave me a wonderful model of toil, patience and affection through her advice, her love and her tenderness.*

*To my wonderful dad, the one who is always there for me, no word, as meaning either, can express the degree of love, affection, respect and gratitude that I feel for him. His presence at my side has always brought me confidence and comfort.*

*To my adorable sister Asmaa, the woman with the big heart, the one who is always there for my happiness and my well-being, with her generosity, and her affection.*

*To my sweetheart Anas, who illuminates my life, fills it with love and joy, in order to make it a garden of pleasure, well cared for with its encouragement, its sacrifices, its presence, and its continuous support, I love you my adorable husband*

*To my brothers Adnane and Rachid for their support and encouragements.*

*To Lucia Pierto Rodriguez, Kawtar Benghazi Akhlaki and Juan Miguel Alcántara Pilar, for their support and their presence for me. I would never forget what you did for me.*

*Today my achievements are yours, you who have instilled me the values that are now my pride, may Allah help me to always make your happiness, and may he grant your health and well-being. I love you so much.*

*That everyone finds through these few lines, my sincere feelings and my profound gratitude.*

*To whole my lovely family .To all my dear friends.*

*To my colleagues and all the faculty of the Granada. To all those who trust me.*

*May this work be the fruit of your devotion and sacrifices and a testament to my gratitude and patience.*

## Acknowledgements

Let's be thankful to the people who give us happiness;

They are the lovely gardeners by whom our souls are blossomed.

Marcel Proust

This project of end-of-study owes its culmination to the support offered by many people and the modest thanks that we address them only express the most sincere of the recognitions.

Let us first begin by expressing a great thanks to the Moroccan ministry of industry and commerce, especially to Mrs *Chakri Samia* and Mrs *Saadani Nora*, for her sharing and her precious help.

So I would like to express my deep gratitude and deference to my framing to Mrs *Kawtar Benghazi Akhlaki* and Mr *Laiachi El Kaoutit Zerri*, for their availabilities which they have shown for me, for their attentions, for their ongoing follow-up, for their relevant advice and encouragement which have been of great support to me. This work will never have reached its current level without your assistance.

I would also like to express my gratitude and respect to *Lucía Prieto Rodríguez* and *Juan Miguel Alcántara Pilar* for having been kind enough for their sense of listening, for their fruitful guidance and for their constructive and pertinent remarks.

We do not fail to thank Mrs *Ana Eugenia Marín Jiménez*, Mr *Carlos Rodríguez Domínguez* and *Javier Blanco Francisco Encomienda* for their support and their availability and the sense of their sharing.

I would also like to take advantage of these few lines to thank all the faculty of the University of Granada and the Facultad de Educación, Economía y Tecnología of the Universidad de Granada in Ceuta, for the training offered to us.

That all those who have helped and supported me, near or far, find here the expression of our most distinguished sentiments.



## Abstract

In order to improve the efficiency and transparency of government services, public administrations can increase the frequency of interactions between citizens and government and improve the quality of services and the trust of the People to his condition. The use of the Internet, Web-based applications and information and communication technologies (ICTs) is the solution to establish a more reliable and effective contact for the fidelity of citizens through several approaches (Example: CRM). Like emerged countries and developed countries, Morocco has also dealt with the various aspects of ICT, informatics and e-government.

However, in order to implement and improve e-government; Morocco has faced some obstacles. The aim of this thesis is therefore to study the progress and impact of e-services as well as to identify obstacles to the implementation and improvement of public administrations in Morocco. In this thesis, based on the examination of literature, the progress of e-government in Morocco has been studied and various obstacles have been identified. This research should allow to make a statement about the advancement of E-government projects in Morocco. Thus, to analyze and show the reforms implemented by Morocco for the improvement of its governance and its territorial attractiveness. The evolution of information and communication technologies has led us to list the impacts of the establishment of the E-government programme in the socio-economic daily life of the kingdom. For this it will be necessary to demonstrate that the establishment of a management approach to stakeholder relations (client) through the collection, processing and analysis of information can optimize the level of satisfaction of the services e-government in Morocco.

The Keywords: E-government, Moroccan public administration, government services, fidelity of citizens, Customer management relationship, Information of communication technologies.

## Resumen

Con el fin de mejorar la eficiencia y la transparencia de los servicios públicos, las administraciones públicas pueden aumentar el flujo de las interacciones entre los ciudadanos y las instituciones gubernamentales, mejorar la calidad de sus servicios y garantizar la confianza de los ciudadanos en las instituciones. El uso de Internet, las aplicaciones basadas en la Web y las tecnologías de la información y la comunicación (TICs) podría ser la solución para establecer un contacto más fiable y eficaz para la fidelidad de los ciudadanos a través de variar herramientas, por ejemplo: CRM (Customers Relationship Management). Al igual que los países emergentes y los países desarrollados, las instituciones en Marruecos han tratado de incorporar también diversos aspectos de las TICs, la informática y el gobierno electrónico.

Sin embargo, para implementar y mejorar lo que hoy en día se conoce como *gobierno electrónico*; Marruecos ha enfrentado algunos obstáculos. El objetivo de este TFM (Trabajo de Fin de Máster) es, por lo tanto, estudiar el progreso y el impacto de los servicios electrónicos, así como identificar los obstáculos para la implementación y mejora de las administraciones públicas en Marruecos. En esta memoria, esencialmente basada en el examen de la literatura, se ha estudiado el progreso del gobierno electrónico en Marruecos y se han identificado varios obstáculos. Esta investigación básica debería permitir hacer una declaración sobre el avance de los proyectos del *gobierno electrónico en Marruecos*. Así como, analizar y mostrar las reformas implementadas por Marruecos para la mejora de su gobernabilidad y su atractivo territorial. La evolución de las tecnologías de la información y la comunicación nos ha llevado a enumerar los impactos del establecimiento del programa de *gobierno electrónico* en la vida cotidiana socioeconómica del reino. Para ello será necesario demostrar que el establecimiento de las herramientas de gestión de las relaciones con las partes interesadas (cliente) a través de la recopilación de datos, procesamiento y análisis de información, puede optimizar el nivel de satisfacción de los servicios de *gobierno electrónico en Marruecos*.

*Palabras clave:* Gobierno Electrónico, Administraciones Públicas marroquíes, servicios gubernamentales, fidelidad de los ciudadanos, Gestión de la Relación con el Cliente, Información de las Tecnologías de la Comunicación.



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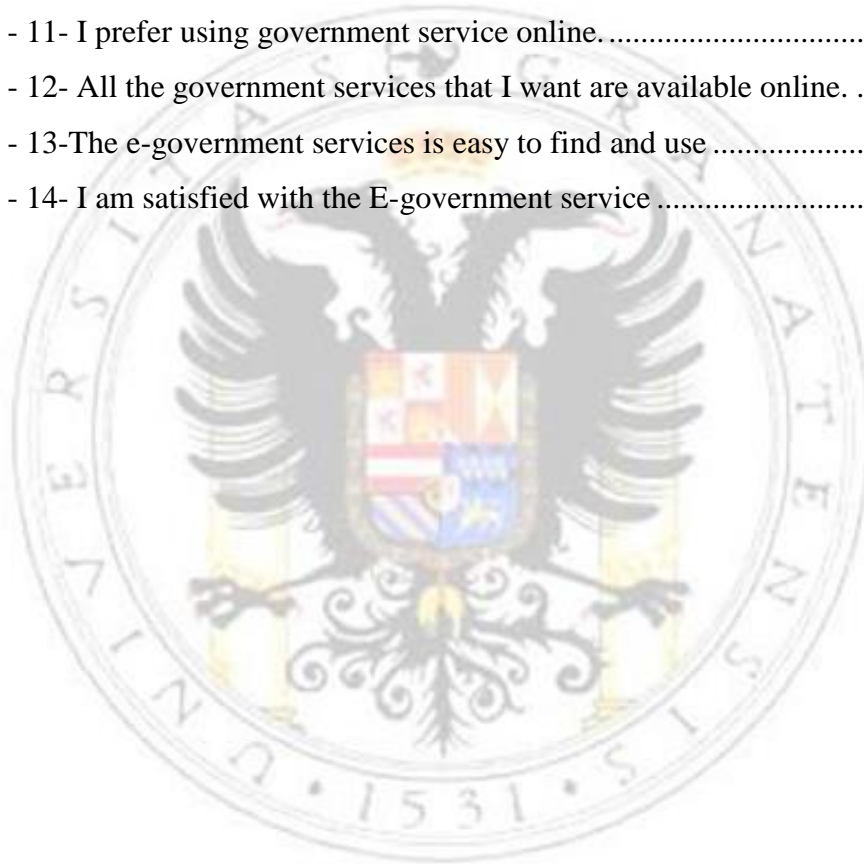
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## List of acronyms

<b>Acronym</b>	<b>Meaning</b>
<b>BTP</b>	Building and public works
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>CiRM</b>	Citizen relationship management
<b>C2G</b>	Citizen to government
<b>CCM</b>	Continuous customer management
<b>GDP</b>	Cross domestique product
<b>CIS</b>	Customer interaction system
<b>CMS</b>	Customer management software
<b>CRM</b>	Customer relationship management
<b>CVM</b>	Customer value measurement
<b>DES</b>	Diploma of superior study
<b>E-commerce</b>	Electronic commerce
<b>E-consulate</b>	Electronic consulate
<b>E-CRM</b>	Electronic customer relationship management
<b>E-GOV</b>	Electronic government
<b>EGDI</b>	Electronic government development index
<b>E-services</b>	Electronic services
<b>ERM</b>	Employee relationship management
<b>EMA</b>	Enterprise marketing application
<b>ERM</b>	Enterprise marketing management
<b>EESC</b>	European economic and social
<b>EESC</b>	European Economic and Social Committee
<b>FGM</b>	Forum e-gov Morocco
<b>Gov</b>	Government
<b>G2B</b>	Government to business
<b>G2C</b>	Government to citizen
<b>G2G</b>	Government to government
<b>HCI</b>	Human capital index
<b>SIRH</b>	Human resources information system
<b>ICT</b>	Information and communication technology

<b>IT</b>	Information technology
<b>SEMs</b>	Medium-sized companies
<b>MET</b>	Ministry of equipment and transport
<b>NM13</b>	Numeric plan 2013 of Morocco
<b>OSI</b>	Online service index
<b>PRM</b>	Partner relationship management
<b>TI</b>	Telecommunication index
<b>UNDP</b>	United nation development program



## General Introduction:

In a world where nothing is immutable nothing is definitive where everything changes and evolves rapidly, each organization must have key factors to ensure its balance and its durability. For ages, information is a trigger and the driving force behind any decision-making process that causes actions that move and evolve the world where we live.

At the advent of the information society, the creation, distribution and manipulation of information has become a predominant economic and cultural activity. The relative importance of information and communication technologies, service industries and intellectual capital as the basis for economic production is seen in increased.<sup>1</sup>

In the Face of this rapid evolution, states have understood that the use and development of digital technologies will have a great influence on their constants, already aware through territorial marketing aimed at the development of its resources and the attraction of foreign investment, the state wanted to rely on the sharing and management of information to ensure a measured and satisfactory governance, sometimes for these citizens, its administrations, and for private companies and investors. The level of satisfaction will have to reach the fields: social (better interactions with citizens), political (improving the efficiency of democratic processes) and economic (efficiency of administrative treatment) of the state.

This new approach has mutated the traditional relationship between the State, its actors and its stakeholders, from a relationship based on supremacy to a relationship based on information management in order to retain them by offering them a better Listening and quality of service is a CRM approach.

In Morocco, the awareness of the importance of a national program aimed at amplifying the use of ICTs by government, civil and economic actors was reflected through the first national program "Maroc Numeric 2013", criticized severely by the Top the office of the Plan which intends that the progress report of 69 projects planned at the E-Government level shows that only 36% of projects are operational and 3% are in the process of being implemented, while 38% of the projects programmed are overdue or problematic , while 22% did not start.<sup>2</sup>

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<sup>1</sup> Electronic governance («e-governance») (Recommendation Rec(2004)15 and explanatory memorandum) ISBN 92-871-5681-6

<sup>2</sup> La Cour des comptes descend la stratégie Maroc Numeric 2013, article du 23/11/2014 : <https://www.h24info.ma/lifestyle/high-tech-gaming/la-cour-des-comptes-descend-la-strategie-maroc-numeric-2013/>

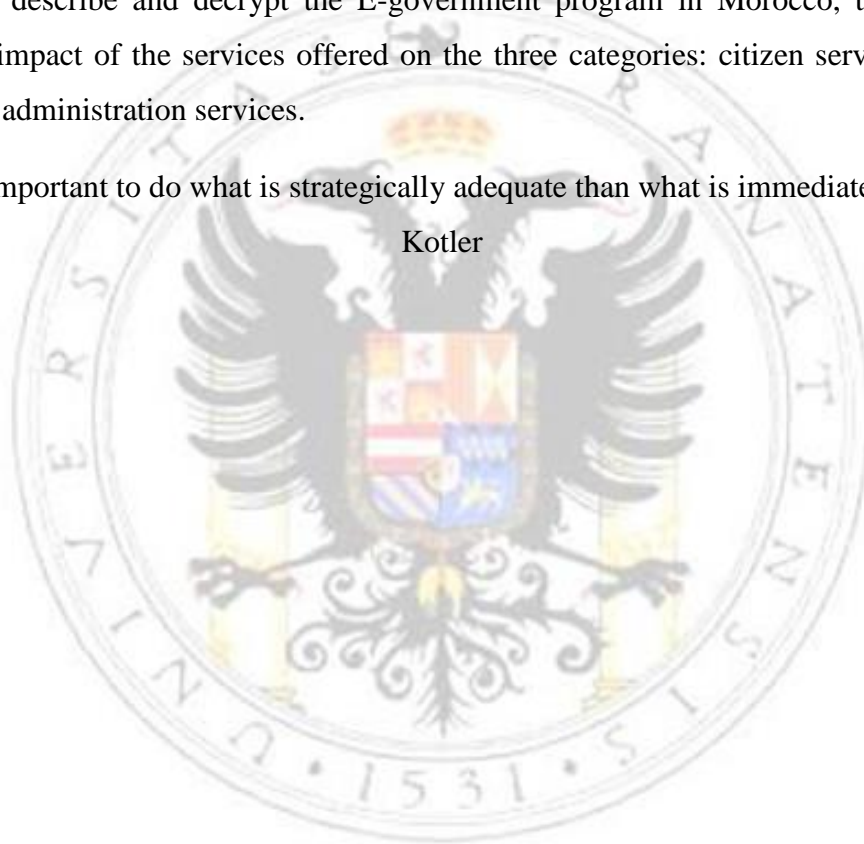
In order to rectify the shortcomings and take over from the first plan, the Moroccan Government has just been endowed with a four-year strategic plan for the development of ICTs in the country in July 2016. The Plan "Maroc Digital 2020".

"One of the problems that hinders the progress of Morocco lies in the weakness of public administration, in terms of governance, efficiency or quality of services offered to citizens", in his speech of 29 July king Mohammed VI in the occasion of the feast of the throne. A royal critic who intervenes to ring the alarm bell, and to announce draconian measures for the improvement of public governance and the advancement of projects and reforms in progress.

Designed to describe and decrypt the E-government program in Morocco, this work will analyze the impact of the services offered on the three categories: citizen services, business services and administration services.

"It is more important to do what is strategically adequate than what is immediately profitable"

Kotler





## 1. Objective General and motivation

The work in this master thesis is focused in the issues related with public administration in Morocco. Our objective is to study how the new technology of communication and information are implemented in the program of E-government in Morocco and Citizen's relationship management.

To accomplish the general aim, the following specific objectives are considered:

- Analyze the impact of information and communication technology on Marketing
- Analyze customer fidelity in the Electronic Customer Relationship Management approach
- Analyze the relationship between customer relationship management and Citizen's relationship management
- Analyze how the electronic customer relationship management (E-CRM) Support E-government services?
- Analyze the E-government approach in Morocco and its different services offered to citizens
- How does E-government take advantage of E-CRM?
- The impact of E-government on Moroccan citizens

## 2. Methodology

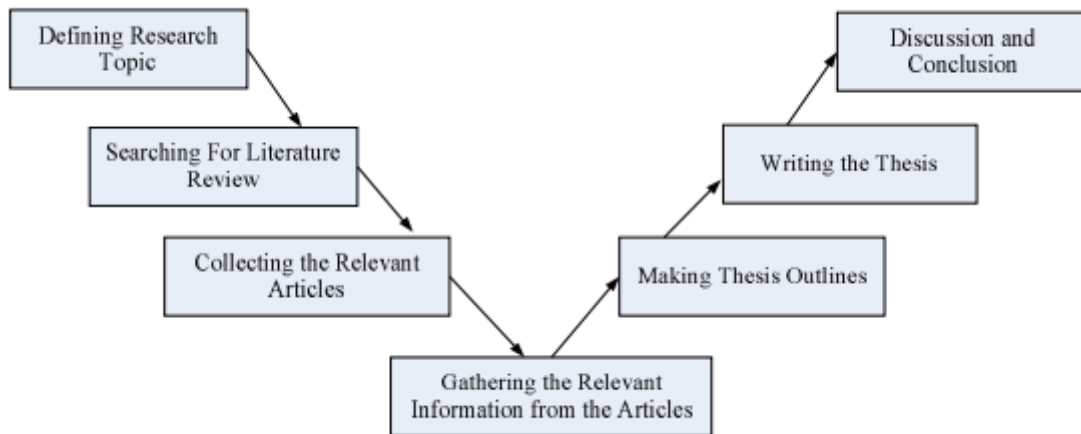
In this section, the research process, design, and strategies that I have chosen are being discussed. The main focus of this section is mostly on the research strategies that are being used by the researcher for this thesis. To be able to get adequate and reliable information, I have done literature review.

I have done this by accessing to the electronic databases such as the Faculty of Education, Economics and Technology of the University of Granada in Ceuta, and scholarvox.com, articles, conference papers, journals, few books, and other sources available on the Internet through search engines such as Google. To accomplish this thesis, and to be able to answer to the research questions based on literature reviews, which also has involved a review and synthesis of results from publications available on the Web. To get the theoretic connection I have also studied other literature in the subject field. I have therefore tried to gather and declare some relevant facts by visiting some public's administrations in Morocco, Ministry ... to help me know the real conditions and situations of using e-Government in those places. I studied each

document one by one to be capable of finding the suitable information that supports me answering my research questions. Then, based on what I have found, I made the thesis outlines and started to merge the sentences and making sections for the thesis. Research questions are then answered based on my literature studies.

On the other hand, some new sources of information may be available for me when I am in the middle of writing my thesis. Therefore, I confidently make use of them if I found some critical information that can assess my writing and add more value to my thesis. The last step is to go through the whole thesis and try to analyze and finally to summarize the whole thesis and include my discussion and conclusion

*Figure 1 research strategy*

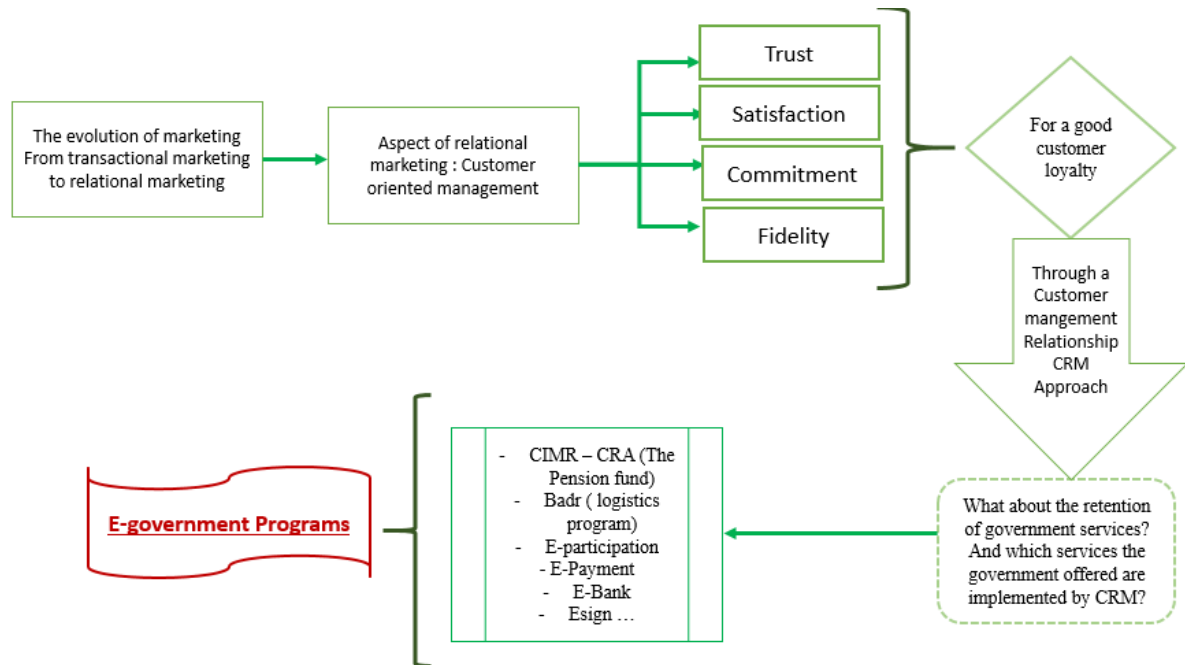


Research strategy is the collection of steps in which a researcher can follow to be able to answer the research objective. There are different strategies in which a researcher can obtain. For this thesis, web-based survey, and is the essential ways for me to gather more information about the e-government of Morocco. As the main strategy, I have done literature reviews and studied online forums and available questionnaires to find out how e-Government is implemented in Morocco and what are the obstacles for implementing and developing e-Government in Morocco. We started our thesis with a literary explanation of the impact of TICs on marketing while tracing its evolution, arriving at one of its primary aspect for a consumer loyalty, we have given a chapter to the approach customer Management relationship which is the approach and strategy for the continuous improvement of the relationship with the consumer.

To be clear, this chapter shall consistently distinguish between CRM as private sector customer relationship management and CiRM as public sector citizen relationship management, and CRM/CiRM where concepts apply equally to both private and public sector. Although CRM is

now a powerful tool in business, it has taken a decade of trial and error to realize CRM's potential. Government has not yet arrived at a strategic understanding of how to apply CiRM effectively and maximize citizen.

Figure 2 chapter Sequence



### 3. Structure of the document:

To carry out this work, I thought it useful to put this master thesis into four chapters:

**Chapter 1:** It will be devoted to customer orientation or relational marketing, I will begin by illustrating customer orientation and especially the transition from transactional marketing to relational marketing, this evolution will lead to more detailed marketing relationship and will focus on a large part on the literature of loyalty which is a fundamental aspect for the sustainability of customer relationship.

**Chapter 2:** For a good customer relationship we must call for a strategic approach, which explains the choice of chapter two, entitled "Customer relationship management"; I will begin with the understanding and presentation of the CRM then I will evoke the new perspectives of CRM, the transition from the description of CRM to Electronics-CRM. It is essential to talk about the impact of the application of electronic software in customer relations from the point of view of companies and customers.

**Chapter 3:** Who will initiate our research study and deal with the E-government and explain how the E-CRM take advantages of E-government.

**Chapter 4:** In this section, we aim to identify the main lines of the Moroccan Government's marketing communication strategy, while analyzing well-defined statistics. We will discuss the impact of E-government on citizens Moroccans.



## I. Chapter 1: Evolution of Marketing

### Introduction:

Customer Focus Relationship marketing is a key element for government today, hence targeting, attracting customers (people and businesses), especially good customers, is a key factor in the success of many country. Thus, we will begin the study of this chapter by the increasing importance of a client-oriented strategy for the company (the government), and the shift from transactional marketing to relational marketing.

From this we will focus on the importance of relational marketing, by studying its missions, its success factors, its advantages, and its limits.

In this chapter we will try to present the new customer orientation in the prospects of a relationship marketing.

### 1- History of Customer marketing

We will begin by defining and relating the history of the client marketing concept, understand the need for customer analysis, explain the transition from transactional marketing to relationship marketing and understand client capital. Between product and sales marketing has become a new discipline that aims to orient the company's offer according to customer and market needs, according to experts, customer marketing is seen as a "new generation"<sup>3</sup> marketing .Previously, industrialists created a product and put it on the market. Either customers would buy and buy, or they would did not like and the products remained in the shelves. Today, the hyper-competitive economic context prohibits such an approach. To be sure to sell their stocks, companies are forced to listen and anticipate the expectations of the market, and therefore the customer.

This means that customer marketing will better orient the work of product marketing through better knowledge of customers and its target market and allows it to predict their behaviors and optimize their interactions at each point of sale. And reconcile the two brothers' forever enemies: marketing and sales.

Companies have well accounted for the importance and necessity of this new approach and discipline of customer marketing. This new concern has become very important especially among industrialists than in the service market. This forced them to move from an old approach

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<sup>3</sup> Jean-François Dhénin & Souhai Azmani, "Management of the commercial relation", Ed: Bréal, Rosny-Sous-Bois, 2004, p59



that was "The important thing is to produce" to a new approach that will be "the important thing is to sell" in order to refocus their concerns around the customer.

Within a few years, companies have had to move from a product-centric activity to a client-centered activity. Which means in a way is to have knowledge on what good product to offer customers and that will be intended for purchase.

As a result, companies are increasingly determined to be truly listening to their customers in order to anticipate their needs.

For to anticipate rather than react, today is the tendency of companies to face changes in the customer, adapting it is already too late, moreover it has always been more relevant with the evolution of global competitive business and customer base.

One of the statements of General Mac Arthur, who liked to repeat: "Two words sum up almost all the battles lost: "TOO LATE"<sup>4</sup>

In essence, we can say that the customer must be placed at the heart of the company's strategy to win the battle, which means the company must show and "Sell the right product at the right price for the right customer at the right time"<sup>5</sup>, and anticipate his needs.

As we will see in this history, the appearance of the concept client marketing is the result of an evolution in the way businesses operate. After the war, companies had no difficulty selling their inventories.

**From the 50s to the 2000s:**<sup>6</sup>

- **Orientation " products "**: the 30 glorious ones allow full employment and the emergence of a consumer society, households are massively equipped, which is reflected in a very high request. Throughout this period, companies will improve their offer more and more product and distribution techniques.

- **1950-1960 Reconstruction and Push marketing:** For companies, it is a matter of mass production; Companies simply have a product orientation, that it must meet customer demand.

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<sup>4</sup> Economic Intelligence (2005), course CESEM Reims France

<sup>5</sup> Véronique CHAPRENET-BOUCHARD, Excerpt from the conference, "LE Yield Management", 28/02/2012, p 12.

<sup>6</sup> A. Adnane, "Customer Relationship to Relationship Marketing: CRM" Thesis, 2012, p 13 the Internet. Companies, whatever their sectors, will concentrate their efforts on service and customer relationship management CRM (in English).



- **The 1970s Market Segmentation and Mass Markets:** Companies are starting to optimize production to reduce manufacturing costs, approach is always focused around the products;

- **The 1980's "consumer" and One to Many:** Customers become more demanding, companies have been trying to improve their production process and the quality of their products.

Since the beginning **of the 1990s, customer orientation and the One to Some** have changed dramatically with the reversal of the marketing paradigm: Product to customer orientation. The 90's marked the beginning of the customer's era. Client databases are multiplying, the rise of direct marketing highlights the advantages of direct relationships. Access and information channels are proliferating. The 1990s and the following years marked a refocusing on the customer.

Undoubtedly, the 2000s reversal of relationships - supplier and the One to One: Will mark the intensification of this customer trend with the emergence of the concept of marketing One to One or customized marketing: a specific offer for each customer possible mainly through the advent of

## **2. The use of customer marketing in business strategy**

In a recent book, Jean-Marie Druvante of companies like Apple, Sony and TAG Heuer for the spectacular growth of their sales in established and stable markets. These companies have been able to challenge marketing conventions through innovation, advertising or other aspects of their marketing policy. Another book, Radical Marketing, crown companies like Harley Davidson or Virgin who have developed an original vision of marketing. Instead of investing in market research and costly advertising, they have limited resources by maintaining close relationships with their customers and creating solutions tailored to their needs. "There is not only the customer marketing! " What about the product in all of this? <sup>7</sup>

With very few exceptions where innovation, the power of the brand exceed others, barriers to enter are strong, commercial exclusivity ... Etc. It is impossible today to come up with a product and think that customers will only see this one. And while innovation can put barriers to enter, do not think that the situation is definitive: see the situation of BlackBerry, Samsung's offer to Apple, Kodak's dominance in the 80s; So nothing is never achieved. You offer a new TV Full HD, four other brands offer the same, ten stores on the internet offers the same; You offer it cheaper? At 1000 € per unit, the customer does not want to test your customer service, he will

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<sup>7</sup> Kotler P; et al, « **Marketing management** », 12eme Ed: Pearson, Paris, 2006, p15.

go in a brand that he knows or has been recommended to him; You propose a big reduction on clothes, but it is necessary to wait three weeks, unless it is pleasant, the customer prefers to go buy it on another place; adapting products to demand, offering innovations and trends will always be product side concerns but revenues will always remain a customer concern.<sup>8</sup> "There is not only the customer marketing! " What about the product in all of this? To talk about the brand and the customer is to talk about who the egg or the chicken were the first to appear on earth. The answer is quite logical:<sup>9</sup>

- a) To have customers, you need products.
- b) To have a brand you need customers.
- c) To have a lot of customers you need a brand.
- d) To keep a brand it takes a lot of customers or it has to be adapted to not lose its appeal.

In case the brand does not have a bad reputation the company can do all of its actions without trying to figure out why your best sellers are not working or more. The Marketing client will allow them to either optimize, or to develop the brand and take the lead on its competitors. Customer marketing can be used in many business cases:<sup>10</sup>

Low margin sectors: customer marketing allows companies to achieve long-term profitability by developing a relationship that puts them in a position of control over customer value and their investments in acquisition, loyalty and retention.

High growth sectors: The stakes are multiple, in the first place it is important to understand why the market is growing, who are the customers, why they come and to drive growth. Second, the sector is growing but not always, it is necessary to anticipate the next step: the control of the slowdown.

Competitive sectors and / or sectors without growth: in a customer policy make the difference when it is simple and advantageous to go to the competitor. The loss of a customer has a direct impact on the company's business.

Exclusive luxury sectors: the quality of the relationship is important, recognition is mandatory, knowing that a customer has bought jewelry in New York to serve it better in Dubai is a priority for the company.

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<sup>8</sup> <http://marketing-client.com/definition-du-marketing-client/>

<sup>9</sup> <http://marketing-client.com/definition-du-marketing-client/>

<sup>10</sup> <http://marketing-client.com/definition-du-marketing-client/>, Ibid.

### 2-1 What we expect from customer marketing?

As a product interface it is not only that customer marketing responds to customer needs but anticipates needs and responds to questions in a suitable way, anticipates needs in particular for future events, Offers and services as soon as the customer needs it and is likely to react or even because he does not know the scope of the company's offer.

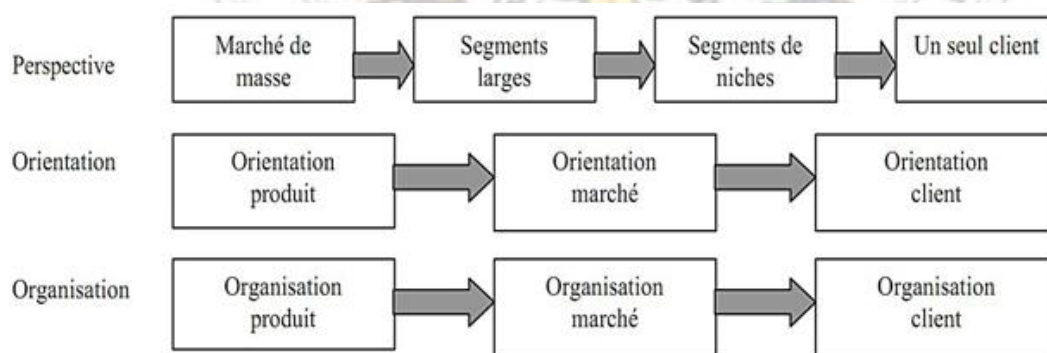
On the one hand, the marketing client wants to master the customer value and adapt the devices according to this value, understand the customers to drive the company and anticipate the events. Customer-oriented marketing can be defined as "a marketing that focuses on understanding and satisfying the needs, desires and resources of consumers and customers"

In place of those in market segments or mass marketing.<sup>11</sup>

In customer marketing, brands treat each consumer individually (Sheth, Sisodia and Sharma, 2000).

Then the client marketing approach, the consumer is center of the preoccupations that are directed towards economics relations. Individual and personalized management of merchant contacts has become the norm. We speak of a paradigm shift (Crié, 2001), where a "traditional" marketing focusing on a competitive "product" and its position is giving gradually a way to client marketing focused on relational globality.

*Figure 3 illustrates the evolution towards client-oriented marketing<sup>12</sup>*



**Source:** Sheth, Sisodia and Sharma, "Evolution towards customer-oriented marketing" .2000.

Following the development and evolution of this new client-oriented approach, several concepts such as relational marketing as we will see in this chapter, the CRM and the One to One will be seen in a second chapter. The managerial and academic literature uses these

<sup>11</sup> <http://www.ebs-paris.com/pdf/20082009/review-science-management-12>.

<sup>12</sup> Sheth, Sisodia and Sharma, "Evolution towards customer-oriented marketing" .2000

concepts to designate the same thing or its constraint. A strong similarity turns out between customers marketing that is done from relational marketing.

### 3. The relational Marketing

#### 3-1 The History of Relational Marketing

Relationship marketing has its roots in various areas of marketing and management (Gummesson, 1999; Muller and Halinen, 2000).<sup>13</sup>In particular, industrial marketing has contributed through its networking model. The marketing of services has developed the areas of quality of service and relationship as well as customer loyalty. Sales and distribution management provided insights into networking and customer interactions.

The total quality management have also been based on notions of perceived quality by the customer and customer satisfaction, values today dear to relationship marketing. In addition, the development of new communication technologies has enabled major innovations in database marketing as well as in direct marketing (Data Mining, Knowledge Management, e-marketing, CRM and e-CRM, ...).

According to Christian Grönroos (1995, 1997), which defines relational marketing as: "Relationship marketing is the identification, establishment, maintenance and development of relationships with customers and other partners, with profit, so that the objectives of the parties involved are met".

This is achieved through mutual exchange and fulfillment of promises made. These definitions seem interesting and quite comprehensive because it highlights the following points:

- The relationship is long-term and evolves over time.
- Relationship marketing concerns not only the clients but also the other partners of the organization (model of 6 markets).
- The different parties are active in the relationship (both the client and the supplier).
- The relationship is profitable for each of the parties involved (win-win relationship).

The main objective of relational marketing is: To optimize the commercial performance of the company by developing a close relationship with each potentially interesting customer.

This relationship is based on a good knowledge of the customer, on the satisfaction of his expectations and on his loyalty. Which mean, relational marketing focuses more on developing

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<sup>13</sup> Anne-Christine CADIAT & Chantal DE MOERLOOSE, Seminar "The impact of the Internet on the management of customer relations, 4000 Liège Belgium; P 04-05.



customer shares than on conquering market shares. To expand its customer base, the company will seek to expand the scope of permission granted by its customers individually (Godin, 2000).

In this perspective, companies favor an intensive and concrete marketing, connected to life, the main objective of which is to transform each transaction into a relationship based on the principle that the sale is only a step in a process more complex because each client has its own socio-cultural characteristics and individual characteristics. Relational marketing tries to understand the complexity and relativity of behaviors in order to build strategies and marketing processes that are more clearly driven by downstream.

This means that the client relationship will allow to analyze precisely the needs and to process the requests in order to put at the disposal of the important computer means, accessible to a growing number of companies, and this democratization of process technologies, change both the competitive, behavioral and strategic opportunities of the company.

Beyond the relationship with the customer market, relational marketing also aims to optimize the various relationships that the company maintains with its internal market, its market of suppliers and partners, its market of "influencers", its market Recruitment and its reference market (Peck, Payne, Christopher and Clark, 1999).

In this article, we will focus on the relationship between the organization and its clients:<sup>14</sup>The concept of relationship is closely related to the notions of networks and interactions (Gummesson, 1999). The relational company will develop on the basis of its relationships with its markets. These relationships are composed of interactions and form networks. These networks give rise to collaborations and partnerships that will enrich each of the members who participate. The marketing strategy depicts two paradigms, each representing the end of a continuum: the transactional paradigm and the relational paradigm (Gronderies, 1991; Mon, 1999; Gummesson, 1999).

### 3.2 Definitions and evolution of Relational Marketing

As can be seen from Table n°1 since Berry (1983), several definitions have been given to the concept of "relational marketing". Nevertheless, although these definitions differ on a few points, they do coincide with certain elements. Several definitions (Morgan and Hunt, 1994, Gronroos, 1991) are derived from that of Berry (1983).

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<sup>14</sup> Anne-Christine CADIAT & Chantal DE MOERLOOSE, Ibid, p 06.

However, each of these authors tried to add their contribution in order to complete it. Some of them believe that trade must be successful and that the resulting relationship must be successfully implemented (Morgan and Hunt, 1994).

Others argue that the relationship should not be limited to an exchange relationship between the firm and the customer, but rather extend to a relationship between the company and all those involved (Gronroos, 1991; Morgan And Hunt 1994, Sheth and Parvatiyar 1995). Even with all the researchers' interest in the definition of Berry (1983), it remains limited and incomplete since it fails to present the main components of a relational approach.

The analysis of table n° 1 gives a few examples: customer orientation (Benamour and Prim, 2000), the long-term perspective (Benamour and Prim, 2000, Ivens and Mayrhofer, 2003; Kinard and Capella, 2006; Tseng, 2007; Durif et al., 2008; Ekiyor et al, 2010), Mutual benefit (Bruhn, 2003, Kinard and Capella, 2006, ElOmari, 2008, Theron and Terblanche, Badri Narayanan, 2005), trust (Verhoel et al., 2002, Palmatier et al., 2007, Arnette and Badrinarayan, 2005) and satisfaction (Wilson et al. , 1995; Simpson and Mayo, 1997). After analyzing several challenges of relational marketing, the most surprising is that each of them uses a multitude of terms to qualify it. Some authors have argued that relational marketing is a set of interaction and networks and adds that it is important to maintain and solidify this network of relationships continuously (Shani and Ghalasani, 1992, Gummesson, 1994-2002). Others, such as Benamour and Prim (2000) and Tseng (2007), I see as a client-oriented strategy that creates added value for both parties and ensures long-term benefit. Benamour and Prim (2000) also identify it as an attitude based on the emotional, functional (economic) and temporal orientation of the client, as well as on contextual elements. Gronroos (2004) sees it as a process of different phases ranging from identifying potential clients to maintaining and building strong relationships with them so that they can generate positive word-of-mouth. The definition of relational marketing that seems the most appropriate for the study is the one put forward by Ivens and Mayrhofer (2003), which links the two main variables to which this study relates: relational marketing and loyalty. The only problem is that it fails to say the key components of relational marketing mentioned in the literature. They are therefore included in the following definition: Relationship marketing is about building lasting relationships with clients or groups of clients, selected based on their potential contribution to the success of the business. The goal is to win and retain customers through a relationship based on trust, commitment, communication and satisfaction.



*Table 1 the different definitions of relational marketing in the Littérature<sup>15</sup>*

Authors	Definitions
Berry (1983)	Relational marketing aims to attract, maintain and develop relationships with customers.
Gronroos (1990)	Relational marketing aims to establish, maintain and develop relationships with clients and other partners, at a certain level of profit, so that the objectives of the Parties meet; This will be achieved through mutual exchange and fulfillment of the promises.
Shani and Chalasani (1992)	Relational marketing is an integrated effort to identify, maintain and build a network with individual consumers and continually strengthen it through interactive, individualized and real-world contacts Added value over a long period of time in order to ensure the mutual benefit of the parties.
Morgan and Hunt (1994)	Relational marketing refers to all marketing activities oriented towards the establishment, development and maintenance of exchanges Successful relationships in lateral, internal, purchasing and supply partnerships.
Gummesson (1994)	Relational marketing is the marketing designed as relationships, Networks and interactions.
Sheth and Parvatiyar (1995)	Develop close interactions with customers, suppliers and competitors to create value as a result of collaborative and cooperative effort.
Batch and Prim (2000)	Strategy aimed at profitable customers who want to engage in a relationship, intended to maintain and improve this relationship, and associated with a relationship of exchange and continuous and personalized interactions Allowing the creation of social links between the company and the client.
Ivens and Mayrhofer (2003)	Relational marketing consists of establishing lasting relationships with clients or groups of customers, cut based on their potential contribution to the success of the company. The goal is to conquer and retain its customers through a win-win relationship
Bruhn (2003)	Relational marketing covers all actions of analysis, planning, realization and control of measures that initiate stabilization, intensification, and

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<sup>15</sup> Updates to Goala 1998, p 32

	reactivation of business relations with stakeholders of The company-essentially customers-and the creation of mutual value with all parties
Grêinroos (2004)	A process that moves from identifying potential clients to establishing a relationship with them, and then maintaining and strengthening this relationship in order to ensure favorable references and generate positive word of mouth for The company.
Arnette and Badrinarayanan (2005)	The ability of a company to identify, develop and manage cooperative relationships with their main clients through trust, commitment and communication.
Karimi and Capella (2006)	The goal of relational marketing is to build mutually satisfying long-term relationships with customers, suppliers and distributors in the hope of winning and maintaining their preferences and Long term business.
Tseng (2007)	A strategy that allows the company to withdraw the maximum value of customers, which will contribute to the long-term benefit of the organizations.
Durif et al (2008)	Multilateral strategic Perspective based on a deep knowledge of the partners and on a number of contractual standards, with the objective of creating, developing, consolidating and avoiding the breakdown of a relationship, and which Allows the maximization of the long term benefits of all involved stakeholders.
EI-Omari (2008)	It is a concept based on the creation, innovation and long-term optimization of mutual benefits between companies and their clients.
Ekiyor et al (2009)	A business practice that focuses on long-term relationship with clients. His new contribution to marketing theories is to retain existing customers and build strong relationships with them, instead of continually looking for new customers.
Theron and Amy (2010)	Relational Marketing is essentially the establishment of relation at all points of interaction with the client, with the intention of Create profits as much for him as for the business.

Source: Updates to Goala 1998

Relational marketing is a variation of marketing based on the interactions and nature of these medium-long-term interactions between the sellers on the one hand and the buyer and / or

consumer on the other. It therefore seeks to emphasize the quality of the contact established with the buyer and / or the consumer.<sup>16</sup>

Relationship marketing is about building lasting relationships with clients or groups of clients, selected on the basis of their potential contribution to the success of the business. Born at the end of the 1980s in a context of economic crisis, relational marketing is based on building customer capital, which means on the maintenance of the core customer loyal to the brand. To do this, the company has three levers:<sup>17</sup>

The creation and exploitation of databases, which make it possible to propose tailor-made offers. The relationship with the consumer. The company must stage it, star it, and touch its affective, to motivate it by giving meaning to its actions. This role of facilitator can equally apply to the other publics of the brand: intermediaries, suppliers, employees, sales force.

Information about itself. The consumer has become informative, it is an addict of brief, hot information, flash and direct, and it is in a culture of zapping. This is why the notion of effortless; is very present in him: it guides his approach towards information predigested, easy to absorb, simple to decipher. It seeks information on three topics:

- Products.
- Comparison of products

The producer in all its dimensions (organization, citizen, shareholders, eigenvalues, managers, functioning).

Relational marketing consists in accumulating consumer information in databases. Its vocation is then to evaluate the contribution of each customer through the analysis of past sales and then to stimulate it through the tools of direct marketing, fax, mailing, telephone, and internet. Relationship marketing can therefore be broken down into three phases, collection, analysis and stimulation. These three elements must obey the notion of feedback and feedback on each other.

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<sup>16</sup> <http://www.e-marketing.fr/Definitions- Glossary / Marketing-relation- 238323.html>

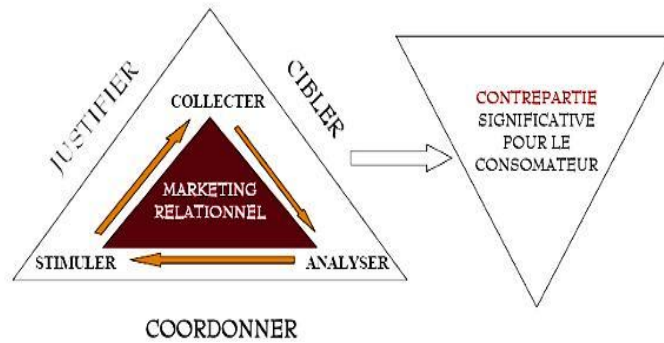
<sup>17</sup> A. Adnane, Op.cit, p 29.

Figure 4 the three phases of relational marketing<sup>18</sup>



Source: Relational marketing HETZEL Patrick and MORIN-DELERM Sophie. (2002).

Figure 5 targeting, Justification and coordination and relational interests<sup>19</sup>



Source: HETZEL Patrick and MORIN-DELERM Sophie «Relational Marketing» (2002).

From these two figures it can be deduced that the relationship marketing recites the notions: Segmentation, targeting to represent the massive relationship of markets, and also authentic coordination and also the notion of imperative justification of marketing and communication, of the actual counterparts for the consumer that are owed by the marketing operations.

Finally, we see that relational marketing does not have the objective of prospecting, but of loyalty, because its approach to customers can be defined by using communication tools that are generally non-media and which are intended to establish personal relationships well-developed long-term goal while optimizing the performance of the company to its customers.

<sup>18</sup> Relational marketing HETZEL Patrick and MORIN-DELERM Sophie. (2002).

<sup>19</sup> Relational marketing HETZEL Patrick and MORIN-DELERM Sophie. (2002).



### 3.4- The differences between customer marketing and relational marketing

The differences between customer-oriented marketing and relational marketing: for Sheth, Sisodia and Sharma (2000), it is important to make a clear distinction between customer-centric marketing and relational marketing.<sup>20</sup>

The practice of effective relationship marketing requires an organization that adopts a customer orientation. On the other hand, the reverse is not always true, as customer-oriented marketing can be done without relational marketing.

### 3.4 From Transactional Marketing to Relational Marketing

As the name shows, transactional marketing is refocused on the act of purchase, so its vision, is generally short-term, with the aim of concluding the sale. As opposed to a relational marketing that aims at the long term according to the factor of satisfaction that should allow the fidelity of the consumer.

Sabine Flambard-Rnaud explains: "The evolution of the marketing concept is profound. For many decades, the marketing of the transaction prevailed; the marketers preferred to ignore the relational processes deemed too costly and too complex to manage in favor of brand loyalty by favoring mass communication<sup>21</sup>. But finally, we can legitimately ask the question: what is the real contradiction between these two paradigms?"

There is obviously a filiation between the two concepts, transaction and relation which reflexive, because the relation is a factor of transactions that is to say that there can't be a relation without a transaction. And it is the loyal product that will be one of the possible elements playing the role of such a transition, which naturally gives way to the possibility of relational substance in outside the stage "product fidelity" stricto sensu "analysis Dominique Crié.<sup>22</sup>

This recent focus is now focused on the attention of many researchers (Aurier and Dubois, 1995) and relational marketing is currently emerging as a major area of marketing strategy that acquire generic strategy status as opposed to transactional marketing (Anderson et al., 1994). The concept of relational marketing is often mentioned in parallel with transactional marketing. Both find in their opposition their condition of existence: the relational marketing makes sense

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<sup>20</sup> Marc FILSER & amp; Blandine ANTEBKIAN, Ibid. P 221

<sup>21</sup><http://www.e-marketing.fr/Definitions-Glossaire/Marketing-transactionnel-238330.html>

<sup>22</sup><http://www.emarketing.fr/DefinitionsGlossaire/Marketingtransactionnel238330.htm#iikBbmTpQWRtyWOx.97>  
Dominique crié Professeur des universités IAE Lille

only through its opposition to transactional marketing and vice versa (N'goala, 1998; Flambard, 2002).

The following paragraphs will first define the notion of transactional marketing, and then describe the differences between this approach and the relational approach. They will then present the best possible choice that marketers should follow to keep the majority of these clients: relational marketing, transactional marketing or both sets.

*Table 2 evolution of marketing approaches<sup>23</sup>*

Product Marketing Approach	The servuction production and sales-distribution stages are separated.
Direct Marketing Approach	Customizing service and communication with the client both in content and in the pressure on each target
Approach Database Marketing	The company sets up a computer for analysis and decision (CRM).
Relational Marketing Approach	Knowledge, recognition, trust and contractual solidarity become the key elements of an overall management of the relationship with clients.
Interactive marketing Approach (cibermarketing)	Allows to go even further in the co-production, by the customer and the company, of the service offered by the company.
One-to-one marketing approach (one-to-one)	Adapts its organization to be able to personalize all of its offer under acceptable economic conditions.

**Source :**

[http://www.docstoc.com/docs/94128132/ppt\\_La\\_GRC\\_et\\_les\\_nouvelles\\_technologies](http://www.docstoc.com/docs/94128132/ppt_La_GRC_et_les_nouvelles_technologies)

### *3.4.1 Definition of transactional marketing*

As the name suggests, transactional marketing is based on transaction. The transaction represents the event during which an exchange of values takes place between two economic actors where each transaction is independent. This is the simplest form of exchange. It takes

<sup>23</sup> [http://www.docstoc.com/docs/94128132/ppt\\_La\\_GRC\\_et\\_les\\_nouvelles\\_technologies](http://www.docstoc.com/docs/94128132/ppt_La_GRC_et_les_nouvelles_technologies)



place at a specific time, has a beginning and an end, is easily known and is of short duration (McCort 1994; Gronroos, 1990).

The transactional approach presents itself as an isolated exchange relating to a specific situation, involving a sum of money or a good on the one hand, and on the other hand the service required by a user (Dwyer, Schurr and Oh, 1987).

In that way, the product, the purchase, the time and the amount of the transaction are valued and the levels are esteemed insensitive to the personality of their partner, but simply expect him to fulfill his obligations (Frisou, 1997).

Two transactional approaches to exchange can be identified as classical and neoclassical (Prim, 2000):

- **Traditional approach:** For this approach, the exchange is a single transaction where all information is contained in the price of the product and the competitive pressure ensures the fulfillment of the contract (Williamson, 1985). By focusing on price as an essential element of exchange, this approach disregards all other elements that may be involved in the exchange relationship, including the characteristics of the parties.
- **Neoclassical approach:** This approach considers exchange as a succession of transactions (Macneil, 1978). According to Webster (1992), repeated exchanges constitute a series of independent exchanges that create no form of interdependence between the parties. Indeed, whereas in the classical approach, only price is a decisive factor, the neoclassical approach expands this analysis by considering repeated purchases as a unit of analysis.

From the above, it can be said that within the classical approach, only price is a decisive factor. The neoclassical approach widens this analysis by considering repeated purchases as a unit of analysis.

#### *3.4.2 Distinction between relational marketing and transactional marketing*

Many authors have attempted to describe the various distinctions between transactional and relational approaches. Prim (2000) and Sabadie (2003) define a transactional client as a client that does not look for links other than the subject of the exchange and that does not fit into a logic of duration. A relational client is defined as a client for whom the exchange is part of a "history of the relationship" and is composed both of the object of the exchange and of the human interactions.

Jackson (1985) mentions a distinction based in particular on the notion of "transfer costs". Indeed, the author identifies two different models of the possible behavior of a client. The first model, known as the "distribution model", presents the situation where the transfer costs incurred by the client are relatively low. In this case, a customer who regularly purchases a certain type of product can easily switch from one supplier to another all or part of its usual orders.

Under such conditions, the client promotes a short-term relationship with its service provider. The transactional approach is then a system well adapted to this clients. The second model, called the "stability model", presents the situation where the transfer costs incurred by the client are considerably high. In this case, the customer makes all his purchases from the same supplier and opts for a relationship based on trust.

The transactional approach is then a system well adapted to this clients. He adds that relational marketing can prove to be extremely profitable when relevant, but it can also be costly and inefficient if not. Gronroos (1994), for his part, evokes the notion of a continuum in which relational marketing and transactional would be the two extremes and whose differentiation is made through several dimensions namely: the temporary perspective (short term versus long term); Price elasticity (high sensitivity of the client versus sensitivity (low)); dominant marketing functions (Mixed marketing versus interactive marketing); the dominant quality dimension (Technique versus functional), Measurement of customer satisfaction (part of the market versus customer management); Customer information system (customer satisfaction versus feedback system); Interdependence between marketing, operational and personal (limited versus high); The role of internal marketing (Limited versus high) and finally the continuum of products (consumer goods versus industrial services). He adds that the strategy chosen by a company offering a service rarely rests on one of the two approaches. From the above, we consider that relational marketing differs from the transactional on several dimensions (time, unit of analysis, etc.). We also retain the existence of a continuum of strategies between the two and that there is always as much room for one as for the other. Indeed, in the reality of the market and to follow the desires of consumers, a company must position itself on this continuum, Table n° 3 summarizes the extreme positions.

To conclude, a company must be able to recognize the type of consumers with whom it operates and, depending on its expectations, apply one or the other strategy or even a mixture of both.

*Table 3 a comparison of transactional and relational strategies<sup>24</sup>*

	<b>Transactional Strategy</b>	<b>Relational Strategy</b>
<b>The duration</b>	Short term	Long term
<b>The marketing priority focuses on</b>	The transaction	The relationship
<b>Services involve customers</b>	Little	Enormous
<b>Profitability comes</b>	of the individual transaction	the relationship with the customer
<b>The social link is</b>	Absent	strong and non-economical
<b>Customer Contact</b>	Discontinuous/moderate	strong continuous
<b>The role of internal marketing</b>	Limited	High
<b>Growth strategies consist of</b>	Search for new customers and make new transactions	Entering the market for current customers
<b>The objectives of the marketing are</b>	Find the volumes of new transactions Aiming at the profitability of punctual and discreet exchanges	Aiming at the profitability of relations Manage internal and external relationships

Source: Inspired by Maisonnas and Dufour (2006)

The following table n°3 shows the continuity and values associated with these paradigms. Between the two extremes of this continuum there are multiple marketing solutions, including market orientation.

<sup>24</sup> <http://www.relationnel.uqam.ca/pdf/abdelmoula.pdf> , p 4

Table 4 the continuity and values associated with transactional marketing and relational marketing<sup>25</sup>

<b>Transactional Marketing</b>	<b>&lt;=====&gt;</b>	<b>Relational Marketing</b>
<b>Short term</b>	Term Perspective	Long term
<b>Exchange Brand/Product Management</b>	Focus	Interactive relationship
<b>Conquest-Market share</b>	Objective	Loyalty Customer's share
<b>Value or price- standardization</b>	Strategy	Value, customization, collaboration, trust, commitment.
<b>Marketing Department</b>	Marketers	Full time marketing + part-time Marketers
<b>Mass Communication</b>	Communication	Personal communication
<b>Market research</b>	Feed-back	Permanent dialogue
<b>Mass Market or segment</b>	Size of the market	1 customer = 1 market

Source : Anne-Christine CADIAT and Chantal DE MOERLOOSE ; Op.cit, p 07.

### 3-5 The forms of relational marketing:

Relationship marketing can take three forms (database marketing, interpersonal marketing and network marketing)<sup>26</sup>

✓ Marketing of databases:

<sup>25</sup> Anne-Christine CADIAT & Chantal DE MOERLOOSE ; Op.cit, p 07

<sup>26</sup> Claude Boisdevésy «Le Marketing relationnel », Ed. D'organisation 2001- p 120

For the sake of simplicity, a database can be defined as a box with a living memory, which can evolve, on demand, according to the needs of the company, new parameters, and new information and, on the other hand, retains all transaction history.<sup>27</sup> Unlike traditional files, they provide the malleability necessary to enrich themselves permanently from external sources. It offers another major advantage: flexibility of access.

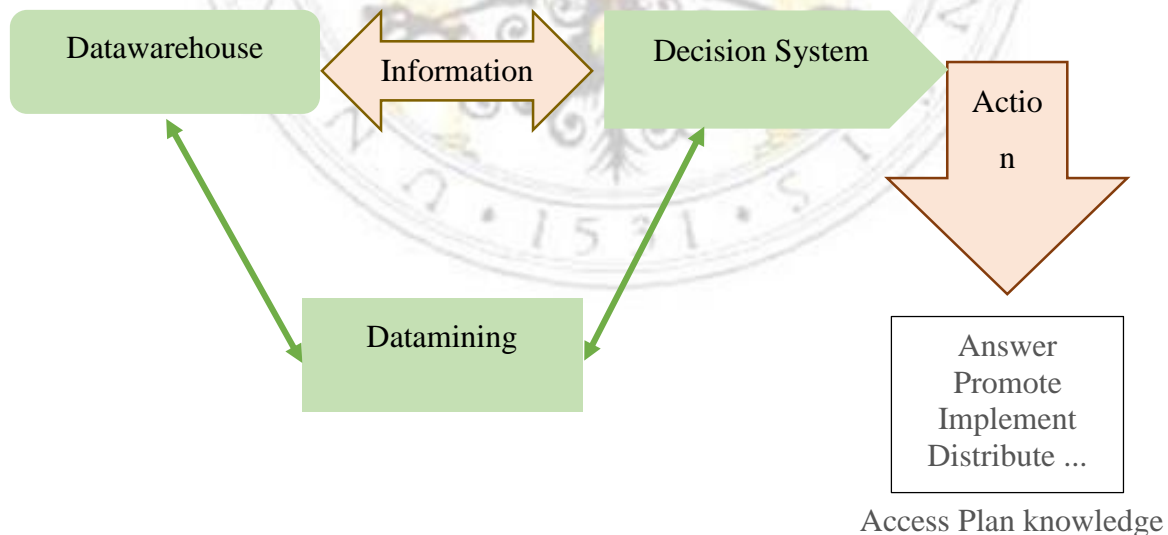
Indeed, databases have tools that allow the user to carry out his queries himself simply without mobilizing an entire IT department. Communicating, prospecting, sorting, classifying consumption behaviors (segmenting), and then transforming them; in marketing actions. It is the role of data (data warehouses) and data analysis techniques (Datamining). Today, this type of support is crucial to loyalty.

Today, with the gradual saturation of markets, the exacerbation of national and international competition means that a strategic necessity is needed now: to retain its customers.

To do this, it is essential to know them, to store the information available to them, to analyze it, to enrich it, to update it, to exploit it.

The databases -BDDM- are indispensable in support of effective marketing in the service of commercial action and the creation of value in the company.

*Figure 6 efficient use of data allows the development of action plans<sup>28</sup>*



Source: Pierre Alard, Damien Diringier, client relationship strategy, Dunod, 2000, p 76

<sup>27</sup> "The strength of a well-managed database", Dossier the art of marketing, N ° 5, Les Echos

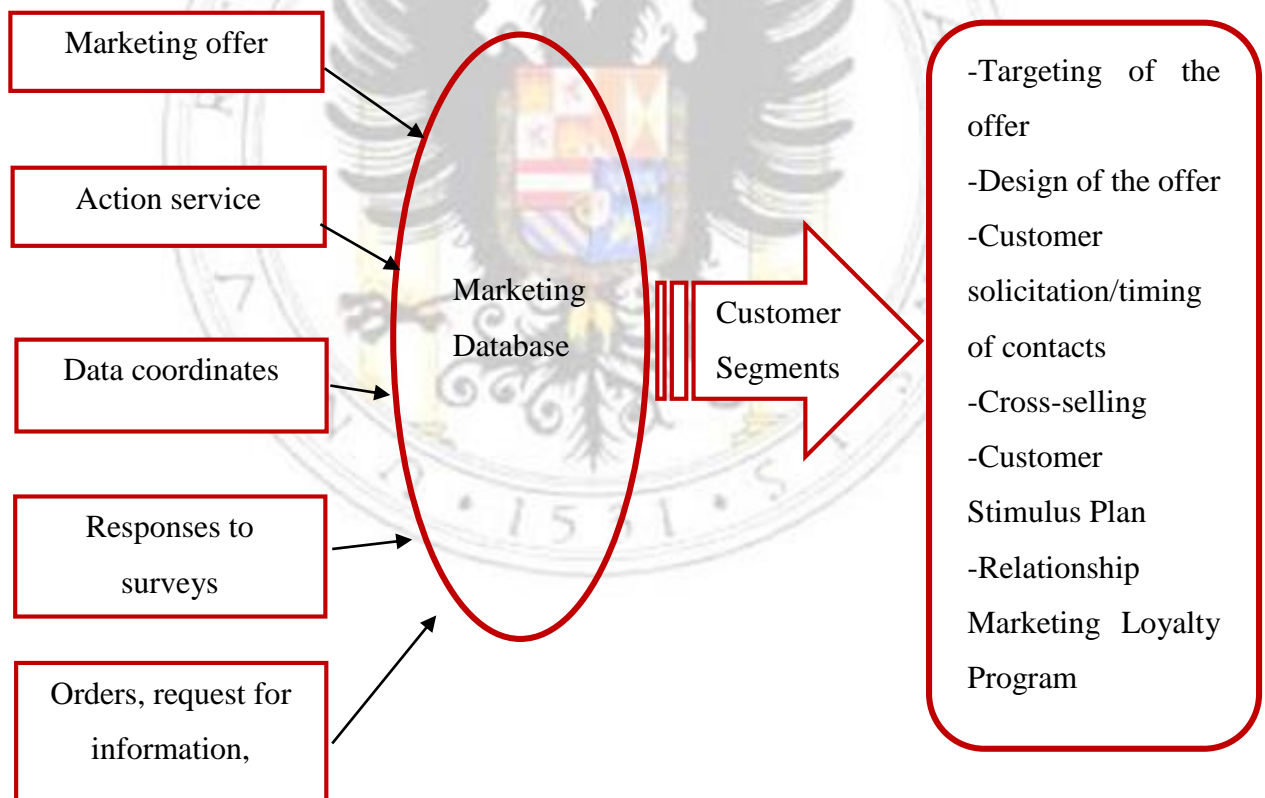
<sup>28</sup> Pierre Alard, Damien Diringier, stratégie de relation client, Dunod, 2000, p 76

The databases are continuously updated and enriched, and all departments can use them for their own needs. Thus, relational marketing can trigger the most targeted actions possible and serve to retain customers.

With this given marketing base the customers are classified as follows:

- The suspect;
- Qualified prospect;
- The occasional customer;
- The regular customer;
- The loyal customer;
- The client ambassador;
- The inactive client

Figure 7 implications and actions based on transaction history<sup>29</sup>



Source: Pierre morget, customer loyalty strategies, tools, CRM and E-CRM, Organizational edition, 2001; p194

✓ Interpersonal marketing:

<sup>29</sup> Pierre morget, customer loyalty strategies, tools, CRM and E-CRM, Organizational edition, 2001; p194



The marketing manager must identify the best customers, recognize their value and keep them. If the company plans to improve quality and increase its customer base in order to increase its market share, it must know the company's lifetime value, while developing more personalized relationships with the company. All this will result in loyalty. This coherent policy requires a strong involvement of leaders is the collaboration of many departments.

✓ **Network marketing:**

The networks are numerous; every identified and homogeneous population is a potential network, which deserves special attention to optimize its action. Network Marketing is first and foremost the story of a customer satisfied. As well satisfied and convinced that he talks to his friends who decide to discover, try, and test the products or services in question.<sup>30</sup> In this conceptualization, the client will be the ambassador of the company; it is a simple and effective way to disseminate quality products and services at the best cost by eliminating all communication costs (Advertising) since advertising is done through word of mouth known as the best advertising. This technique of marketing through Marketing Networks made up of clients-distributors but also and especially to share this opportunity with their "relational" Network Marketing is the easiest, fastest and most efficient way to grow sales of any company, no matter what its products and services and whatever its potential market. The Friends of my Friends are my Friends ... This well-known sentence sums up the Spirit of Network Marketing. All Network Marketing companies recognize the following basic principle: Customers persuaded by your customers are also your customers. In a "Network Marketing" logic, companies pay only customer-distributors who have contributed (directly or indirectly) to the sale or distribution of products and services.

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<sup>30</sup> Jean-Claude Boisdevésy, «Relationship Marketing, Ed. Of Organization 2001- pages 134

### 3.6 - The missions of relational marketing:

Table 5 mission of relational marketing<sup>31</sup>

<b>Proactive Relationship Marketing</b>	<b>Adaptive Relational Marketing</b>	<b>Loyalty Relationship Marketing</b>	<b>Relationship Marketing Partnership</b>
Modify/Structure The target's thinking patterns	Fit in and adapt to the logic (often unmodifiable from the target)	To be faithful, to convince the target of our permanent presence	Turning the target into a partner and advocate

Source : Anne Julien, « Marketing direct et relation client », édition : Demos, 2004, p24

#### a- Proactive relationship marketing:

In its proactive dimension, the contact of the company with these customers is to suggest improvements of the product and to collect ideas of the new products from the reactions.

The company must help the customer identify, structure or recognize their needs before launching the product or before modifying or improving it.

#### b- Relational marketing adaptation:

As part of an adaptive relationship marketing, the company takes the initiative of going or calling to ensure that the product fully meets the client's (tangible and symbolic) expectations.<sup>32</sup>

Companies inquired about the suggestion for improvement. The company should focus on building and maintaining dialogue with the customer. The product can be adapted to its needs where it is needed.

#### c- Relationship marketing of fidelity:

In a relational marketing of loyalty, the company must demonstrate that it can do better, propose improvements adapted to the problems, permanently created value for its customers.

#### d- Relationship marketing partnership:

In relationship marketing partnership, the client is a partner. The client works in partnership with the company to meet the expectations of its customers, serving these ideas to the design

<sup>31</sup> Anne Julien, "Direct marketing and customer relations", edition: Demos, 2004, p24

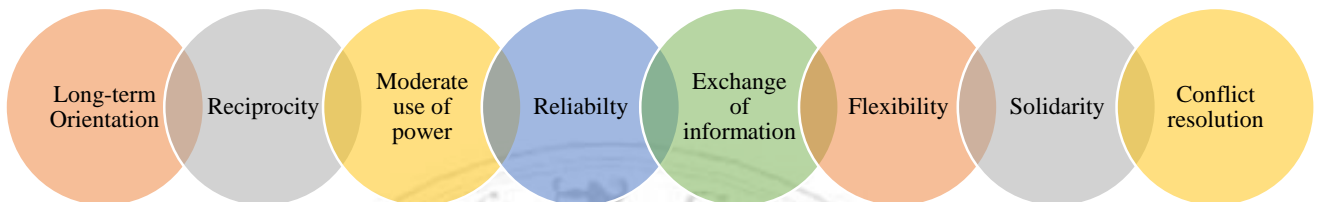
<sup>32</sup> Idems

of new products. The most interesting to remember from the above is the fact of speaking, listening and associating clients with the life of the company.

### 3.7- The Success factors and limitations of relational marketing:

#### *3.7.1-Success factors in relationship marketing*

*Figure 8 success factors in relationship marketing<sup>33</sup>*



Source: Bjorn Ivens and Ulrike Mayrhofer; "The success factors of relational marketing";

Review:

These eight success factors have complementary roles defined as follows: <sup>34</sup>

- **Long-term orientation:** from the first interaction and throughout the relationship, the company must express to the customer its motivation to maintain the exchange.
- **Reciprocity:** in a long-term relationship, it is not necessary for partners to maximize their profits with each transaction, the essential being that the total of the relationship balance is balanced.
- **Reliability:** at each exchange, the contract (formal or informal) established between the two parties defines the roles of the seller and the customer. In a long-term relationship, the tasks performed by the vendor are not always defined explicitly a company aiming to demonstrate its relational orientation will try to understand the expectations of its clients in relation to the tasks to be accomplished, it will endeavor to fulfill its role in a constant way to demonstrate its reliability.
- **Exchange of information:** Coherent information is a prerequisite for any decision-making. The exchange of information that can be useful to the partner represents an undeniable advantage for both parties and is a proof of confidence.

<sup>33</sup> "Success factors in relationship marketing"; Review: marketing decision, July 2003, p15. Marketing decision, July 2003, P15.

<sup>34</sup> <https://www.scribd.com/doc/92202063/Memoire-complete>

- **Flexibility:** Economic transactions are generally based on more or less formal agreements between the parties concerned, with the aim of anticipating future situations. In some situations, the reality may not correspond to the forecasts the agreement. The willingness of a supplier to adapt an agreement to the new conditions of an exchange
- **Solidarity:** in difficult situations, a strong relational orientation can encourage the supplier to offer assistance to the client (to the extent of its possibilities but without immediate counterpart). This aid can be more or less material
- **Problem solving:** In case of conflict, disagreement in the courts is especially harmful to a business relationship. From a relational perspective, the parties involved seek to find a compromise based on flexible practices, favoring the conciliation of the interests of each party, in order to allow the continuation of the relationship concerned.
- **Moderate use of power:** in relations with customers, the company can be in a variety of positions of power. It could therefore use pressure tactics to achieve its objectives. However, these means can make the exchange climate difficult. In order to maintain customer confidence, a firm holding a position of strength will renounce the use of the means of pressure to impose its interests.

### *3.7.2- The limits of relational marketing*

There may be obstacles to the application and the success of a relational policy, one can cite this<sup>35</sup>:

Establishing a personalized and regular communication with consumers is very expensive: cost of buying the database or entering names, cost of computing, cost of media (mailing, voice servers). Profitability is not immediate because we do not seek to generate sales in the short term. All products do not lend themselves to this form of communication: the purchase must be involved (plane, car) and the unit price of the product and its margin allow to amortize the costs of loyalty. For consumer goods, such as chocolate, for example, the investment may be profitable for large groups such as Danone or Nestlé, which have several brands and an extensive portfolio of products. Not all consumers ask for a personalized relationship: The American examples show that the concept of proximity relationship only works on average 20% of consumers.

Many companies are reluctant to invest in the establishment and operation of these databases: Retailers always use mass marketing techniques.

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<sup>35</sup> A.Adnane, Op.cit., p 57



#### 4- Fidelity

The notion of loyalty is inseparable from relational marketing. That said, a Loyalty program, offering rewards in exchange for greater fidelity, is not necessarily mandatory because:<sup>36</sup>

Fidelity programs are created to enable client identification and the collection of behavioral data. But if we already know our customers and if we are already able to follow their buying behavior, such a program is not absolutely necessary.

Fidelity can be achieved through the relevance of communication, the quality of the customer experience, the presence of the advertiser at the right time.

Thus, it can be defined as<sup>37</sup> "the set of techniques aimed at establishing a continuous dialogue with its customers to build customer loyalty to product, service and brand". Today, loyalty is based on genuine customer relationship management.

Customer loyalty and customer relationship management are now priorities for many companies to compete in saturated markets because they played a role that companies have seen as a strategic competitive aspect that differentiates companies from these customers.

##### 4.1- Different steps for customer fidelity:

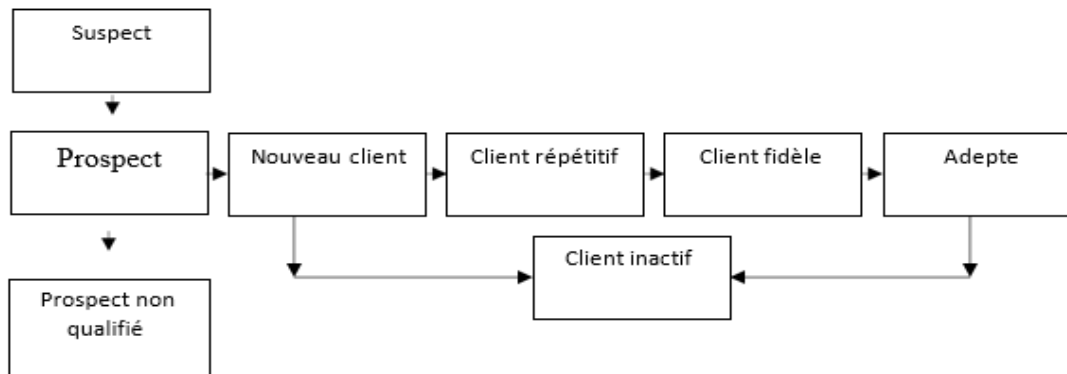
Loyalty to a client involves managing its evolving life cycle and its unstable psychosocial states.

*Kotler and Dubois* in their book *marketing management (2000)* summarize the process of evolving customer behavior towards loyalty in five types of customers namely the suspect or potential customer, the new customer, the repetitive customer who buys several Ibis in a row the product, the loyal customer and finally the follower. Below is the figure that summarizes these steps.

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<sup>36</sup> « **What is the Relational marketing** », Op.cit. , p 03.

<sup>37</sup> Philip Kotler, Kevin Lane Keller, Bernard Dubois, Delphine Manceau, « **Marketing management** » Ed : Pearson Education, Paris, 2006, p 326

Figure 9 the customer development process to become faithful<sup>38</sup>

Source Jean-Marc Lehu, "Customer loyalty": Organizational editions, (2003), p 78

#### 4.2 The main stages of fidelity strategy:

Fidelity follows the same curve as the life cycle of a product:

**Phase 1:** Experimentation of the relationship. The customer is not loyal or unreliable. To begin with, the company must understand that its relationship with customers must evolve over time. Loyalty and reciprocal trust are built selectively and progressively.

**Phase 2:** Expansion of the relationship (birth of fidelity). The company must, above all, learn to know its customer. Fidelity is then considered as very limited because it is not based on a real link but on a superficial (physical) attraction, that of products and prices. Nothing prevents the customer, at this stage, to join the competition if it seduces him by better relations.

**Phase 3:** Take-off of the relationship (introduction of fidelity). The links are consolidating more and more. Before and after the chat, the company is listening to the customer, who takes his side to better know it. Its loyalty no longer depends solely on prices and products. The relationship itself becomes a factor of loyalty, although there is no guarantee that the client will not go (see elsewhere). But henceforth, his attachment to the company can no longer pass for ephemeral. Mutual interest excites-well, each party sees the benefit of continuing the relationship.

**Phase 4:** Maturity of the relationship (fidelity by habits). A prolonged alliance cannot but agree to one and the other, they become an inextricably united one. At this stage, fidelity results from a high degree of customer satisfaction. The life of the couple only reinforces

<sup>38</sup>Jean-Marc Lehu, "Customer loyalty": Organizational editions, (2003), p 78



Their links, in a progressive manner. Customer satisfaction and thus loyalty continue to grow. One can truly speak of fidelity. An exclusive attachment is established.

**Phase 5:** Evolution and development of the relationship

It is an evolution that has become indispensable today, because the consumer needs novelty and diversity. It is when everything goes well that we must rush to think about changing, in order to continue to progress.

4-3- The types of fidelity strategies:

Fidelity strategy is a marketing strategy designed and implemented in order to allow customers to become and remain loyal to the products, services and brand. Fidelity must enable the activity to be monitored and, ultimately, highly profitable. Thanks to the fidelity strategy, the company will develop a certain competitive advantage, generating a stable income and a commercial success since faithful customers will consume regularly.

There are many marketing strategies aimed at implementing all the technical, financial and human resources needed to create a win / win relationship with high-potential customer segments. However, the examination of all these practices reveals two main strategic approaches to fidelity:

- **The reward strategies:** first type of strategy consists of the rewards by cross-selling, coupons, gifts, lotteries, contests, offered for a few days to loyalty card holders are typical examples of this kind of action. (Horizontal development);
- **Strategies for intensifying :** this type of strategy are aimed at the development of consumption of the company's current customers, increasing the likelihood of repeat purchases by offering complementary products and by intensifying the customer's value, in particular through traffic or a greater frequency of use. (Additional reduction over a period limited in time for example) (Vertical development).

These two main approaches to loyalty are characterized by several types of fidelity strategies:

a) The "loyalty product" strategy: <sup>39</sup>

Customer loyalty can be built and structured either around the relationship with the supplier or around the product only from the conception of the product, the range and its variations, it

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<sup>39</sup> Pierre Morgat; Retain your customers strategies, tools, CRM and E-CRM, 2nd organizational edition (2001) p27

consists of following the consumer throughout his life and therefore offering him for the same need, products adapted to his evolution in life, at his age, to his generation.

a) The "anti-attribution" preventive strategy:<sup>40</sup>

This type of strategy manifests itself within the framework of a monopoly; this is a preliminary, preventive approach the company features as if it is in competitive environments (event marketing).

b) The "client ambassador" strategy:<sup>41</sup>

A customer who is strongly attached to a brand that is transformed into an active, effective and motivated sales force by participating in the promotion of the brand or the product for which it is very loyal is called "client ambassador". This strategy consists in turning its best clients into active, motivated, efficient and voluntary sales force.

c) The strategy of "event loyalty":<sup>42</sup>

This strategy consists of satisfying customers by meeting their expectations with regard to unique, punctual and therefore ephemeral events.

To illustrate this strategy, we can give the example of the automotive sector with the launch of a new vehicle or a new range at the moment of the world automotive fair. He concludes that the event marks the customer more, which deduces that this is a real novelty. This will increase his interest in the vehicle: he may have the opportunity to "try it and adopt it".

d) The "service retention" strategy:<sup>43</sup>

The quality of the product or service can lead to consumer loyalty and satisfaction. However, the association of services to these same products will play an important role in this same loyalty indeed, welcoming the customer, listening to him, knowing the advisor, guaranteeing an efficient and quality after-sales service are all factors that are important and consumer to remain faithful as a counterpart to the seriousness and competence of the company.

#### 4-4-Different Approach of fidelity

The term "fidelity" rarely appears alone. Although the majority of marketing research on loyalty has focused on regular purchases of consumer goods (brand loyalty), the concept of loyalty is

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<sup>40</sup> Piece Morgat, op.cit.p28

<sup>41</sup> Piece Morgat, op.cit.p29

<sup>42</sup> Idem

<sup>43</sup> Piece Morgat, op.cit.p30

also important for industrial goods (loyalty to the seller), Services (loyalty to service) and retail sales (loyalty to the store) (Dick and Basu, 1994).

In recent years, research has focused on loyalty in an e-commerce context, known as e-loyalty (Toufaily et al., 2008), the definition of the notion of fidelity continues to be the subject of several debates and controversies. The review of the marketing literature on this subject highlights the existence of three approaches (see Table 6).

The first, purely behavioristic (behavioral), defines and measures fidelity through simple repeated purchasing behaviors (Franck, 1967, McConnell, 1968). The second, cognitivistic (attitudinal), values the attitudinal dimensions of fidelity (Day, 1969, Labarbera and Marzusky, 1983). These two approaches have been gathered around a third current of literature which considers this concept as dual: both attitudinal and behavioral and is part of a composite approach (Jacoby and Kyner, 1973, Dick and Basu, 1994).

The behavioral definition of fidelity, despite the advantage of being easily measurable, has certain shortcomings that have been criticized (Zorgati, 2008). These gaps have given rise to an attitudinal approach, which, while taking into account the motives for loyalty behavior, suffers from a lack of predictive power (Dubois and Quaghebeur, 1997).

As a result of these criticisms, several theorists have suggested that the two dimensions should be assembled in order to speak of true fidelity (Jacoby and Kyner, 1973; Day, 1956). Thus, as Rund le-Thiele (2005) points out, complementary and attitudinal approaches complement each other for the most complete definition of fidelity.

*Table 6 different Approaches to the fidelity Concept<sup>44</sup>*

Approaches	Authors	Definitions
<b>Behavioral or behavioral approach</b>	Brown (1952)	A tendency to buy a given brand most often from past positive experiences.
	Lawrence (1969)	A loyal customer is the one who buys three to four times in a row the same brand.
<b>The attitudinal or cognitive approach</b>	Robinson 1996	A loyal consumer must express a favorable attitude towards a given product/service.

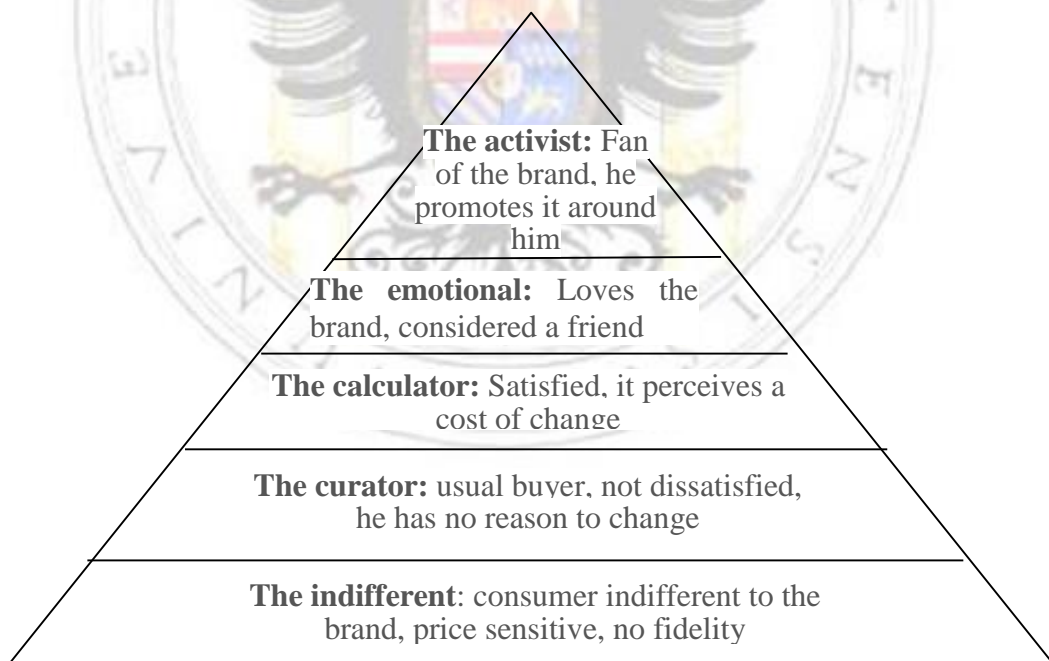
<sup>44</sup> Inspired by Zhan (2008): Degree of importance of loyalty actions, p. 107

<b>The composite approach (to the behavioral faith and attitudinal)</b>	Moulin (1998)	A deliberate repurchase behavior that results from a psychological attachment to the brand.
	Jacoby et Kyner (1973;Day, 1956)	These authors have advocated that the two dimensions must be reconciled so that we can talk about the V rate Fidelity. They define fidelity as a biased behavioral response, as non-random (non-spontaneous) expressed in time by a decision entity, considering one or more marks taken in a set, according to a decision psychological process.
	Dussart, 1983	Fidelity is defined as a tendency to buy with regularity a single brand in a given product category, supported by a favorable and durable attitude towards this brand.

Source: Inspired by Zhan (2008): Degree of importance of loyalty actions, p. 107

4-5-The different levels of fidelity

*Figure 10 the pyramid of fidelity<sup>45</sup>*



Source: Nathalie Guichard, Regine Vaheems; consumer and purchaser behavior, Lexi FAC gestion; 2004 P64

<sup>45</sup> Excerpt from the memory of magister in management, theme: the management of customer relations as an element of consolidation of loyalty: case of companies in Algeria



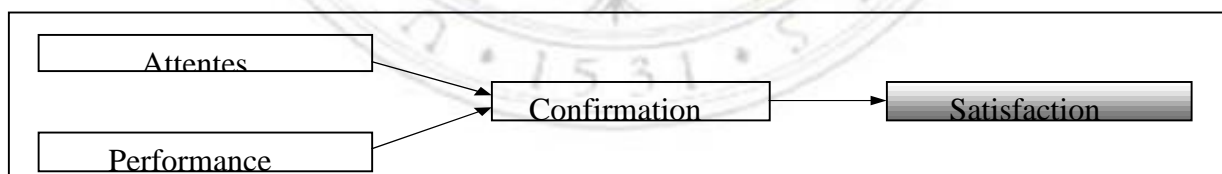
- **The indifferent:** believes that all brands can satisfy him as well. The brand name therefore plays a negligible role in its decision to purchase;
- **The curator:** The mark of the satisfied. At least, it does not give him grounds for discontent sufficient to cause the change of brand. This type of costumé remains vulnerable to competition;
- **The calculator:** Client satisfied but aware of the cost of change. He calculated that it is better to remain faithful because changing trademark would be a loss of money;
- **Emotional:** Who really loves the brand for its history, for its symbols, for its image? His attachment is real;
- **The activist:** Passionately involved in a brand and is proud to possess, use and show it. He has such confidence in the brand that he strongly recommends it around him.

## 5-The strategic importance of customer satisfaction:

### *5.1 Definition of satisfaction:*

Kotler and Dubois define satisfaction as: "A customer's feeling resulting from a judgment comparing the performance of a product with these expectations"<sup>46</sup> Thus satisfaction can be defined as: "the customer's opinion on the level of response of a transaction to its needs and expectations"<sup>47</sup> In general, customer satisfaction indicates how well a product or service meets their expectations. It is therefore essential to distinguish as closely as possible the two components of satisfaction - customer expectations and the quality of the service offered and not to consider satisfaction as an entity (Figure 9).

*Figure 11 the Satisfaction Model<sup>48</sup>*



Source: Evrard Y., consumer satisfaction: state of the art French marketing research. 144-145, P58

### *5.2 The relationship between satisfaction and Fidelity*

If the concept of satisfaction and loyalty are linked, they are also different because a customer satisfies 90% can sometimes prove to be true to only 50%. Only a high degree of satisfaction is retained and can be transformed into observable acts. Conversely, if satisfaction does not

<sup>46</sup> kotler.P and Dubois.B, Marketing Management, Publi-Union Publishing, (10 edition), 2000, P69

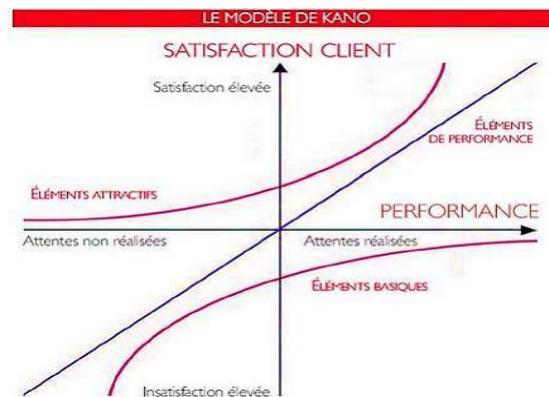
<sup>47</sup> Monin J.-M, quality certification in Services, Afnor Edition, 2001, P108.

<sup>48</sup> Evrard Y., consumer satisfaction: state of the art French marketing research. 144-145, P58



exceed a certain threshold, the client remains dissatisfied and remains susceptible to change provider.

Figure 12 satisfaction and Fidelity<sup>49</sup>



Source: <http://fr.country.csc.com/fr/ne/na/5007.shtml>

Fidelity is optimal when the prescribing customer but also when he says he is less sensitive to prices because of attachment. To do this, you have to multiply the opportunities for contact and create a stronger intimacy relationship.

This recent awareness of the importance of loyalty as part of an increasingly open global competition which makes the conquest of new customers difficult and costly, “it is better to retain loyalty than to conquer”.<sup>50</sup>

This new credo is based on two main ideas:<sup>51</sup> The first postulate is a decrease in consumer loyalty. The latter would have taken advantage of the crisis to challenge their habits, re-use their "purchasing power" and they would have become more "zappers" than ever before. To implement a process of sustainability of the profitability of a company, an approach via relational marketing can be envisaged. This marketing concept proposes a personalized vision of long-term relationships. It is a question of understanding the logic of the networks that underpins relational marketing in order to retain the various actors that allow sustainable success for a company. The relational company aims at satisfying, trusting and committing to retain its most profitable customers and bring them to the highest level of the relationship (Dwyer, Schurr & Oh, 1987, Gummesson, 1999, Peck, Payne, Christopher & Clark, 1999). The prospect will then become buyer, customer, supporter, lawyer and then partner.

<sup>49</sup> <http://fr.country.csc.com/fr/ne/na/5007.shtml>

<sup>50</sup> <http://mdlogistic.tumblr.com/post/81295774972/la-relation-client-aujourd'hui-mieux-vaut>;

<sup>51</sup> Georges Lewi & Jérôme Lacoueilhe, « **Branding management: branding ET e-branding** », Ed: Pearson France, Paris, 2012.p 453.

Customer loyalty allows the company to increase its profitability. Reichheld and Sasser (1990) argue that an increase in customer retention of 5% generates a profit increase of 25 to 95%. Frederick Reichheld (2000) emphasizes the growing importance of customer loyalty on the Internet. Since the acquisition cost of a customer is very high on the Net, loyalty becomes an economic necessity. *"Without the glue of fidelity, even the best-designed e-business model will collapse.* »(Reichheld, 2000)

However, if the acquisition costs of new customers are higher in the virtual world, these customers will be more inclined to concentrate their purchases with a main supplier, especially in the business to business sector (Reichheld & Scheffer, 2000).

In addition, a loyal customer will be less price sensitive. Jean-Louis Moulins (1998) defines fidelity as "the will (psychological and behavioral commitment) to anchor the commercial relationship in the long term by the constitution and development of a common history and asset". He insists that fidelity evolves from a vision based on the satisfaction of needs towards a vision based on the relationship, which is expressed through the commitment and trust that the actors of the exchange show. In the relational context, fidelity is therefore a dynamic and changing concept that develops over time by strengthening mutual commitment, a commitment based on trust in the partner.

### *5.3 The Relationship between Satisfaction, Trust, Commitment and Fidelity*

Each of the four variables described above has cognitive and affective dimensions. Moreover, the results of various research show that satisfaction is an antecedent of trust and commitment, antecedents of fidelity.

### 6-Customer Fidelity tools:

#### a. Merchandising:

Merchandising brings together all the commercial techniques used to determine the correct location and layout of the place of sale and the presentation of the products sold there, in optimal physical and psychological conditions.<sup>52</sup>

The indispensable database: According to Jean Marc LEHU "The implementation of a strategy of loyalty implies that the company will engage in a dialogue with its consumer. In these

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<sup>52</sup> Jean-Marc LEHU, loyalty strategy, Editions d'Organisation, Paris (2002), page 320

Jean-Marc Lehu considers merchandising as a loyalty tool in the sense that it eliminates the phenomenon of weariness in the consumer through a sufficiently large renewal of the point of sale.

circumstances, the use of a database to design, guide and develop this dialogue can become a considerable asset ".<sup>53</sup>

The need for a database is not a phenomenon of mode. This database is powered by numerous data that are available in the company: contracts, purchase order, invoices, letters, and reports from sales agents...

But questioning and listening to customers is a valuable way of supplementing information from this database.

Some types of information that some companies are interested in collecting and maintaining include:

- ✓ Identity, Address, telephone, fax, e-mail;
- ✓ Sex, Date of birth, occupation, marital status;
- ✓ Requests for information expressed by the client, preferences expressed;
- ✓ Factors that triggered the company / customer relationship;
- ✓ Estimated potential of the client;
- ✓ History of customer relations, and assessments made by the customer;
- ✓ Customer behavior for payment.

The database is more than a simple file, it is the repository of the specific tastes of customers. When a company responds more quickly to the client's expectations, it has every chance to retain it for a long time and make it a valuable asset.

**b. Multi-channel contact with customers:**

The multi-channel network is boosted by the new communication possibilities (Internet sites, E-Mailing, call centers, SMS, to mention only the main media) have been added to the traditional face-to-face. Also thanks to the explosion of sources of information. In a fidelity approach, the most commonly used communication tools are:

- *Call centers:* Because of their low cost compared to a face-to-face visit, are a very understandable success. The use of the telephone represents a saving of time which allows companies to conquer new markets at lower cost. The telephone can be described as an interactive, fast, warm and adapted meeting.

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<sup>53</sup> Jean-Marc LEHU, Loyalty strategy, New edition 2007, Edition d'Organisation p.184

While the techniques of telephone sales have evolved little (script, arguments, interview guide), the way to approach people has, on the other hand, been transformed. Phone contacts are now better targeted, thanks to scoring software and the approach has become "softer". The objective is to identify, to understand the need of the individual and not to sell a product at any price.<sup>54</sup>

- The SMS: Today the phone expands to the mobile phone and allows new contacts through what are called SMS, SMS or SMS. These are short messages broadcast on mobile phones. The sending of SMS messages must be made exclusively to persons who have explicitly given their consent to receive advertising messages or those which have communicated their telephone number in the context of a relationship with the mark.
- The mailing or newsletter: The Company regularly sends all its customers / customers a letter containing both general information, in connection with its sector of activity and specific information about its products.<sup>55</sup> This is information or advice. To be effective, they must be interesting, useful and rewarding to clients. Distribution companies inform customers of their distribution area of promotions made. Manufacturers send catalogs and various offers to their customers and prospects. This loyalty tool is considered as a means of information at low cost and a customizable, individualized and regular means of contact.
- E-Mailing: Direct e-mails are increasing rapidly, particularly due to the low cost of this medium. Internet contact costs 10 times less than a phone contact and 100 times less the cost of a visit with a seller. However, the success of e-mailing can't be explained only by cost constraints. This new communication channel makes it possible to improve customer contact through an immediate and interactive exchange. As well as, the loyal customer of a company entrusts him his e-mail address and willingly agrees to maintain, through this channel, a story repeated. The offers proposed by the advertisers were then adapted, so well received by the consumer.<sup>56</sup>

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<sup>54</sup> Jean-Pierre HELFER and Géraldine MICHEL, LE MULTICANAL, The strategy of contact with customers in Means of multiple channels: a necessity but real dangers, page 4

<sup>55</sup> Jean-Marc LEHU, Loyalty strategy, New edition 2007, Edition of the Organization p.372

<sup>56</sup> Jean-Pierre HELFER and Géraldine MICHEL, LE MULTICANAL, The strategy of contact with customers by means of Channels, multiple: a necessity but real dangers, page6



- Website: The websites for which the customer decides, by himself, to visit them are very popular with brands who want to develop their relationship marketing. Trademarks increasingly integrate the address of their website into their advertising campaigns in the press, on television or in advertising. In addition to the image of modernity provided by the web, websites allow brands to set up a new exchange channel with consumers.<sup>57</sup>  
These loyalty tools make it possible to establish instant contact with millions of individuals, with a relatively controllable cost, generally the lowest para port to the number communicated.
- The toll-free number: A free telephone number for the consumer enabling him to enter into contact with an information service of the company<sup>58</sup> indeed telephone lines dedicated to consumer services have become a real communication argument: proximity tools and dialogue with the customer.
- The client club: Customer clubs help to create special ties by organizing meetings, round tables, visits ... but the goals of a club can vary: to inform, to give an advantage to the members, to test a new product, to gather ideas for Innovate, create relationships between customers who share the same product ... the club can encourage the customer to identify with the product, give him / her the feeling of belonging to a community, or even a firm circle, thus gaining his loyalty for a long time term. The creation of a club implies the will to build a lasting relationship with the consumer. The need to keep in touch with him constantly and to inform him regularly about the life of the company and its products. That is why this technique usually comes with other media, such as the loyalty card or the consumer magazine. Without this permanent contact, the membership renewal rate will collapse and the objective of loyalty will never be reached.<sup>59</sup>
- The expert client: It is a consumer, product tester. The goal is to make an analysis, of the value, of the products and of the sign. At the end of the analysis, most of the products were appreciated, some to be improved. Then the consumer renews the test to get a better result. It was abandoned and abandonment was the object of a public information campaign, insisting on the role and importance of

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<sup>57</sup> Jean-Marc LEHU, Loyalty strategy, New edition 2007, Edition d'Organisation p.354

<sup>58</sup> Jean-Marc LEHU, Loyalty Strategy, New Edition 2007, Edition d'Organisation p.379

<sup>59</sup> Didier NOYE, To build customer loyalty, 2004, Editions INSEP CONSULTING p.44



consumer observation. Beyond the good quantitative results, it is the quality of the relational approach that must be underlined: by their participation and listening to the brand, customers feel that they are "recognized", which constitutes a rather effective loyalty factor.

- Fidelity cards: It is a loyalty tool provided, usually to each customer, in order to offer various advantages to the issuing company and its potential partners. It allows the company to collect, after each use, behavioral information on the customer, useful for the creation of marketing databases and trigger appropriate marketing actions. In practice, the system of loyalty cards is simple. It is usually enough for the consumer to use when buying. Credit card companies also offer bonus points programs to their customers. To function properly, it must be able to meet three major consumer expectations: To be a recognized and privileged customer, to make good deals (reductions, promotions). To receive gifts to be able to use its card in all the points of sale of the issuer and its partners. Loyalty cards offer benefits for both business and consumer customers.
- Customer service: It includes all the services provided by a producer or a distributor to its customers after the sale of the product (installation, training and advice of use, revision, maintenance, repair, repair, enforcement of warranty, information, 24-hour hotline calls). It is sometimes accompanied by the letters P (parts), MO (labor) and / or D (displacement), which describe its scope and the nature of the guarantee.<sup>60</sup> This last factor of satisfaction should not be set aside in a strategy of customer loyalty. Indeed, offering quality products for example does not suffice to fully satisfy the Customer. If this product fails or malfunctions, and the company does not provide service. After-sales, it will have a feeling of profound dissatisfaction and the customer will surely not renew its purchase. On the contrary, if it also benefits from a quality after-sales service, like the product it has chosen, it will be completely satisfied with the services of the company and will be faithful to it. A relationship of trust is then established between the supplier and the user, favorable to the development of a strategy of loyalty.<sup>61</sup>

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<sup>60</sup> Jean-Marc LEHU, Loyalty strategy, New edition 2007, Edition of organisation p330

<sup>61</sup> Jean-Marc LEHU, Loyalty strategy, New edition 2007, Edition of organisation p.395

- Gift programs: The main interest of the gift is its relational and emotional nature. Gift is generally a means of provoking or anticipating a purchase decision and of thanking the customer for loyalty. The gift is a testimony of interest to the client; with point programs, the customer is rewarded for his loyalty with a gift, the nature of which varies according to the points he has accumulated thanks to his consumption. The gift can be a product of the company or very diverse products offered on catalogs.

### 7 -Fidelity programs:

Designing a relational marketing action plan to develop the business potential of the best customers is a loyalty program. In other words, a well-thought-out program corresponds to the strategy of loyalty in action plan, and requires the objectives to be determined in advance.

*Table 7 definitions of a fidelity program<sup>62</sup>*

Authors	Definitions
Palmer, McMahon-Beattie And Beggs, (1999)	An identified set of benefits offered to customers and rewards their repeated purchases.
Bénavent and Crié, (2000)	A set of actions organized in such a way that some clients are stimulated and maintained, attrition, i.e. the rate of lost customers, either minimized and/or the volumes purchased are increased.
Meyer–Waarden, (2002)	A set of individualized and structured marketing actions, organized by one or more companies, so that the most interesting buyers are recruited, identified, maintained, stimulated, in such a way that the volumes purchased are Increased. It seeks to create a relationship of value added and regular in the long term, preferably affective, by establishing an interactive communication between the company and its adherents.

**Source:** Salima Jazi, Proposal of an integrator model of point-of-sale fidelity

From these definitions we will retain three main elements to characterize a loyalty program:

- A set of shares or profits offered to certain clients

<sup>62</sup> Salima Jazi, Proposal of an integrator model of point-of-sale fidelity

- The objective is to increase the volumes purchased and thus the profitability of the company
- To create a lasting and profitable relationship between the company and its customers.

### *7.1 The objectives of fidelity programs:*

Fidelity programs aim to make the customer portfolio more profitable: a loyal customer is cheaper to retain than a prospect to acquire, and more importantly it is a lot less sensitive to price. However, these programs can pursue complementary objectives:

- Rewarding fidelity;
- To prevent the risk of loss of customers due to the arrival of new competitors. The fidelity program increases entry costs for new entrants;
- Contribute to sales development and prospecting support;
- Permit partnerships with colleagues, suppliers and an integrated offer, including a wider service delivery;
- Optimize customer satisfaction (invest in customer relations);
- Implement the implementation of a quality approach in the after-sales service.

### *7.2 - The most innovative fidelity programs:*

#### **A. Customer Relationship Management "CRM"**

CRM is a new paradigm in the marketing field. It is a set of tools and techniques to capture, process and analyze customer information, in order to retain them by interacting with them and offering the best which he did not find anywhere.

CRM enables customers to be identified individually, differentiated, interacted and personalized. It has four fundamental components: customer knowledge; Relational strategy; Communication; Individual value proposition.

#### **B. Customer value measurement "CVM"**

It is a program that reflects the existence of a charter clearly indicating the importance attributed to measuring customer satisfaction and retention. This charter is structured around the three main principles of "customer values", namely, the added value of services, as perceived by customers, their fair price and availability on time.

The functioning of this program is to evaluate two core values of customer satisfaction and retention with a client sample. The evaluation of "customer satisfaction" and "customer loyalty"

is done through a series of criteria covering the whole value chain and each measured value is shown on a perceptual positioning mapping in relation to the main competitors. Customer responses are then analyzed by region and product line, for example.

### C. Customizing for fidelity:

Customization is a powerful quality lever, it allows to adapt the offer to the specified ones of each customer and reinforces the relational dimension of the service. Inspired by the theory of *one-to-one marketing*,<sup>63</sup> it refers to the means of communication and sales that allow it to be tailored to each prospect or customer in an individualized, specific and differentiated way to each customer indeed, beyond a simple mass marketing adjustment, the personalization of the message must enable the implementation of a genuine customer relationship management. This personalization is possible only by collecting, storing and processing very large quantities of information about customers.

### Conclusion Chapter 1:

In an increasingly demanding environment for companies, a new customer orientation is a source of value, this new design privileges the customer by putting it at the top of the hierarchy of its objectives. All decisions revolve around the customer like the launch of a product, the improvement of services, and the increase in prices etc. Nowadays almost most companies have customer-oriented.

All companies seek to satisfy their customers' demands, in order to meet this challenge, it is essential to evolve in order to place the customer at the heart of the company's strategy. This demands the transition from transactional marketing to relational marketing, in order to place the customer at the center of his concerns, which means, the company must change the traditional product orientation to a new direction to retain the customer.

The new awareness of the place and the value of the customer to create a new trend expressing "*better to retain than to conquer*"<sup>64</sup>.

As a result, the main benefits can be deduced, such as increased productivity in marketing and sales functions, increased sales and customer satisfaction, and improved internal communication.

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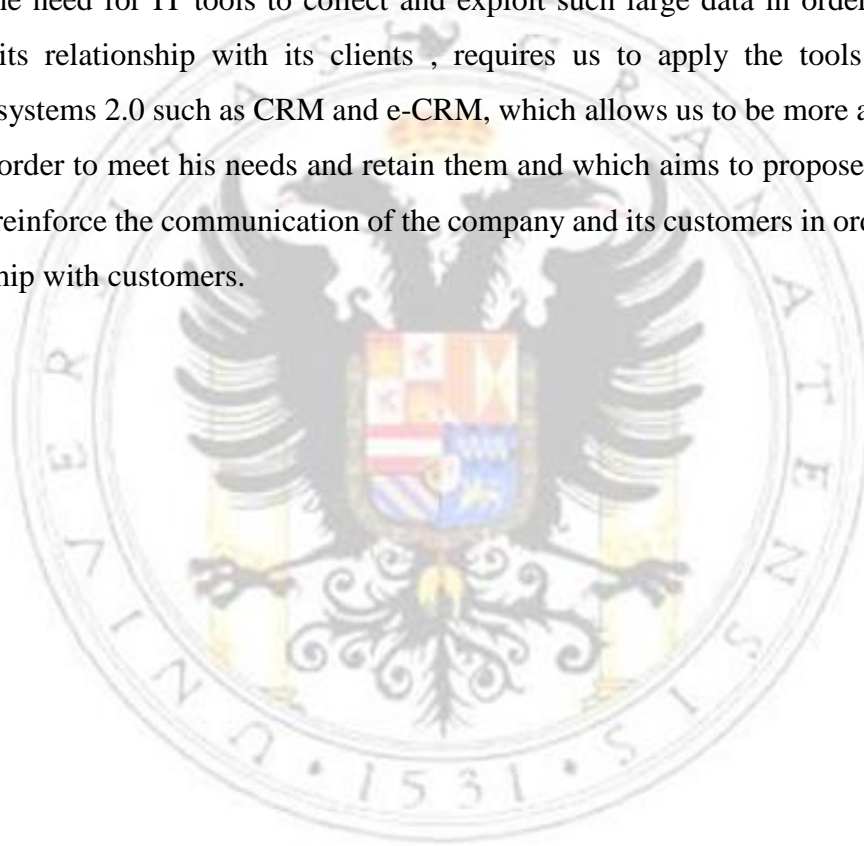
<sup>63</sup> One to one is a concept that emerged in the 1990s. It is about building a personalized relationship between customers and the company

<sup>64</sup> <http://mdlogistic.tumblr.com/post/81295774972/la-relation-client-aujourd'hui-mieux-vaut>

For the professionals, the technological transition is revolutionary especially with the Web 2.0 increasingly talking about the company 2.0 and what has allowed the possibilities of segmentation; targeting, customization and automation on the Internet make it possible to retention of the identification of an online audience. As a result, and with such a stake in e-commerce at the key, the ability to quickly acquire a mastery of this medium is strategic.

The net can be considered as a true consumer platform or territory or brands can implement entire online communication strategies online.

Since online communication strategies are also referred to as relational strategies based on the long term, the need for IT tools to collect and exploit such large data in order to be able to personalize its relationship with its clients , requires us to apply the tools of enterprise information systems 2.0 such as CRM and e-CRM, which allows us to be more attentive to the customer in order to meet his needs and retain them and which aims to propose technological solutions to reinforce the communication of the company and its customers in order to improve the relationship with customers.





## II. Chapter 2 : Customer management relationship

### Introduction

The development of new information and communication technologies as well as the emergence of a new economic era have dramatically changed the known economic models. The world has become global and the competition increasingly strong, because today the offer has become surplus. Consumers, already equipped and savvy buyers, have the power not to buy or compete. They are looking for the products most suitable for their use and/or those that best fit their personality.

As we have seen in the preceding chapter, information has become an essential element in ensuring a competitive advantage for entities that know how to use it. It is this finding that explains why companies are rushing to put in place ever more efficient data collection and processing systems. On the other hand, marketing has evolved a lot, from mass marketing to personalized marketing: one to one.

This rhetoric uses the term interaction and points out the characteristics and methods of personalization such as loyalty cards, dialogue with the client, strengthen its communication and make proposals "tailor-made" to improve its relationship with the company.

This chapter will enable us to better understand the CRM, to know its dimensions and its stakes, as well as the areas of application of such a system, we shall also study the outline of the E-CRM information systems, the role played by the internet its impact on relational marketing.

To understand CRM, it is important to define CRM while describing its importance, functions and development in the information world

## **1- Customer Management Relationship Concepts Definition**

### 1-1 What is a relationship?

In the context of the marketing and management fields, Buttle (2009) suggests that a relationship must be viewed from a dyadic perspective as it is a series of interactive engagements with a minimum of two people over a period of time. This position is supported by (R. Morgan & Hunt, 1994) who do not view relationship as a once-off transaction but rather as a collaborative effort where parties that interact get to learn from each other and thereby building sustainable relationships with each other.

Dwyer, Schurr, and Oh (1987) distinguish five stages of the relationship development process namely; awareness, exploration, expansion, commitment and dissolution.

While, Zinkhan (2002) defines relationship marketing, "as an approach to establish, maintain, and enhance long-term associations with customers and other stakeholders." On the other hand, Copulinsky and Wolf (1990) define relationship marketing from a different prospective with emphasis on the role of the IT as a "process where the main activities are to create a database including existing and potential customers, to approach these customers using differentiated and customer-specific information about them, and to evaluate the life-term value of every single customer relationship and the costs of creating and maintaining them."

Therefore, in order to put the concept of relationship marketing into practice, firms need to identify the customers they want to enhance and maintain relationship with, differentiate each customer as to their unique needs and preferences interact with those customers to enhance customers learning and finally customized product and services for each customer. This process of customer relationship management requires information and communication process to be in place, as well as technology and data repositories of customer data. The better and more sophisticated these are the more they will enable relationship (Chakravorti 2006). Several acronyms are part of the large family of the CRM, the following names highlight a specificity of the application.

Some acronyms:<sup>65</sup>

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<sup>65</sup> Mehran Izad Shenan, Lionel Pittet& Charly Triffault, *ibid*, p 05.

CMS: Customer Management Software highlights the aspect of computerization and provincialization.

CIS: Customer Interaction System insists on the growth of interactivity.

CCM: Continuous customer Management gives the temporal dimension as a differentiating factor.

EMA: Enterprise Marketing Application puts the marketing dimension at the center of the business.

ERM: Enterprise Relationship Management pushes the boundaries of the company to the partners to give birth to Siebel's Extra-grip concept.

ERM: Employee Relationship Management transposes to the employees of large companies the principles of loyalty applied by the CRM to the customers. The general principle is to offer personalized services to employees with the aim of retaining them.

PRM: Partner relationship Management declines on the partners ' population, the relationship management techniques developed initially for the clients.

Finally, it remains to be noted that behind the three letters CRM hide several definitions: continuous relationship Marketing, continuous relationship management or customer Relationship management, the most "classic" definition that we will retain in the rest of this memory.

E-CRM: The Internet declination of the principles of personalization and loyalty under the CRM. The interactions between these denominations reflect different aspects of the management of the client relationship:

Integrating new ways and methods based on information technology that aims to help businesses achieve better satisfaction. Apply a marketing approach aimed at building close relational relationships with its customers and prospects, in order to entice them to buy more, according to a differentiation of treatment way according to their life cycle and their potential and expectations. Companies must have a long-term vision in order to involve suppliers, partners, collaborators and customers in a global device Customer Service improvement. The management of the customer relationship comes originally from the United States of America. It consists of "Put in place a strategy, processes and tools to build a global relationship and

Profitable in the long term with the best customers by capitalizing on all the points of contacts.<sup>66</sup> This requires a new marketing approach to build close relationships with its customers and its prospects based on the digital and on the application of new information communication technologies in order to encourage them to concentrate a large part of their purchase. A global vision that transcends the natural boundaries of the company to involve suppliers, collaborators and customers in a global customer service improvement device.

### 2-2 Definition of CRM

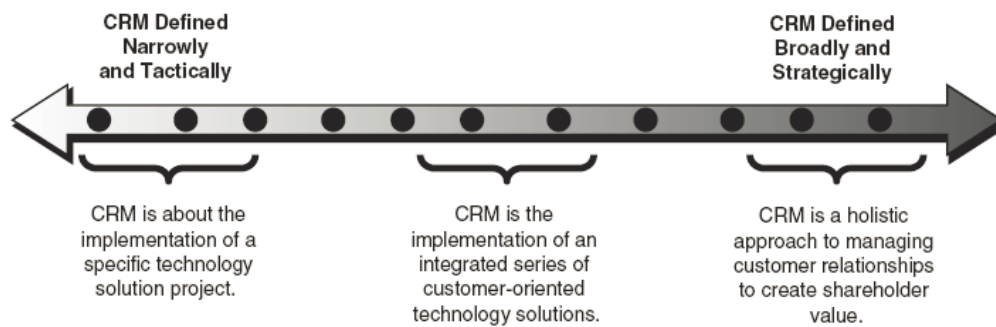
CRM is a concept that is as old as a business (Harrigan, Soutar, Choudhury, & Lowe, 2015; Payne & Frow, 2006; Sheth & Parvatiyar, 1995). It is a management philosophy and strategy which enables a company to optimize revenue and increase customer value and service quality through understanding and satisfying the individual customers' needs (Assimakopoulos, Papaioannou, Sarmaniotis, & Georgiadis, 2015; Liu & Yang, 2009). CRM consists of guidelines, procedures, processes and strategies which provide organizations the ability to merge customer in-teractions and also keep track of all customer-related information (Khan, Ehsan, Mirza, & Sarwar, 2012). Today, despite its growing recognition amongst practitioners and academics, the meaning of CRM still remains contested (Boulding, Staelin, Ehret, & Johnston, 2005; Payne & Frow, 2006). The available literature on CRM presents numerous definitions of what CRM is, thereby leading (Winer, 2001, p. 91) to comment that “CRM means different things to different people”.

“CRM is the integration of customer focuses in marketing, sales, logistics, accounting .i.e in all parts of the organization operation and structure. Those are the activities a business performs to identify, qualify, acquire, develop and retain increasingly loyal and profitable customers by delivering the right products or services to the right customer through the right channel at the right time and the right cost” (Johansson & Storm, 2002). CRM can be best describes as an evolution of marketing from product or brand management to customer management. (Peelen 2006). We must first develop our perspective of CRM for the purpose of this research. Hence, several researches have made attempts to define CRM. The definition of CRM adopted from different sources ranges from narrowing IT enabling solutions to a broadly and strategically approach to managing customer relationship. (Figure n°13)

<sup>66</sup> [Stanley Brown](#) «CRM: Customer Relationship Management», Ed: Village Mondial, Paris, 2001, p 05.



Figure 13 the CRM Continuum, Payne & Frow 2005<sup>67</sup>



**Source :** Payne, A., & Frow, P. (2005). A strategic framework for customer relationship management. *J Mark*, 69(4), 167–176.

«CRM can be viewed as application of one to one marketing and relationship marketing. Responding to an individual customer one the basis of what the customer says and what else is known about the customers” (Peppers, Rogers, and Dorf 1999).

- "CRM includes numerous aspects, but the basic theme is for the company to become more customers centric. Methods are primarily web-based tools and internet presence” (Gosney and Boehem 2000).
- “CRM comprises the business processes and organization performs to identify, select, acquired, develop, retain and better services customers. (Bondenberg 2001).
- ” CRM is the technology used to blend sales, marketing, and service information system to build partnership with customers” (Shoemaker 2001).
- “Defines CRM as enterprise approach to understanding and influencing customer behavior through meaningful communications in order to improve customer acquisition, customer retention, customer loyalty and customer profitability” (Swift 2001).
- “CRM is an IT enhanced value process, which identifies, develops, integrates and focuses the various competencies of the firm to the “voice” of the customers in order to deliver long-term superior customer value, at a profit, to well identify existing and potential customer segments.” (Starkey 2002)

<sup>67</sup> Payne, A., & Frow, P. (2005). A strategic Framework for customer relationship management. *J Mark*, 69(4), 167–176



· “CRM aligns business processes with customer strategies to build customer loyalty and to increase profits over time.” (Reichheld and Scheffer 2002)

“CRM means obtaining customer information, understanding what different customers are worth, treating different customers differently and improving efficiency” (Newell, 2003).

· “The strategic use of information, process, technology, and people to manage the customer relationship with the company across the whole customer life cycle”. (Kim and Woo, 2008).

In reviewing of the illustrated definitions, we can find that most of definitions concentrate on the terms related to customer's acquisition, retention, satisfaction, profitability and loyalty. As a result, the following can be stated in this regard:<sup>68</sup>

- CRM is not the target, it's only a tool used to make the entity more customers centric and to develop the concept of relationship marketing.
- Customer management in the twentieth century is no longer the responsibilities of customer services department only. It's a complimentary process within all various parts of the organization.
- The customer's data base can be considered as corporate assets. The sufficient use of these assets leads to increase profitability and establish revenue growth.
- CRM can be used for support management decisions for better segmentation and targeting for the most profitable customers. Moreover, it helps the organization to avoid the unprofitable customers and turn them into competitors.
- CRM is a comprehensive tool helps the companies build mutual beneficial relationship with its customers.

This research deal with CRM as a business philosophy rather than just a technology. “It is believed that in order to reach a successful CRM implementation, one would need to do much more than just plug in a new technology and assume that it is going to be functional. CRM is not just about call center solutions, direct mail, web pages, or sales force automation, or viewing CRM as an internal activity emphasizing on establishing, maintaining, and enhancing relationships with customers and partners at a profit. ” (Hazobon 2006).

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<sup>68</sup> Thesis Zaindan A.Dhman ,The Effect of Customer Relationship Management (CRM) ConceptAdoption on Customer Satisfaction – Customers Perspective

In reviewing the aforementioned facts, the definition used by (Swift 2001) with slight modification can be used for the purpose of this study.

*“CRM is the enterprise approach to understanding and influencing customer behavior through meaningful communications in order to improve customer satisfaction, customer acquisition, and Customer retention and decrees customer loss”.*<sup>69</sup> *Modified definition of CRM by the researcher*

## **2- Importance of CRM**

The CRM is nothing more than an approach that stems from the need to create a new business environment, which allows a more effective management of relationships with customers (Galbreath & Rogers, 1999). The CRM a comprehensive strategy and the process of acquiring, retaining and collaborating with selected customers to create superior value for the company and the customer. It involves the integration of marketing, sales, customer service, and the supply-chain functions of the organization to achieve greater efficiencies and effectiveness in delivering customer value (Giannakis-Bompolis & Boutsouki, 2014; Navimipour & Soltani, 2016).

“CRM is the integration of customer focuses in marketing, sales, logistics, accounting .i.e in all parts of the organization operation and structure.

Those are the activities a business performs to identify, qualify, acquire, develop and retain increasingly loyal and profitable customers by delivering the right products or services to the right customer through the right channel at the right time and the right cost” (Johansson & Storm, 2002).

CRM can be best describes as an evolution of marketing from product or brand management to customer management (Peelen 2006) the real value to a company lies in the value they create for their customers and in the value the customers deliver back to the company. The value lies in the customer knowledge and in how the companies use that knowledge to manage their relationship. Knowledge is according to Newell 2000 the sole of CRM.

Unfortunately, few companies are transforming the information to customer knowledge and therefore they miss the opportunities to provide value to their customers. If companies transforming the customer data into knowledge and then uses that knowledge to build relationship it will create customer satisfaction, acquisition, retention, loyalty, and decrease customer’s loss (Rahimi 2008).

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<sup>69</sup> The Case of Coastal Municipalities Water Utility CMWU- Rafah Branch , P14

CRM is the way to ensure overall coherence between: <sup>70</sup>

- Customers with different issues and expectations.
- More and more personalized offers.
- Many more contact channels.

In order to succeed, client relationship management projects require the membership of the entire company.

In addition, if each project is based on a technological solution, it is the processes, organization and culture (client-oriented) of the company that prevail. The following (table n°8) describes the ten principles keys of customer relationship management.

*Table 8 : ten principles keys of CRM* <sup>71</sup>

Principles	Description
Segmentation	Realization of a segmentation based on the needs of the client, the preferences, the behavior, the economic potential in order to provide a necessary basis for the allocation of resources, marketing decisions, sales and service.
Institutional memory	When the customer interacts with the company, anyone is able to know the previous interactions with this client, the particular problems as well as the opportunities.
Collaboration	The customer must be involved in the specifications, design and/or delivery of the result.
The adapted contact points	The client must be able to do business with the company via multiple paths that are tailored to his needs, values and expectations.
Only one contact	The needs of the customers must be fulfilled during the First Contact.
Access to information in time	Employees must have real-time access to the right information in order to make decisions based on the client and resolve the problem immediately.
Customer's scorecard (Score-card)	Employees must be able to create client-specific customer behaviors such as capturing a larger share of these expenses, increasing loyalty, increasing customer value, and explicitly measuring these aspects.

<sup>70</sup> ANOUK Osama, Master thesis in Finance, banking and Markets, theme: "The management of the customer relationship: Case of BMCE Bank", Université Aaliyah ESSAÂDI, 2010-2011; P 14

<sup>71</sup> Benjamin Mucci; Memory "Customer Relationship Management: Impact on business and marketing"; Université Laval; 2001; P 05.

Manage the Loop	Integrate the front and back office systems to ensure that the process makes it possible to reach the logical conclusion of the transaction, close it as well as capture the maximum information throughout the process.
Listen and learn	Using forums, facilitate the sharing of information as well as learning between clients in order to help them to do business with the business, as well as participate in the improvement of business processes and operations.
Customer Experience Management	One must be able to know all the points of contact between the customer and the company and ensure to provide a high quality and constant purchasing experience that gives the customer an added value

Source: Gemini, Cap (Ernst & Young), "The art of the possible: Principle of Effective Enterprise Management" Paul Cole (knowledge Web Oct 1999)

### 2-The functions of CRM:

CRM or Customer relationship management consists of identifying, retaining and developing the most profitable customers and new acquiring<sup>72</sup>. It is a business strategy oriented towards satisfaction and customer loyalty, it is directing towards differentiated marketing, personalized or one to one. It is based on two principles:

- Not all customers are equal.
- The behavior follows the promise of the reward.

CRM's objectives towards customer-oriented marketing are:<sup>73</sup>

Acquiring new customers: The prerequisite for recruiting new customers is to get the addresses of prospective prospects (potential customers). It is possible to buy address lists from specialized companies. The collection can also be done through the offline CRM channels (paper voucher ...) or online (via contact forms, contests, newsletter registration, electronic transactions, download requests, co-subscription ...). Then it's about attracting prospects by offering them an attractive offer.

Know the Customer : To better understand its customers, a company must collect the information received (the customer's details, its preferences in terms of product and service, the history of its purchases, messages exchanged, mailings and receipts, ...) allowing it to describe and characterize its clientele. This data, which can be massive, is stored in client-oriented data

<sup>72</sup> Stanley Brown: « CRM - Customer Relationship Management», Ed : village du monde, 2006; p 05.

<sup>73</sup> Biegajlo Nadine & Autres, Rapport de Séminaire, « CRM in online marketing » Université de Fribourg, semestre de printemps, 2008.p 06-08.



warehouses. These are then analyzed. The most widely used analytical technique is datamining.<sup>74</sup> Choose the customer the next step is to analyze this data with the most advanced techniques like:<sup>75</sup>

The Datamining: Which allows to analyze and interpret a large volume of data, from different sources to generate knowledge, trends and to gather similar elements in statistical categories and to formulate hypotheses. That is to say that in our case it is to make the results accessible to all channels of interaction with the client.

Based on the information collected, the company will be able to obtain objective answers on which to base its operational strategy.

The centralization of customer data facilitates the control of all the activity of the business. For business intelligence and Datamining, it is possible to develop different components of the strategy (commercial, marketing, sales channels, fidelity) by providing dashboards or reporting that are necessary to help with the decision.

Retaining existing Customers: The acquisition of a customer by the different marketing operations is a high cost for the company. So each acquired customer has to be profitable. For this, the life cycle of a customer must be extended to the maximum. Because the internet has become a competitive issue (virtually every company must have at least one website) and customers are volatile through the web, this explains the need to create Business 2.0 and the transition from a traditional marketing process to a model based on electronics (e-marketing), because nothing prevents even very satisfied customers from buying from competitors. So a customer is never definitively acquired. You have to get it to buy regularly and even to increase your shopping cart.

### 3-The eight levers of the CRM

In the current hyper-competitive environment, it is always necessary to control the efficiency of its sales or customer service process. Marketing personnel need to prove more efficiently and efficiently their expenses. Because it is not enough to spend well, it is necessary to spend at the best it requires a better integration of the upstream marketing function with the production

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<sup>74</sup> <http://www.ultra-fluide.com/ressources/datamining/presentation.html> defined the datamining as: "A set of techniques and methods in the field of statistics, mathematics and informatics enabling the extraction, from a large volume of raw data, of original knowledge previously unknown.

<sup>75</sup> Laurence MOLLARD-HUBERT, Mémoire : L'E-CRM : « simple prolongement du CRM ou véritable révolution ? », 2001 ; p 11



functions and downstream with the customer support functions, based on the information systems.

This transfer of marketing is based on the integration of the following eight trends: <sup>76</sup>

- Process re-engineering: Companies are led to review their organizational processes. They must now determine how to optimize them to facilitate the provision of products and services to customers.
- Responsiveness: In order to be able to respond in a personalized and satisfying way to customers, companies must compress their design and product manufacturing time.
- Mass personalization: Is a trend that includes strong links between marketing and production. Because the personalization of products to the tastes of the customer is made viable thanks to the optimization and the flexible of the production process.
- Relational Marketing: The transition from a product marketing (selling what one knows to produce) to a customer marketing (producing what one can sell) means that the role of marketing is no longer to send messages to the customer, but to listen and analyze to adapt to its needs.
- Improving customer Satisfaction: customer loyalty becomes a very powerful factor in business profitability. CRM solutions allow you to know the level of customer satisfaction.
- One to one marketing: it represents the climax of segmentation. Companies should be able to approach each client's behavior in an individual way.
- The Modification of the marketing-mix: Product, Price, Place, Promotion, become customer, cost, communication, comfort. The 4 P here presented correspond to the manufacturer's optics in the face of its market. For the customer, the marketing actions have to translate into advantage. The 4 P than become the 4 C. <sup>77</sup>

The intelligence of customers and staff: To meet more informed and demanding customers, companies must have trained and informed employees. To do this, they must facilitate autonomy by allowing full and rapid access to customer and market information. Increase the value of the client capital: The value of the client capital is defined in terms of the current and potential profitability of a client portfolio based on logics such as: increased revenues and lower customer costs (acquisition, transaction, loyalty).

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<sup>76</sup> ANOUK Osama, Memory "managing the Client Relationship: Case of BMCE Bank" op. cit., 2010-2011, p 15

<sup>77</sup> <http://www.le-furet-du-retail.com/article-passer-des-4p-aux-4c-les-nouvelles-regles-marketing-du-consumer-centric-118271485.html>

#### 4- The role of technology tools in both CRM levels:

Today, information and communication technologies provide the capacity and ability of companies to manage this complexity.

- Analytical tools: They are designed to collect, consolidate, analyze and transform data on the client. These tools include the Data Warehouse and Data Mining (they will be described in more detail below), statistical tools, reporting tools etc.
- The operational tools: they are intended to manage the phases of interaction and to participate in the productivity of the average marketing and communication to be distinguished.
- The Relationship management tools: Customizing messages, managing customer contact across different channels, enriching client databases.
- The automation tools of the sales force: optimization of the prospecting, assistance in the configuration of a commercial offer, automation of the order.
- Marketing Automation tools: followed by marketing action plans, marketing partner management etc.
- Restitution tools: There is no point in collecting and processing a large amount of data from many sources, to return this information to more specialized databases and to carry out an important analysis work, if the results obtained are not easily accessible or usable. These restitution tools take the form of screens that summarize the most important points of the customer.

The tools used: The following tools can be cited:

- The Back-Office: Who will make the role of who manages the quotes and contacts, and it will show support tools to the decision such as: Configurator of offers, Encyclopedia of products, competition etc., and also the interface with the management tools (production, stock, billing )
- The Data Warehouse: The Data warehouse or storage warehouse of the client data, they up all incoming information from the customers from all the company's entry doors. However, the untapped data is not worth anything, yet it will have to be treated according to the strategic parameters for the company. This is a relatively complex and tedious step to put in place as it is necessary before all things to determine which

elements are important in order not to load the base unnecessarily. Indeed, as is said so well "*too much information, kills information*".<sup>78</sup>

In order to define a customer database, you have to rely on existing commercial and accounting management software.

The computerization of the sales force will enable the medium term to improve the flow of information in the company by centralizing it, to better control the commercials and to better understand their failures as their successes.

Otherwise there are other ways that allow us to have access to the warehouse in different ways. Two main kinds emerge: OLAP and Datamining. The main difference between the two is that the OLAP method works with predefined dimensions and relationships while the data-mining searches for new and unfamiliar samples initially that can then be used as the basis for OLAP.

External databases: Marketing databases that enrich market information, segmentation, customer behavior and prospects.<sup>79</sup>

- ✓ Call Centers: The operation of calls centers is that a series of people called Operators is located in a locale. They have a headset with a microphone to answer the phone and a computer to encode the data that is transmitted to them or to process a file. For each type of call, there is a standard procedure ("script") that mentions the questions to ask and the information to be removed. Usually there is, no room for improvisation.
- ✓ Multi-channel: Interaction with the client through all possible channels. This area puts Implements group work technologies and consists of setting up channels or actions to dialogue with the client: e-mail, conferences, fax/letters ... This "multi-Channel" part is essential for optimizing customer contacts and transmitting the right message at the right time by the right channel.
- ✓ Service through the web: <sup>80</sup> the customer service traditionally passes through a direct contact, via the telephone, with a support center. However, some of the requests can be met on a Web site example: (Consultation of the bank account via the Internet) which integrates technology-based tools.
- ✓ Service Management: The management of after-sales services is extremely important in the logic of customer loyalty. It consists primarily of responding adequately to any

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<sup>78</sup> [http://www.memoireonline.com/12/07/806/m\\_les-enjeux-de-la-relation-client12.html](http://www.memoireonline.com/12/07/806/m_les-enjeux-de-la-relation-client12.html); Op.cit.

<sup>79</sup> [http://jhyvernaud.overblog.com/pages/Introduction\\_a\\_la\\_Gestion\\_de\\_la\\_Relation\\_Client\\_GRC\\_CRM-3362286.html](http://jhyvernaud.overblog.com/pages/Introduction_a_la_Gestion_de_la_Relation_Client_GRC_CRM-3362286.html),

<sup>80</sup> [http://www.memoireonline.com/12/07/806/m\\_les-enjeux-de-la-relation-client12.html](http://www.memoireonline.com/12/07/806/m_les-enjeux-de-la-relation-client12.html), Ibid.

request from a client. Whether the request is made via a telephone call, a message left on the net or a postal mail, it must first qualify the requesting client.

- ✓ Marketing automation software: one-to-one marketing makes it necessary to use productivity tools in marketing services. Design of campaigns segmentation, targeting, planning actions based on the data of each customer-prospect and campaign objectives.

### 5- Type of CRM

According to Khadeer et al. (2010) CRM systems are divided into three categories based on their functionality: operational CRM, analytic CRM and collaborative CRM.

Greenberg (2003) gives us a quick view of the three types of CRM, defining that: Collaborative CRM, allows communication of needs and requirements through various points of contact with customers. Then, the operational CRM meets the requirements through its management modules (sales, marketing or services), through a set of CRM client interface applications that generate the data that will later be integrated and sent to the data store.

Finally, the analytical CRM takes the information collected in the warehouses and through Datamining processes and gathers the information so that it is useful for the user.

According to the Meta Group and functional level, the ecosystem usually used to describe the CRM principle proposes three main interdependent areas of activity: <sup>81</sup>

- ✚ The operational CRM, the processing of the order. (Front Office)
- ✚ Collaborative CRM, interaction with the client through all possible channels. (Middle Office)
- ✚ The analytical CRM, based on the decision making. (Back Office)

The aim of the collaboration of the latter three is to achieve the ultimate goal of the company's CRM strategy, i.e. in the context of the development and optimization of the client relationship. <sup>82</sup>

Building on the META Group's representation of a tripartite CRM ecosystem, Payne and Frow (2005) proposed a strategic framework for CRM consisting of five interrelated cross-functional processes: the strategy development process, value creation process, multi-channel integration process, information management process, and performance assessment process. Four of these

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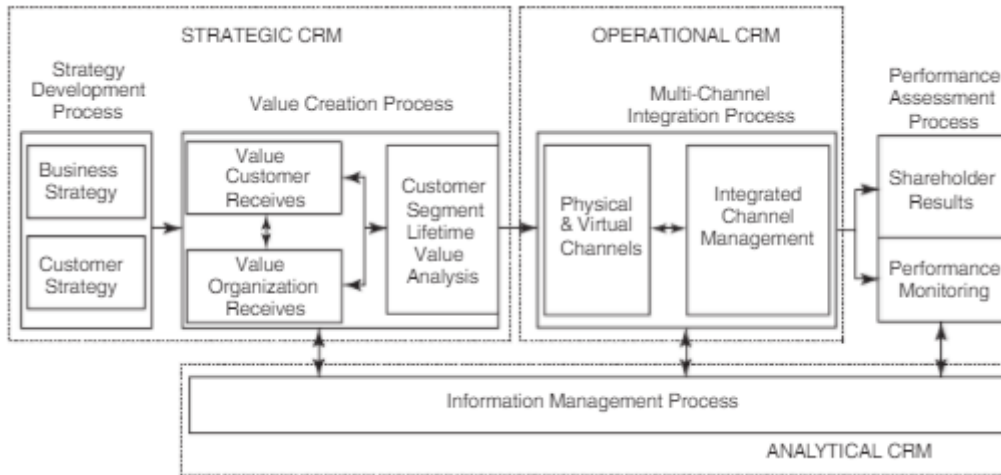
<sup>81</sup> <http://recherche.relationclientmag.fr/relation-client-crm-management.html>,

<sup>82</sup> Dr. Andreas Meier and others, seminar report, "Analytical CRM tools for OLAP analysis and the Data Mining", Faculty of Economics and Social Sciences University of Fribourg, April 26, 2008. P 06 – 07



five processes are subsumed within three forms of CRM—Strategic, Operational, and Analytical—as shown in Figure n°14

Figure 14 strategic, operational, and analytical CRM<sup>83</sup>



Source: Payne and Frow (2005)

Wahlberg, Strandberg, Sundberg, and Sandberg (2009) sought to assess what has been published in what is perceived to be the four dominant approaches to CRM namely; (a) Strategic, (b) Analytical, (c) Operational and (d) Collaborative.

They conclude their research by highlighting that operational and collaborative CRM need to be given further attention in the future. A detailed description of these CRM approaches is given below:

**a. Strategic CRM:**

The strategic CRM process is spearheaded by the top leadership members of the organization. These leaders represent cross-functional business areas including, sales and marketing, logistics, production, finance, human capital development and research and development, just to name a few (Lambert, 2010).

Strategic CRM refers to how organizations apply CRM to realize their business goals (Bull, 2003; Goodhue, Wixom, & Watson, 2002). According to (Mack et al., 2005), in a strategic CRM concept there is an integrated customer approach to customer acquisition and retention which impacts on customer loyalty, improves target marketing and generates quality customer information.

<sup>83</sup> <http://study.com/academy/lesson/operational-crm-definition-examples-quiz.html>



### **b. Analytic CRM**<sup>84</sup>

Analytical CRM is a subset of CRM in which data is collected by a company about their customer interactions, with the goal of increasing customer satisfaction and their customer retention rate. Analytical CRM is a behind-the-scenes process; the customer is not aware that his or her actions and interactions with the company are being captured and analyzed. Based on the information gathered about customer practices, interactions and the end results of these interactions, companies can predict customer trends and suggest products towards which the customer is most likely to gravitate.

A company like Amazon might use technology to capture data about customer preferences, including what the customer purchased, the length of time he or she reviewed an item, and how much favorability he or she expressed towards the items.

This would help Amazon identify customer trends, likes and dislikes. Then based on this information, the company can create targeted customer marketing strategies, such as offering promotions on items the customer has previously purchased, and presenting the customer with items similar to things that he or she has recently browsed on their website.

Analytical CRM is an essential part of customer relationship management. Analytical CRM accumulates and analyses different kinds of customer data, including:

- Sales data: example purchase and return history, brand preferences etc.
- Financial data: payment and credit history, including payment type, credit scores, etc.
- Marketing data: customer response rates to marketing campaigns, customer satisfaction data and retention data, etc.

With the right analytical tool and infrastructure, companies are not just able to have a 360-degree view of the customer; but they can also understand customer behavior at the most granular level. Business decisions based on analytics enable the company to understand customers across a large number of variables such as value, usage rate, profitability, attrition, churn rate, product usage, location and dormancy.

### **c. Operational CRM**

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<sup>84</sup> <http://study.com/academy/lesson/analytical-crm-definition-applications-quiz.html>

Operational CRM is a subset of CRM focusing on the direct interactions of the customer with the company, with a view to keeping the customer satisfied and happy, thus helping the company grow.

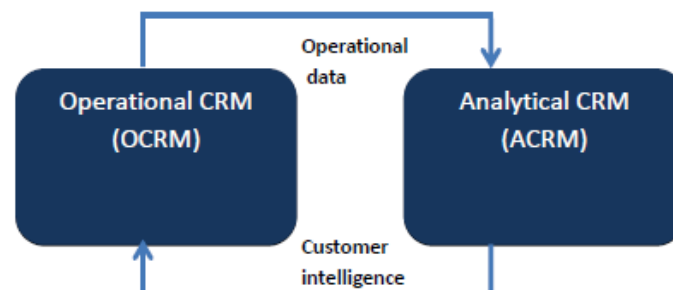
There are two main methods by which a customer can have direct interactions with the company. These include: <sup>85</sup>

- Face-to-face personal interactions
- Interactions with any websites or call centers (or other means of communication)

→ Examples of personal interactions would be when the customer interacts with people from the call centers or customer service representatives. Examples of systems interactions would be when the customer interacts with automated software systems for sales, processing orders, and monitoring inventory - also called sales force automation. Operational CRM is referred to as “Transactional CRM” (Chamelta, 2006) and as “the automation of business processes” (E.W.T. Ngai et al., 2009, p. 2397). According to Mishra and Mishra (2009) operational CRM supports front office processes. Chamelta (2006) and J. Chan (2005) support the view that Operational CRM is comprised of the technology and business processes that facilitate customer interactions.

The integration of operational and analytical CRM provides a 360 degree view of the customer across all channels thereby enabling the company to capitalize on the relevant customer opportunities. Such opportunities could include cross and up-selling of products, reactivation of dormant accounts or reduction of the churn rate. Figure n°15 illustrates the feedback loop between Operational and Analytical CRM.

*Figure 15 feedback loop between Analytic and Operational CRM<sup>86</sup>*



Source: (J.Chan, 2005)

<sup>85</sup> <http://study.com/academy/lesson/analytical-crm-definition-applications-quiz.html>

<sup>86</sup> <http://searchsalesforce.techtarget.com/definition/collaborative-CRM>

According to J. Chan (2005, p. 35), “Analytic CRM creates customer intelligence that enhances future customer interactions whereas operational CRM captures critical data required for CRM analytic purposes.

#### d. Collaborative CRM

Collaborative CRM is an approach to customer relationship management in which the various departments of a company, such as sales, technical support, and marketing, share any information they collect from interactions with customers.

For example, customer feedback gathered from a technical support session could inform marketing staff about products and services that might be of interest to the customer<sup>87</sup>. The purpose of collaboration is to improve the quality of customer service, and, as a result, increase customer satisfaction and loyalty.

Collaborative CRM is categorized as follows:

- Interaction management: Enhances business-to-customer (B2C) communication
- Channel management: Uses current technologies and trends to improve channel interactions

#### 6- Aspects of CRM

The majority of companies are better placed than others to take advantage of CRM in the short term. In particular, according to Philip Kotler, 88those who belong to the financial and telecoms sectors, because they have accumulated a large number of data on the buying behaviors of their customers.

From one company to another, the CRM has more future. Philip Kotler doubts that mass personalization is a strategic axis for companies that have not already established a rich enough customer database. The CRM covers four different aspects are:

- Marketing: In order to build close relationships with its customers and prospects to encourage them to concentrate a large part of their purchases.
- Organizational: In order to involve suppliers, collaborators and customers in a comprehensive service improvement system to the customer.

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<sup>87</sup> Laurence MOLLARD-HUBERT, Op.cit, p 09

<sup>88</sup> <http://www.definitions-webmarketing.com/Definition-E-crm;>

- Technological: As a support tool or computer support in order to automate the relational marketing processes to detect and target commercial opportunities (commercial issues, potential customers ... etc.).
- Strategic: Customer relationship management needs to be put at the center of business concerns in order to increase their profits as their performance and ensure a mutually beneficial long-term relationship based on customer loyalty.

### 7-The evolution from CRM to E-CRM

The E-CRM can be defined as follows:

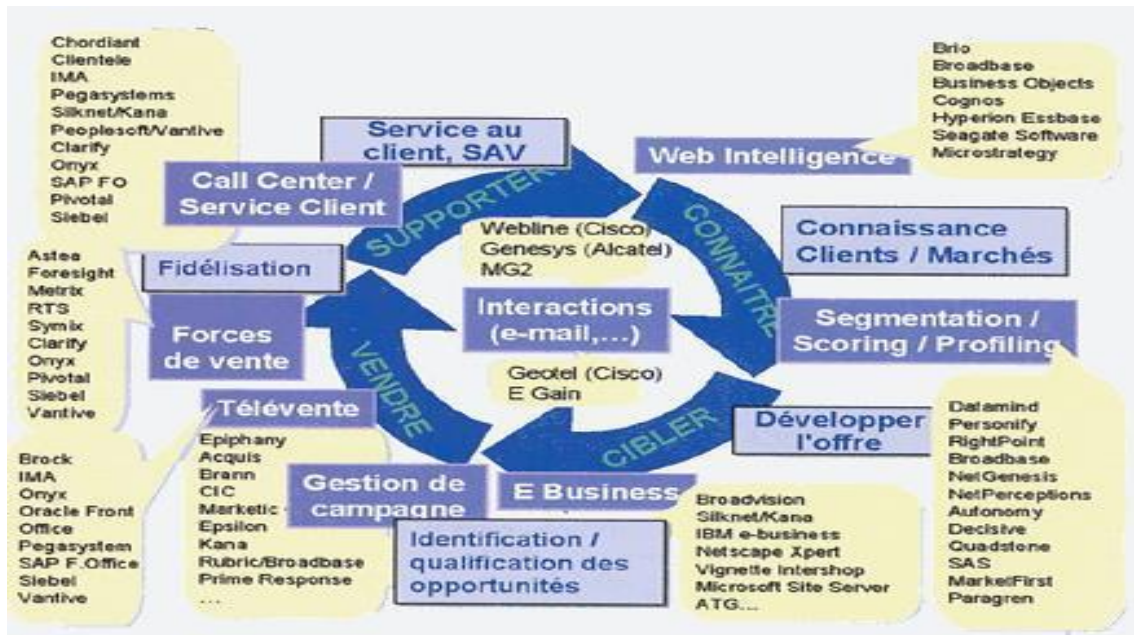
- E-CRM (electronic consumer Relationship Management) designates 22 All customer relationship Management operations (RCMP) being carried out through the electronic channels and therefore essentially the Internet.
- The E-CRM field has become very broad and in some areas of activity (e.g. it) the gist of the CRM device takes an electronic form.
- The E-CRM includes, among others, Web Call centers, processing of incoming emails, relational and transactional uses by email and SMS, e-Support and the most advanced Web-analytics applications.

One of the key issues of E-CRM is its integration with the other channels mobilized in the traditional "CRM" device.

#### *7-1 E-CRM tools:*

The offer is bloated it is now easier to count the publishers who do not offer CRM products than those who offer either ends or whole suites. Even integrated management software vendors (ERP) such as People soft or SAP are highlighting their offer in this sector. So when we approach the E-CRM question (via the Web), it simply becomes impossible to cite the multiple publishers and other start-ups that offer to manage Internet and e-mail interactions.



Figure 16 the Jungle of E-CRM tools<sup>89</sup>

Source <http://laurence.mollard.free.fr/imagesm%E9moire/Image4.gif>,

E-CRM Software: An important weight among the four types of tools Customer relationship

Today, the CRM market is still strongly dominated by the tools dedicated to the management of services and customer support, segment from which the creation of the concept of the latter, and that of the tools dedicated to the sales management, which represents respectively 33.2% and 32.1% of the total of the CRM offer. The tools dedicated to the management of marketing actions are ranked in third place with an 18% weight of the total CRM offer. However, the relative weight of traditional customer relationship management offers has crumbled compared to 1999 for the benefit of self-service customer relationship management tools (E-CRM)<sup>90</sup> indeed, in the year 2000, the development of the use of the Internet as a channel of interaction with the client was seen. WEB technologies have allowed customer relationship management offers to exceed the stage of the thin client mode, leading to the creation of Internet portal, a true platform for managing the customer relationship. The latter category of the CRM offer, marginal in 1999, now imposes the Internet as a privileged channel for the management of the self-service customer relationship.

The continuous development of the CRM market in 2001 should be carried by the E-marketing tools and the tools of the management of the customer relationship in self-service. The latter

<sup>89</sup> <http://laurence.mollard.free.fr/imagesm%E9moire/Image4.gif>,

<sup>90</sup> <http://laurence.mollard.free.fr/imagesm%E9moire/Image4.gif>,



had benefited from the integration of the technologies of the Internet which is in continuous evolution, and which will bring them a significant added value in the processing of sales and services rendered to the customers.

### *7-2 The benefits of E-CRM:*

The benefits from E-CRM are multiple:<sup>91</sup>

Web sites represent a large customer-based surface that can be collected and analyzed quickly in the face of Datamining tools to derive customer knowledge;

Make customer profiling and understand their habits and preferences, so the company benefits globally from a better understanding of each client;

Allows a 24-hour customer relationship management irrespective of where the actors are located and without additional financial costs;

Allows to automate a large part of the relationship with the client. For example, launching a massive email marketing campaign is done automatically and instantaneously by software;

Reduces costs drastically. Indeed, by taking the example of the e-mail campaign above, we see for example that the costs of printing, postage and telephony are deleted;

Makes it possible to offer a more personalized offer, as E-CRM facilitates the personalization of the offer as well in terms of product and service; has a positive effect on the company's reputation and profitability.

### *7-3 CRM in the public sector*

Whilst most of the focus on CRM is in private sector business applications, in more recent times the adoption of CRM in public sector has become an important issue.

In practice, public sector department worldwide are attempting to increase their customer focus. Recently, it has been predicted that over the next three years the largest growth area for CRM will take place in the public sector. CRM has become an issue for the public sector because there is political and community pressure to provide better customer services more efficiently. (Pollard et al 2006). The concept of RM means something different in the public sector to the

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<sup>91</sup> Biegajlo Nadine and Mendimi Gabriella, Seminar report: "CRM in online marketing"; University of Fribourg, 2008, P 08.

way that it used in the private companies. In the public sector, all citizens are customers, but the customer is tied to those services offered by a particular local authority.

He is not in a position to shop around. This means that in some services, local authorities are in a monopolistic position. A citizen can't choose to pay council tax in a different borough because it's cheaper. Therefore, the challenges in this situation which faces the public sector organization is to provide an equitable level of service to all citizens rather than to segment customers in order to concentrate on those that are the highest yield customers (Hewson et al., 2003). CRM in the public sector is relatively recent phenomena. Here the definition of CRM is usually “to improve level of services to citizen with optimizing cost to serve”<sup>92</sup>analytic the rang of public services is wide and varied, from paid for services, such as leisure club membership, to traditional services such as those provided in education, health and policing the private sector, competitive pressure and the demand for shareholder returns lead to a focus on optimizing customer value often for short-term profits. In the public sector, the pressures are different, and usually much more complex, for several different reasons:<sup>92</sup>

- **Citizen expectations:** Citizens’ expectations of their experience from organizations are rising. Rather than being set by other government bodies, expectations are set by private sector experiences e.g. in retailing, travel, and financial services. The political capital to be gained, or lost, from poor service is immense.
- **Need for increased relevance of government and its services:** In many western countries, voter participation is declining and the proportion of citizens living outside government influence is increasing. Several studies (e.g. of US voting patterns) suggest that this is skewed towards particular ethnic groups. This reduces the relevance of government and the preparedness of these groups to contribute to and participate in government. Relevant, timely and empathetic CRM approaches can help address this trend. (Hewson and el., 2003).
- **Rising demand:** demand is rising not only because of demographic factors (e.g. rapidly ageing populations, increasing numbers of refugees and economic migrants) but also emerging needs, such as national security, personal vetting and environmental concerns.

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<sup>92</sup> Thesis Zaidan A.Zaidan Dhman The Effect of Customer Relationship Management (CRM) Concept Adoption on Customer Satisfaction – Customers Perspective- p36

- **Need for cost reduction:** Financial pressures and budget constraints increase the focus on cost reduction. However, as in the Private sector, piecemeal focus on cost reduction can actually increase overall costs e.g. trying to treat patients quickly can lead to more second treatments, often at higher cost per treatment.
- **Fraud:** Reducing fraud has the double benefit of increasing available revenue with the political benefit of “being tough on the causes of crime”. CRM approaches can allow real-time access to customer data, allowing fraud protection to take place more easily.

#### *7.4 What prevent effective public sector CRM*

There are various factors that create problems, such as:<sup>93</sup>

- **Audience selection:** Unlike private sector organizations, most public sector ones cannot choose the people they serve. In fact, they often have to target citizens who may qualify for the service or benefit, but who resist approaches from public service departments. This raises significantly the cost of acquisition and of continuing service.
- As in the private sector, public sector organizations are often poorly coordinated across departments and geographies, internally and with each other (the interagency problem). Optimizing one part of customer management may increase overall costs and impair the customer experience.
- There is also a resource problem. The public sector has rarely developed resources to design, build and optimize CRM. Where they have, their best people are often enticed away by higher salaries from the private sector. This is likely to lead to a widening skills gap.
- Public sector organizations are starting to understand that CRM philosophy involves not just technology but also changes to the proposition, the way service is delivered, integration of access and delivery channels, improved data, different measurement systems and a new way of managing people. In the public sector, only very senior managers can achieve these kinds of change. Leadership tends to be slower to make decisions and act, and this will make it difficult for public sector organizations to manage CRM programs.

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<sup>93</sup> Thesis Zaidan A.Zaidan Dhman The Effect of Customer Relationship Management (CRM) Concept Adoption on Customer Satisfaction – Customers Perspective- p37-38

- Lower levels of pay, lower caliber managers, low status or job esteem and a cost minimization culture have created a public sector culture that gives a low priority to customers. A major cultural shift is required in most public sector organizations to deliver CRM through people.
- In the private sector, databases are often developed as independent initiatives by separate departments. Over time, their integration into an organization-wide database becomes commercially justifiable – it helps the company achieve commercial benefits of improving customer value cost-effectively. Issues such as value optimization motivate the public sector less, and there is usually little history of cross-agency or interdepartmental cooperation. There is also less appetite to understand and optimize the organization’s data capabilities within data protection and privacy constraints. All this suggests that public sector CRM is more likely to be a follower than a leader in terms of using customer data.
- There is a strong measurement culture in the public sector, but it tends to be activity and work content-based. There is less experience of process, service and value measures. There is less focus on measures based on the perception of customers concerning the quality of service delivery. Because of the public service culture, which tends to penalize any “bad news”, measures which show negative customer perceptions are often avoided or, if in place, disregarded. Effective CRM requires a strong capability of “honest” measures, measuring current performance and designing and implementing improvements, and then measuring whether the planned improvements – as seen by the company - resulted in improvements as seen by customers.
- There has been much outsourcing of functions and processes in national and local government, usually to reduce costs or to finance replacements of large IT systems. Outsourcing agreements tend to focus on just one part of the organization, with performance criteria tightly defined, not usually in customer terms. So outsourcing as usually practiced rarely improves things for customers, can make it more difficult to re-engineer processes that cross the interface between the client and the outsourcing company. (Hewson and el., 2003).

#### *7-5 from customer relationship management to citizen relationship management*

Customer Relationship Management can be defined as a holistic management approach, enabled by technology with a broad customer focus, to start, maintain and optimize relationships and to make customers more loyal/profitable. CRM requires a customer centric



business philosophy and culture to support effective marketing, sales and service processes. The main goal is to optimize the customer value within the customer lifecycle. (Bruhn & Homburg 2002). This is an aggregation of the many perspectives on CRM that exist (Payne & Frow 2003).

Therefore, Citizen relationship management (CiRM) can be defined as a strategy, enabled by technology with a broad citizen focus, to maintain and optimize relationships and encourage citizenship. Since we are currently in the early stage of the emergence of CiRM this is a working definition. CiRM could be part of the New Public Management just like TQM or seen as an additional concept to the e-Government framework. One-Stop Government also (Hagen 2000, Wimmer 2001, Fountain 2001) has a lot in common with the concept of CiRM. Successful implementation requires a network oriented organization, collaboration between government levels, multi-channel options, and a reengineering of public services and the underlying laws. The internet channel has the potential to reduce government information, communication and transaction costs and plays a vital role in the one-Stop concept as well as IT and the internet in CiRM.<sup>94</sup>

### **Conclusion of chapter 2:**

Customer Relationship Management is a holistic management approach, enabled by technology with a broad customer focus, to start, maintain and optimize relationships to make customers more loyal/profitable. Citizen Relationship Management (CiRM) can be defined as a strategy, enabled by technology with a broad citizen focus, to maintain and optimize relationships and encourage citizenship. Although many facts and case studies encourage the use of CiRM, experience from the private sector shows that the government needs to do a detailed assessment of the concept. On the one hand, it facilitates new ways of thinking about public services and the government citizen relationship in general. On the other hand, it is prone to failure. There is also a gap of knowledge about citizens in the public service administrations that can only be filled by academic research. Especially the research complex of the citizen as consumer of public services and its relation to citizenship. Customer Relationship Management shares the same objective of improving citizen orientation in public administration with digital government and new public management. The latter concepts are criticized for not reaching their desired objective and focusing on the inside instead of integrating citizens. CiRM can finally add a clear customer strategy to government.

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<sup>94</sup>[https://www.researchgate.net/publication/221585228\\_Citizen\\_Relationship\\_Management\\_understanding\\_challenges\\_and\\_impact](https://www.researchgate.net/publication/221585228_Citizen_Relationship_Management_understanding_challenges_and_impact).



### III. Chapter 3: E-government

#### Introduction:

The development of the welfare state and the advent of the consumer society have deeply transformed the expectations of the administrations in terms of relations with the authorities. To meet these new requirements of speed, availability and simplicity, administrations must therefore review their approach to the service rendered and their internal procedures.

The quality of service refers to the ability of a service to respond by its characteristics to the different needs of its users or consumers (Afnor definition).

As for marketing, it is generally defined as "a set of processes that consist of creating, developing and communicating value to customers"<sup>95</sup> in order to meet them durably.

Marketing seeks to determine the offers of goods or services according to the expectations of the customers quality is defined as the adaptation of the product or service to the needs of the users the common point between these two concepts is the search for the adequacy between the good or service, the expectations and the needs of the customers:

Marketing conducts market analysis, collects needs, and conducts surveys and satisfaction surveys to define a specification for a new product or service the quality will ensure that the product developed or the service delivered corresponds to this specification, through quality audit and puts in place corrective actions when deviations are found.<sup>96</sup>

The CRM refines this common point since it is defined as customer relationship management (CRM), is the set of tools and techniques designed to capture, process, analyze information about customers and prospects, with the aim of retaining them by offering them the best service.<sup>97</sup>

We have been interested throughout this work to the state as an organization with resources that need to be managed as adequately as possible in order to satisfy these different clients.

The use of technology and marketing tools is inevitable for a better attractiveness, membership rate and satisfaction of the different customers.

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<sup>95</sup>P. Kotler, Keller K.L., Dubois B., Manceau D., Marketing Management, Pearson Education France, 12th edition, 2006

<sup>96</sup> Pierre-Olivier Colliard: Publication on Wednesday 23 March 2011 "A close link between quality and marketing"

<sup>97</sup> Jean-Louis Tomas, Page 40 et seq. in ERP and integrated management packages, Dunod Editor, Paris 2002, and collective 01 Informatique.

Reforming the state is seen today as the best instrument to build citizen confidence in public affairs. In this sense, e-government is a vector of new hope. The leaders, the citizen but also the companies awaiting the spectacular benefits, we can note in particular:

- Improving the quality and availability of public services
- Greater transparency of the institutions;
- Increased democratic participation;
- Easier and more efficient management of resources
- A significant reduction in administrative costs.<sup>98</sup>

We propose to show through this chapter the different aspects related to the concept of e-government. We will first introduce a definition approach, then we will discuss some existing models. We will also be proposing a draft of an e-government model.

### **1-Definition of E-government:**

E-Government is the use of information and communication technology (ICT) in public administration to change structures and processes of government organizations so as to improve access and delivery of all aspects of services and operations for the benefit of all its constituents (Srivastava & Teo, 2007; Alshomrani, 2012).

The United Nations Educational Scientific and Cultural Organization (UNESCO) (2005) define e-government as *“the use of information and communication technologies to promote more efficient and effective government, and make it more accessible and accountable to citizens”*. This definition refers to all ICTs that can be utilized by governments to improve their functions.

Gant (2008) also defines e-government as involving *“taking computer based technologies and combining them with human based administrative processes to create new ways of serving the citizens”*. E-government is also conceptualized by Braga (2003) in Stan forth (2007) as *“a way of organizing public management in order to increase efficiency, transparency, accessibility and responsiveness to citizens through the intensive and strategic use of information and communication technologies in the inner management of the public sector as well as in its daily relations with citizens and users of public services”*.

From the above definitions one can note some differences in the focus of e-government, although all definitions assent to the use of ICTs in government as e-government.

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<sup>98</sup> E-Government and public sector modernization, article by El Megder, C. Larbi, B. Sbihi, D. Mammass, SETIT 2005 3rd International Conference: Sciences of Electronic Technologies of Information and telecommunications March 27-31, 2005 – TUNISIA

All these definitions can be categorized into three specific groups which are:

- e-government can be equated to “*internet service delivery*” (OECD, 2003)
- e-government can be understood as “*a capacity to transform public administration through the use of ICTs*” (OECD, 2003)
- e-government can be “*equated to the use of ICTs in government*” (OECD, 2003)

These three specific groups identified by OECD (2003) have e-government definitions that generally cover all the perceived definitions of e-government. Almost all identified definitions of e-government in literature will fit into any of these three groups.

The aim of e-government is improved service delivery (UN, 2008). However, e-government as an aspect of digital government is not an aim in itself, but an enabler tool for improved service delivery as well as a process with different stages to be attained for achievement of successful adoption and should be treated as a reform process integrating government systems to achieve the desired information society and improve service delivery. E-Government is therefore use of information and communication technologies to promote more efficient and effective government, so as to make it more accessible and accountable to the citizens and it has characteristics of electronic service delivery, electronic workflow, electronic voting and electronic productivity (AL Awadhi & Morris, 2009). E-Government categories based on relationship with government include government-to-citizen (G2C), (G2E) government-to-employee, government-to-government (G2G) and (G2B) government-to-business (Gant, 2008).

### 1-1 E- Government as “Good Governance” Tool

By definition “E-Government' essentially refers to ‘The utilization of Information Technology (IT), Information and Communication Technologies (ICTs), and other web-based telecommunication technologies to improve and/or enhance on the efficiency and effectiveness of service delivery in the public sector.’ (Jeong, 2007). Availability of online public services (‘supply-side’) has been the primary focus of policymaking, but over the past years, citizen usage of e-government services (‘demand-side’) has also become a priority issue. An increasing number of governments, mostly in developed countries, were making greater efforts to increase usage of services. They started by recognizing that the benefits of e-government services are very much determined by the number and type of users of these services, and the frequency of their use. As such, e-Governance can be used as a tool to achieve better governance. Therefore, some governments have seized the opportunities offered by the new and emerging information and communication technologies to transform government based on democracy, inclusiveness and performance excellency. Others, have yet to begin to appreciate the impact of the new

information and communication technologies. E-governance can contribute towards better implementation of the main principles of "good governance". To achieve such a transformation of the inherited modes of governing, e-government needs to provide several major contributions:

*Table 9 governance versus e-gouvernement*<sup>99</sup>

<b><u>Good Governance Principles</u></b>	<b><u>E -Government impact</u></b>
Coherence in policy drawing	Allows for easier policy coordination among ministerial departments, public agencies and layers of government
Participative democracy in policy making	Enables the active involvement of all stakeholders in policy making
Consistency, effectiveness and efficiency in policy implementation:	Facilitates cooperative and networked policy implementation in an easier, quicker and cheaper manner
Transparency and openness of the whole policy process	Makes information widely accessible at a very low cost

Source: European Institute of Public Administration-"e-Government in Europe: The State of Affairs"- EIPA, Netherlands, 2003; p 14

E-Government is not only about modernizing public administration through ICT but it is a key enabler in the building of citizen-oriented, cooperative, and modern governance.

## **2- The importance of E-government**

E-government has tremendously affected *"every conceivable facet of government and is fast becoming the very fabric of governing"* (Curtin, 2004).

However, it is only those who diligently and successfully implement e-government projects who will eventually reap the benefits. E-Government is not only important as a profound tool for transformation in the way the government interacts with the governed but also the reinvention of its internal processes and organization (Al Mushayt *et al.*, 2009; Verma *et al.*, 2012).

E-Government advantages are many (Almarabeh & AbuAli, 2010). These include improved service delivery and convenience to the people there by enhancing their quality of life, well-being and minimizing the national digital divide, improved productivity of government

<sup>99</sup> European Institute of Public Administration-" e-Government in Europe: The State of Affairs"- EIPA , Netherlands ,2003 ; pg 14



agencies by forming a backbone of initiatives that enable them to meet the needs for rural and urban administrations to access public services, to communicate and transact with government through mechanisms appropriate to their respective situations. Another advantage is strengthened good governance by creating a government more accountable and transparent through the practice of aggregating data and development of shared service centers. This empowering of public access to information and records in possession of the state also enables.

According to the **World Bank (2002) E-Governance has the following benefits,**<sup>100</sup>

- It greatly simplifies the process of information accumulation for citizens and businesses.
- It empowers people to gather information regarding any department of government and get involved in the process of decision making.
- E-Governance practices help business access information that might be important for them at a click
- E-Governance strengthens the very fabric of democracy by ensuring greater citizen participation at all levels of governance
- E-Governance leads to automation of services, ensuring that information regarding every work of public welfare is easily available to all citizens, eliminating corruption.
- This revolutionizes the way governments function, ensuring much more transparency in the functioning, thereby eliminating corruption.
- Since the information regarding every activity of government is easily available, it would make every government department responsible as they know that every action of theirs is closely monitored.
- Proper implementation of e-Governance practices make it possible for people to get their work done online thereby sparing themselves of unnecessary hassles of traveling to the respective offices.
- Successful implementation of e-Governance practices offer better delivery of services to citizens, improved interactions with business and industry, citizen empowerment through access to information, better management, greater convenience, revenue growth, cost reductions etc.
- Furthermore, introduction of e-Governance brings governments closer to citizens. So much so that today it becomes extremely convenient to get in touch with a

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<sup>100</sup> <http://www.ijtrd.com/papers/IJTRD3692.pdf>



government agency. Indeed, citizen service centers are located closer to the citizens now. Such centers may consist of an unattended kiosk in the government agency, a service kiosk located close to the client, or the use of a personal computer in the home or office.

### 3- TYPES / MODELS OF E GOVERNMENT

E-government offers services to those within its authority to transact electronically with the government. These services differ according to users' needs, and this diversity has given rise to the development of different type of e-government. According to the World Bank, (2002); Jeong, (2007) the e-Government delivery models can be briefly summed up as follows;<sup>101</sup>

- ✓ G2C (Government to Citizens)
- ✓ G2B (Government to Businesses)
- ✓ G2E (Government to Employees)
- ✓ G2G (Government to Governments)
- ✓ C2G (Citizens to Governments)

#### A. Government to Government Model (G2G)

According to Gregory (2007) G2G refers to the online communications between government organizations, departments and agencies based on a super-government database. Moreover, it refers to the relationship between governments.<sup>102</sup> The efficiency and efficacy of processes are enhanced by the use of online communication and cooperation which allows for the sharing of databases and resources and the fusion of skills and capabilities. It renders information regarding compensation and benefit policies, training and learning opportunities, and civil rights laws in a readily accessible manner (Ndou, 2004). G2G involves sharing data and conducting electronic transactions between governmental actors. This includes both intra and inter-agency interactions between employees, departments, agencies, ministries and even other governments.

#### B. Government-to-Business (G2B)

G2B include various services exchanged between government and the business sectors, including distribution of policies, memos, rules and regulations. The services offered through G2B transactions also play a significant role in business development, specifically the development of small and medium enterprises (Pascual, 2003).

Fung (2002) asserts that, Government-to-Business (G2B) model have been receiving a significant amount of attention, partly because of the dynamic nature of commercial activities

<sup>101</sup> [https://research-repository.griffith.edu.au/bitstream/handle/10072/37709/67525\\_1.pdf](https://research-repository.griffith.edu.au/bitstream/handle/10072/37709/67525_1.pdf)

<sup>102</sup> <http://www.ijtrd.com/papers/IJTRD3692.pdf>

in general and the potential for reducing transaction costs through improved procurement practices. Moon (2003) argued that G2B applications actively drive e-transaction initiatives such as e-procurement and the development of an electronic marketplace for government purchases; and carry out government procurement tenders through electronic means for exchange of information and goods. Shifting government transactions online provides the opportunities for companies to simplify regulatory processes, cut through red tape, keep legal compliance, and carry out operations faster and easier through electronic filing and statistical reporting.

### **C. Government-to-Citizens (G2C)**

G2C deals with the relationship between government and citizens. Government-to-Citizens (G2C) model have been designed to facilitate citizen interaction with the government. The focus of G2C is customer centric and integrated electronic services where public services can be provided based on a “one-stop shop” concept. This implies that citizens can carry out a variety of tasks, especially those that involve multiple agencies, without needing to initiate contacts with each individual agency. A single access points also reinforces citizen participation in democratic processes since they can access administrative proceedings readily and articulate theirs needs more conveniently to public officials. (Ndou, 2004)

In applying the idea of G2C, customers have instant and convenient access to government information and services from everywhere anytime, via the use of multiple channels. In addition to making certain transactions, such as certifications, paying governmental fees, and applying for benefits, the ability of G2C initiatives to overcome possible time and geographic barriers may connect citizens who may not otherwise come into contact with one another and may in turn facilitate and increase citizen participation in government (Seifert, 2003).

### **D. Government to Employees (G2E)**

Government to employee is the least sector of e-government in much e-government research. G2E refers to the relationship between government and its employees only. Some researchers consider it as an internal part of G2G sector and others deal with it as a separate sector of E-government (Riley, 2001). The purpose of this relationship is to serve employees and offer some online services such as applying online for an annual leave, checking the balance of leave, and reviewing salary payment records, among other things (Seifert, 2003). G2E is a successful way to provide e-learning, bring employees together and to encourage knowledge sharing among them. G2E also includes strategic and tactical mechanisms for encouraging the

implementation of government goals and programs as well as human resource management, budgeting and dealing with citizens (Node, 2004).

#### 4- Advantages OF IMPLIMENTING E GOVERNMENT<sup>103</sup>

Advantages and benefits of e-government implementation are the same for both developed and developing countries.<sup>104</sup> E-government applications allow people, businesses, and government sectors to access to available government information 24 hours a day, 7 days a week, which improves the quality of these services<sup>105</sup>. According to <sup>106</sup> implementation of e-government will reduce cost and levels of organizational processes by streamlining and re-organizing operating procedures. Moreover, the using of E-government systems will improve the performance of government agencies and that it will deliver the public service effectively and efficiently for all customers<sup>107</sup>. In addition identified many advantages of e-government implementation such as:  
<sup>108</sup>

- Improves efficiency of government agencies in processing of data
- Improves services through better understanding of users' requirements, thus aiming for seamless online services
- Share information and ideas between all government agencies and department to build one mega data base.
- Assists a government's economic policy objectives by promoting productivity gains inherent in ICT and e-commerce
- Improving transparency, accuracy and facilitating information transforming between government and customers.
- Helps in building trust between governments and citizens, an essential factor in good governance by using internet-based strategies to involve citizens in the policy process, illustrating government transparency and accountability.

<sup>103</sup> [https://research-repository.griffith.edu.au/bitstream/handle/10072/40620/72631\\_1.pdf?sequence=1](https://research-repository.griffith.edu.au/bitstream/handle/10072/40620/72631_1.pdf?sequence=1)

<sup>104</sup> Center for Democracy and Technology, E-government Handbook, 2002. From <http://www.cdt.org/egov/handbook> Accessed on 22 Oct, 20

<sup>105</sup> V. Ndou, E-government for developing countries: opportunities and challenges. The Electronic Journal on Information Systems in Developing Countries vol. 18, no. 1, pp.1-24, 2004.

<sup>106</sup> J. Seifert, A primer on E-government: Sectors, stages, opportunities, and challenges of online Governance. Report for Congress, 2003. Accessed on 14 October, 2005, from <http://www.fas.org/sgp/crs/>.

<sup>107</sup> B. Rubin and H. Wang, Embedding e-finance in e-government: a new e-government framework. Electronic Government, vol. 1, no. 4, pp. 362-373. 2004.

<sup>108</sup> OECD, OECD E-Government Flagship Report "The E-Government Imperative," Public Management Committee, Paris: OECD, 2003

To conclude, it is clear that implementation of e-government not only saves resources, effort and money but it can also extensively increase service quality levels and reducing time spent in government departments<sup>109</sup>.

### 5- Challenges of e-government implementation

There are several challenges that can delay progress towards realizing the promise of E-government. The variety and complexity of e-government initiatives implies the existence of a wide range of challenges and barriers to its implementation and management. This section, will briefly introduce the most important and common challenges and barriers based on literature review as shown in table n°9

Table 10 e-government Barriers<sup>110</sup>

Category	Barriers
<b>Technical</b>	ICT infrastructure
	Privacy
	Security
<b>Organizational</b>	Top management support
	Resistance to change to electronic ways
	Collaboration
	Lack of qualifies Personnel and training
<b>Social</b>	Digital Divide
	Culture
<b>Financial</b>	High Cost

**Source:** Implementation of e-Government: Advantages and Challenges Author Alshehri, Mohammed, Drew, Steve

#### 1- Technical Barriers

The implementation of e-government faces some technological difficulties such as lack of shared standards and compatible infrastructure among departments and agencies. The guarantee by the government will not suffice unless accompanied by technical solutions, transparency of procedures and possibly independent auditing<sup>111</sup>.

<sup>109</sup>W. Seifert and G. Bonham, the Transformative Potential of E-Government in Transitional Democracies. Public Management. Electronic journal Issue,no. 2, pp. 19-22 , 2003

<sup>110</sup> Implementation of e-Government: Advantages and Challenges Author Alshehri, Mohammed, Drew, Steve Published 2010 p<sup>82</sup>

<sup>111</sup> OECD, OECD E-Government Flagship Report “The E-Government Imperative,” Public Management Committee, Paris: OECD, 2003



### **1.1- ICT Infrastructure**

The implementation of e-government initiatives face some technological difficulties such as lack of shared standards and compatible infrastructure among departments and agencies. ICT infrastructure is recognized to be one of the main challenges for e-government. Internetworking is required to enable appropriate sharing of information and open up new channels for communication and delivery of new services (Ndou, 2004). Sharma & Gupta (2003) point out that implementation of the whole e-government framework requires a strong technology infrastructure

In order to deliver e-government services, government must therefore develop an effective telecommunication infrastructure.

### **1.2- Privacy**

Privacy and security are critical obstacles in implementation of e –government. Privacy refers to the guarantee of an appropriate level of protection regarding information attributed to an individual (Basu, 2004). Government has an obligation to ensure citizens' rights regarding privacy, processing and collecting personal data for legitimate purposes only (Sharma & Gupta, 2003). Concerns about website tracking, information sharing, and the disclosure or mishandling of private information are universally frequent. There is also the concern that e-government itself will be used to monitor citizens and invade their privacy. Both technical and policy responses may be required when addressing the privacy issue in an e-government context. Citizen confidence in the privacy and careful handling of any personal information shared with governmental organizations is essential to E-government applications Basu (2004).

### **1.3- Security**

Security of an information system means protection of information and systems against accidental or intentional disclosure to unauthorized access, or unauthorized modifications or destruction (Layton, 2007). It refers to protection of the information architecture including network, hardware and software assets and the control of access to the information itself.

Sharma & Gupta, (2003) asserts that, security can be classified into two elements: network security and documents security. It should include maintenance and e-infrastructure protection in the form of firewalls and limits on those who have access to data. Furthermore, the use of security technology, including digital signatures and encryption, to protect user IDs, passwords credit card numbers, bank account numbers, and other such data being transmitted over the Internet and stored electronically is essential to fulfilling security goals in e-government applications (Feng, 2003)

## **2 Organizational Barriers**



The implementation of e-government is not a pure technical issue only, but rather an organizational issue.<sup>112</sup> Organizational challenges include: Top management support, Resistance to change to electronic ways, Collaboration and Lack of qualified personnel and training.

### **2.1- Top management support**

Top management support refers to the promise from leaders to accept, support and adopt the e-government systems and applications. In fact, leadership is one of the main driving factors in every new and innovative project or initiative, so it is necessary for the implementation of E-government<sup>113</sup>.

The support from high-level, is vital to e-government development, the gaining of required resources and training, the cooperation and coordination between partners and stakeholders for a successful of e-government implementation<sup>114</sup>.

### **2.2- Resistance to change to electronic ways**

E-government is a new phenomenon which in the work place means the transformation from manual methods of work to electronic ones. These new changes will create a new advanced environment completely different to what has been used for many years in government departments<sup>115</sup>. Realini mentioned that many employees see the E-government implementation as a threat to their positions and fear losing their jobs and power.<sup>116</sup>

However, to decrease the resistance to e-government systems employees have to understand the importance and significant of e-government and make sure that they won't endanger their jobs, but through retraining and skill developments, the employees can be reassigned new roles.

### **2.3- Collaboration**

Collaboration and cooperation between all partners is a critical factor in the E-government implementation process in order to gain a successful e-government system<sup>117</sup>. Ndou emphasized that cooperation between public and private sectors is necessary to provide resources, plans, skills and experiences that the government may not otherwise have.<sup>118</sup>

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<sup>112</sup> L. Feng, Implementing E-government Strategy in Scotland: Current Situation and Emerging Issues. Journal of Electronic Commerce in Organizations vo.1, no.2,pp. 44-65, 2003

<sup>113</sup> D. McClure, Electronic Government: Challenges Must Be Addressed with Effective Leadership and Management. GAO-01-959T, Testimony before the Senate Committee on Governmental Affairs, on behalf of the U.S. General Accounting Office, 2001, <http://www.gao.gov/new.items/d01959t.pdf>

<sup>114</sup> W. Seifert and G. Bonham, the Transformative Potential of E-Government in Transitional Democracies. Public Management. Electronic journal Issue, no. 2, pp. 19-22, 2003

<sup>115</sup> L. Feng, Implementing E-government Strategy in Scotland: Current Situation and Emerging

<sup>116</sup> A. F. Realini, G2G E-Government: The Big Challenge for Europe. University of Zurich, 2004.

<sup>117</sup> S. Basu, E-government and Developing Countries: an Overview, 2004.

<sup>118</sup> V. Ndou, E-government for developing countries: opportunities and challenges. The Electronic Journal on Information Systems in Developing Countries vol. 18, no. 1, pp.1-24, 2004.

## 2.4 - Lack of qualified personnel and training

The lack of ICT skills is a major challenge to an e-government implementation, especially in developing countries<sup>119</sup>. The E-government system can be implemented successfully if qualified personnel are available to take the role of start and develop the e-government system<sup>120</sup>. The full economic benefits of ICT depend on a process of training and learning skills, which is still at an important stage for all governments<sup>121</sup>. Another major challenge of an e-government initiative can be the lack of ICT skills. This is a particular problem in developing countries, where the constant lack of qualified staff and inadequate human resources training has been a problem for years (UNPA&ASPA, 2001). The availability of appropriate skills is essential for successful e-government implementation. E-government requires human capacities: technological, commercial and management.

### 1- Social Barriers

Social issues are mainly concerned with the usability by a large variety of people. This implies that the interface must be usable by all kinds of people within the government.

Social obstacles include many factors such as digital divide, culture, education and income. In this area the first two factors will be illustrated.

#### 3.1 Digital Divide

The digital divide refers to the gap in opportunity between those who have access to the Internet and those who do not. Those who do not have access to the Internet will be unable to benefit from e- government services.<sup>122</sup> Those who do not have access to the internet will be unable to benefit from online services (UNPA and ASPA, 2001).

In the case of the digital divide, not all citizens currently have equal access to computers and Internet, whether due to a lack of financial resources, necessary skills, or other reasons. In fact, computer literacy is required for people to be able to take advantage of e-government applications. Government should train its employees and citizens in basic skills of dealing with the computer and Internet in order to let them participate in e-government development applications.

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<sup>119</sup> V. Ndou, E-government for developing countries: opportunities and challenges. The Electronic Journal on Information Systems in Developing Countries vol. 18, no. 1, pp.1-24, 2004.

<sup>120</sup> S .Sharma and J. Gupta, Building Blocks of an Egovernment-A Framework. Journal of Electronic Commerce in Organizations, vol.1, no. 4,pp.1-15, 2003

<sup>121</sup> OECD, OECD E-Government Flagship Report “The E-Government Imperative,” Public Management Committee, Paris: OECD, 2003

<sup>122</sup> OECD, OECD E-Government Flagship Report “The E-Government Imperative,” Public Management Committee, Paris: OECD, 2003

Smith<sup>123</sup> recommended that making computer available in public locations, such as libraries, post offices and shopping centres, could help in addressing the digital divide Feng<sup>124</sup> points out that the lack of Internet access among the society was considered the most important barrier to E-government development.

### 3.2 - Culture

According to Davison and Martinsons<sup>125</sup> “culture is difficult to study partially because it is not an easy concept to define”. Cultural differences and individual behavior patterns play a role in the acceptance and use of new technology<sup>126</sup>. Chang<sup>127</sup> identifies different factors of culture: social structure, education, language, religion, economic philosophy and political philosophy. Swartz<sup>128</sup> found that cultural issues have negatively affected the acceptance and adoption of e-government system in some developed countries such as the UK and Japan. However, cultural issue is not easily tangible, it must be given more planning so that technical change is implemented successfully<sup>129</sup>.

### 4 - Financial Barriers

Moon<sup>130</sup> declared that the lack of financial support is considered as significant obstacle to the implementation of e-government in many countries Carvin et al.,<sup>131</sup> stated that because of the high cost of implementation and maintenance the computer systems, many countries become in dilemma of funding e-government programs, even when a government entity has a plan for effective and accessible e-government.

Feng<sup>132</sup> stated that a major obstacle to E-government is the lack of finance for capital investment in new technology. West<sup>133</sup> noted that the abilities of government offices to place

<sup>123</sup> B. Smith, E-government in Local Councils. Hunter's Hill Council, 2002

<sup>124</sup> L. Feng, Implementing E-government Strategy is Scotland: Current Situation and Emerging Issues. Journal of Electronic Commerce in Organizations vo.1, no.2,pp. 44-65, 2003

<sup>125</sup> R.Davison, and M. Martinsons, Guest Editorial; Cultural Issues and ITS Management: Past and Present. IEEE Transactions on Engineering Management, vol. 50, no. 1, pp.3-7, 2003.

<sup>126</sup> A. F. Realini, G2G E-Government: The Big Challenge for Europe. University of Zurich, 2004.

<sup>127</sup> L. Chang, Cross-Cultural Differences in International Management using Kluckhohn-Strodtbeck framework. Journal of American Academy of Business, vol. 2, no. 1. 2002

<sup>128</sup> N.Swartz, British Slow to Use E-government Services. Information Management Journal, vol. 37, no. 7, 2003

<sup>129</sup> V. Sathe, Implications of corporate culture: a manager's guide to action. Organizational dynamics, vol. 12, no. 2, pp. 4-23, 1983.

<sup>130</sup> M. J. Moon, The evolution of e-government among municipalities: Rhetoric or reality? Public Administration Review. vol. 62. no. 4, pp.424-433, 2002

<sup>131</sup> A. Carvin, J. Hill, and S. Smothers, E-government for all: Ensuring equitable access to online government services. The EDC center for media & community and the NYS forum, 2004.

<sup>132</sup> L. Feng, Implementing E-government Strategy is Scotland: Current Situation and Emerging Issues. Journal of Electronic Commerce in Organizations vo.1, no.2,pp. 44-65, 2003

<sup>133</sup> D.M. West, State and Federal E-government in United States, 2001, Available at: <http://www.insidepolitics.org/egovt01us.html>.

services online and to use technology for democratic outreach are hampered by budget considerations.

## 6- Customer relationship management in e-government

Customer relationship management is defined as the strategies, processes, people and technologies used by companies to successfully attract and retain customers for maximum corporate growth and profit (ATA). It is about identifying, establishing, maintaining and enhancing relationships with the customers so that the objectives of both parties are met (Rashid 2003). Hamilton (2001) defines CRM as the process of storing and analyzing the vast amounts of data produced by sales calls, customer-service centers and actual purchases, supposedly yielding greater insight into customer behavior. The public sector is one of the most primitive and predominant service domains in any community, with a wide array of governmental services catering to all aspects of society and economy (Ho 2002). The essence of customer relationship management is to understand the customer needs and leveraging that knowledge to improve company's long term profitability by customizing its offering on one-to-one basis.

According to Swift (2001), CRM is an enterprise approach to understanding and influencing customer behavior through meaningful communications, in order to improve customer acquisition, retention, loyalty, and customer profitability.

Advancements in information and communication technology (ICT) have touched government agencies also and governments worldwide are embracing this technology to reach their constituents (citizens and businesses) and this initiative is known as e-government. In contrast to traditional secretarial functions.<sup>134</sup>

*Lawson*<sup>135</sup> defines this genre of e-government as the provision of public service in a bone-stop, non-stop manner where power is transferred to the people this opinion is shared by Aichholzer and Schmutzer<sup>136</sup>, who ventured further to describe e-government as the transformation of the business of governance and the foundation of governance itself.

E-government has been defined in a number of ways, mainly falling in two categories- techno-centric and government-centric with the former focusing more on technological or 'e' aspect and the latter on 'governance' (Saxena 2005). CRM in the context of e-government would be to improve service related measures, maximizing customer equity measured using "goodwill" of citizens and reducing costs of service E-government initiatives changed the way government

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<sup>134</sup> A.C. Seavey, Final thoughts on interesting times, Journal of Government Information (1996).

<sup>135</sup> G. Lawson, NetState, Demos, London, 1998.

<sup>136</sup> World Bank Institute (2010).



services are delivered and organized. In order to educate and prepare its people to be more proficient in internet usage, most government has started to engage in nation-wide campaigns in embracing this change the way public information and services are delivered. At the end of the day, the future success of e-government would very dependent on citizens' proficiency level of the Internet usage.

### **7- E-government Implementation**

E-government implementation is a process that requires diligence and commitment from the implementers. There are many factors that must be considered both before and during the implementation process if success is to be attained. A nation or institution wishing to embrace e-government must first assess its readiness, using an e-readiness assessment to measure where the institution stands. An implicit vision, targets and objectives must be set. There must be leadership and commitment to e-government projects E-government must also be integrated into an existing public reform or service delivery agenda. In e-government implementation, the existence of a sound budget, infrastructural and human resources and sound legal frameworks are all necessities

### **8- World E-government Ranking:**

The United Nations E-Government survey 2012 finds that many have put in place e-government initiatives and information and communication technologies applications for the people to further enhance public sector efficiencies and streamline governance systems to support sustainable development. Among the e-government leaders, innovative technology solutions have gained special recognition as the means to revitalize lagging economic and social sectors. A key driver for this approach is the need to achieve efficiency in government at the same time that services are being expanded.

Advances in technology, which allow data sharing and efficient streamlining of cross-agency governance systems are forming the back end of integrated portals where citizens find a myriad of relevant information arranged by theme, life cycle or other preferred use.

E-government innovation and development can position the public sector as a driver of demand for ICT infrastructure and applications in the broader economy. Citizen inclusion is also expanding both horizontally and vertically with more governments around the world in 2012 accepting and promoting the need to inform – and involve – the citizen in the public decision making process. In the last few years many countries have employed ICT in areas such as entrepreneurship, innovation, research and development, promoting distance learning, e-health, e-agriculture, e-trade and other fields. Accessing these new technologies for development is



being recognized as one of the key sources of economic growth. Of particular importance is the effect of cellular technologies. Where national governments have taken a lead, rapid mobile technology proliferation has contributed as much as a one per cent annual increases in economic growth over the last few years.<sup>137</sup>

Building upon the transformative nature of ICT and maintaining their focus on e-government development, all of the top 20 countries in 2012 were high-income developed economies.<sup>138</sup>

All have values that range from 164 to 190 per cent of the world average. Of the 20, 14 are in Northern America and Europe; 3 in East Asia (Republic of Korea, Singapore and Japan); 2 in Oceania (Australia and New Zealand); and 1 in Western Asia (Israel).<sup>139</sup>

### 9- The E-government Readiness Index

The EGDI is a composite measure of three important dimensions of e-government, namely: Provision of online services, telecommunication connectivity and human capacity, as illustrated in figure n° 17. Each one of these sets of indices is in itself a composite measure that can be extracted and analyzed independently.

Figure 17 the three components of the E-Government Development Index (EGDI)<sup>140</sup>



Source <https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2014-Survey/Chapter1.pdf>, p2

The E-Government Readiness Index (EGDI) is a composite measure of the capacity and willingness of countries to use e-government for ICT-led development. Since its creation in 2003, the EGDI has been updated annually by the United Nations Public Administration Program (UNPAP) it covers all Member states of the United Nations. The EGDI looks at the

<sup>137</sup> World Bank Institute (2010).

<sup>138</sup> World Bank (2011c). As of July 2011 the World Bank classified a country with a gross national income per capita of greater than USD 12,276 as high income.

<sup>139</sup> <https://akgul.bilkent.edu.tr/unpan/egov12/unpan048580-ch1-rankings.pdf>

<sup>140</sup> <https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2014-Survey/Chapter1.pdf>, p2

most important dimensions of e-government: scope and quality of online services, telecommunication connectivity, and human capacity.

The maximum possible value is one and the minimum is zero. Though the basic model has remained constant, the precise meaning of these values varies from one survey to the next as understanding of the potential of e-government changes and the underlying technology evolves.<sup>141</sup> Each of these sets of indexes is itself a composite measure that can be extracted and analyzed independently:

$EGDI = (0.34 \times \text{online service index}) + (0.33 \times \text{telecommunication index}) + (0.33 \times \text{human capital index})$ <sup>142</sup>

### *9-1 Online Service Index*

Each country's national website and the websites of the ministries of education, labour, social services, health and finance were visited to assign values to survey responses.

### *9-2 Telecommunication Index*

The telecommunication infrastructure index is a composite of the following five indicators:

- Number of personal computers per 100 persons
- Number of Internet users per 100 persons
- Number of telephone lines per 100 persons
- Number of mobile cellular subscriptions per 100 persons
- Number of fixed broadband subscribers per 100 persons.

### *9-3 Human Capital Index*

The human capital index is a composite of two indicators:

- Adult literacy rate
- The combined primary, secondary, and tertiary gross enrollment ratio.

This chapter presents an overview and broad analysis of the 2014 United Nations E-Government Survey data. It presents e-government development at the global and regional levels.

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<sup>141</sup> United Nations (2010), "E-Government Survey 2010: Leveraging e-government at a time of financial and economic crisis", Department of Economic and Social Affairs, New York. Statistical Annex. Retrieved at: <http://unpan1.un.org/intradoc/groups/public/documents/un/unpan038851.pdf>

<sup>142</sup> <http://wikiprogress.org/articles/governance-human-rights/e-government-readiness-index/>

## 10- Highlights of 2016 e-government rankings

Twenty-five countries have a “very high EGDI” with index values in the range of 0.75 to 1.00 (see Table N° 11). Following trends from past Surveys, 20 out of these 25 countries were also ranked among the top 25 in the 2012 Survey. In addition, the regional representation mirrors those of past Surveys, with a majority of 64 per cent (16 countries) from Europe, 20 per cent (5 countries) from Asia, 8 per cent (2 countries) from Americas and 8 per cent (2 countries) from Oceania. All top 25 are high-income nations, as defined by the 2012 World Bank Country Classification.<sup>143</sup>

Figure 18 world E-government leaders (very high EGDI) in 2014<sup>144</sup>

Country	Region	2014 EGDI	2014 Rank	2012 Rank	Change in Rank (2012–2014)
Republic of Korea	Asia	0.9462	1	1	-
Australia	Oceania	0.9103	2	12	↑ 10
Singapore	Asia	0.9076	3	10	↑ 7
France	Europe	0.8938	4	6	↑ 2
Netherlands	Europe	0.8897	5	2	↓ 3
Japan	Asia	0.8874	6	18	↑ 12
United States of America	Americas	0.8748	7	5	↓ 2
United Kingdom	Europe	0.8695	8	3	↓ 5
New Zealand	Oceania	0.8644	9	13	↑ 4
Finland	Europe	0.8449	10	9	↓ 1
Canada	Americas	0.8418	11	11	-
Spain	Europe	0.8410	12	23	↑ 11
Norway	Europe	0.8357	13	8	↓ 5
Sweden	Europe	0.8225	14	7	↓ 7
Estonia	Europe	0.8180	15	20	↑ 5
Denmark	Europe	0.8162	16	4	↓ 12
Israel	Asia	0.8162	17	16	↓ 1
Bahrain	Asia	0.8089	18	36	↑ 18
Iceland	Europe	0.7970	19	22	↑ 3
Austria	Europe	0.7912	20	21	↑ 1
Germany	Europe	0.7864	21	17	↓ 4
Ireland	Europe	0.7810	22	34	↑ 12
Italy	Europe	0.7593	23	32	↑ 9
Luxembourg	Europe	0.7591	24	19	↓ 5
Belgium	Europe	0.7564	25	24	↓ 1
Very High EGDI Average		0.8368			
World Average		0.4712			

Source: Surveys World e-government rankings, chapter 1 p 15

Progress in Africa remains relatively slow and uneven. The regional EGDI average in Africa is 0.2661. Six countries (Tunisia, Mauritius, Egypt, Seychelles, Morocco and South Africa) have

<sup>143</sup> <https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2014-Survey/Chapter1.pdf> p,15

<sup>144</sup> Surveys World e-government Rankings , chapter 1 p 15

EGDI values above the world average of 0.4712, placing them among the top 50 per cent of the world.

Tunisia and Mauritius are the two highest-ranked countries in Africa, with Egypt, Seychelles, Morocco and South Africa following closely behind and showing progress as compared with the 2012 *Survey*. However, Africa as a whole exhibits a regional digital divide with most Internet activity and infrastructure concentrated in South Africa, Morocco, Egypt, Mauritius and Seychelles.

### 10.1- The top 20 countries in Africa

Figure N° 19 shows the top 20 countries in the African region based on e-government development. Tunisia climbed 28 places to the 75th global position. Mauritius and Seychelles remain in the regional top 5, improving their world rankings from 93rd in 2012 to 76th in 2014 and from 84th to 81st respectively. Egypt improved its ranking significantly and is now ranked third in the region and 80th globally. Morocco improved its rank by 38 places, which is clearly the biggest jump in the region; it has emerged as a trailblazer in certain areas with particularly impressive mobile broadband take-up. Morocco was one of the first countries in the Middle East and North Africa to institutionalize a regulatory environment for promoting competition in the telecommunications sector; and as such, made great strides in levelling the playing field for private operators to enter and succeed in the market. As early as 1999, a national strategy was developed to lay out the country's ICT vision which later became the foundation for subsequent plans such as e-Morocco and now Digital Morocco.<sup>145</sup>

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<sup>145</sup> Chapter 1 - world e-government rankings, p 21

Figure 19 top 20 countries in Africa<sup>146</sup>

Country	Level of Income	EGDI	2014 Rank	2012 Rank	Change in Rank
High EGDI					
Tunisia	Upper Middle	0.5390	75	103	↑ 28
Mauritius	Upper Middle	0.5338	76	93	↑ 17
Egypt	Lower Middle	0.5129	80	107	↑ 27
Seychelles	Upper Middle	0.5113	81	84	↑ 3
Morocco	Lower Middle	0.5060	82	120	↑ 38
Middle EGDI					
South Africa	Upper Middle	0.4869	93	101	↑ 8
Botswana	Upper Middle	0.4198	112	121	↑ 9
Namibia	Upper Middle	0.3880	117	123	↑ 6
Kenya	Low	0.3805	119	119	-
Libya	Upper Middle	0.3753	121	191	↑ 70
Ghana	Lower Middle	0.3735	123	145	↑ 22
Rwanda	Low	0.3589	125	140	↑ 15
Zimbabwe	Low	0.3585	126	133	↑ 7
Cape Verde	Lower Middle	0.3551	127	118	↓ 9
Gabon	Upper Middle	0.3294	131	129	↓ 2
Algeria	Upper Middle	0.3106	136	132	↓ 4
Swaziland	Lower Middle	0.3056	138	144	↑ 6
Angola	Upper Middle	0.2970	140	142	↑ 2
Nigeria	Lower Middle	0.2929	141	162	↑ 21
Cameroon	Lower Middle	0.2782	144	147	↑ 3
Regional Average		0.2661			
World Average		0.4712			

Source: World e-government rankings

Although Morocco has lost three places in relation to the latest publication of the United Nations Department of Economic Affairs survey, or it had risen by 38 places at one time, it is still considered to be one of the countries with an index “Lower middle” E-governance development with its “**new digital strategy**”

Morocco now has its new digital plan on the horizon of 2020 announced on 27 June 2016 by Moulay Hafid El Alamy, the Moroccan minister of industry before King Mohammed VI.

This new plan aims at digital development in the country allowing the kingdom to register in the world digital economy.<sup>147</sup>

The "Morocco Digital plan" is a document detailing the country's achievements in the field of communication and information technology by defining its ambitions and priorities in this sector. The 2020 digital strategy has as its main objectives:<sup>148</sup>

<sup>146</sup> Chapter 1 - world e-government rankings, p 22

<sup>147</sup> <https://www.ticmag.net/apres-maroc-numeric-2013-voici-le-plan-maroc-digital-2020/>

<sup>148</sup> <http://blog.visiativ.com/maroc-digital-2020/>



- ✚ Reduce 50% of the digital divide: or otherwise resorption of the digital divide, this is done through digital literacy, also the development of a palette of digital social services covering thus the four critical areas for Social development in particular agriculture, health, education and financial inclusion.
- ✚ To put online 50% of the administrative procedures: this through the encouragement of the E-Gov: With some 20 structural projects, of which 80% with the aim of a profound transformation of the administrative processes.
- ✚ Connected 20% of SMEs: In addition to halving the proportion of Moroccans who do not have access to the Internet the Digital plan 2020 also tends to increase by 20% the rate of SMEs equipped with a connection. The plan also aims to achieve an offshore growth rate of 5-10% per annum.
- ✚ Positioning Morocco as the first digital hub in Africa: the revival of the Moroccan digital hub is based on two components:
  - The strategic repositioning towards the Business Process outsourcing of Europe, with a change of the target clientele and a complete revision of the promotional approach of Morocco.
  - The stimulation of digital hub activities for francophone Africa by developing a quality proposal.

According to the objectives of the plan Maroc Digital 2020, we can say that Morocco is ready to put feet and hands in order to surf well on this wave of digitalization that invades the world. The ideal will be to take advantage of it by betting even more on this phenomenon.

Morocco in this sense must try to attract talents, entrepreneurs and even foreign investors in the field of digital in order to accelerate this transformation and even why not integrate the digital in the training of schools since the youngest age.

This digital plan is therefore a unique opportunity to strengthen the economy of the kingdom.

### **Conclusion chapter 3**

E-Government applications have emerged rapidly in the developing world. This is due to its usefulness as an enabling tool to increase efficiency and enhance transparency. This research focuses on insights into the implementation process of e-Government within the context of developing countries. This chapter has shown that e-government has become such an important aspect of today's world that governments cannot overlook it and should instead devise strategies to make it viable in the countries. The benefits of e-government are so profound that it does not

make economic, political or social sense for any government institution to continue the traditional way of governing.

However, it has also been noted that, for those benefits to materialize, there are important prerequisites for before and during implementation that, if overlooked, will decrease the benefits of implementation. It is crucial for governments to create conducive environments and eliminate all kinds of challenges if they are to progress.

The countries have deployed Web Portals and Government Online Services in order to make the government's services and employees directly and easily accessible to the citizens and to make a better use and a better dissemination of information.

The Moroccan government aims to position the Kingdom among dynamic emerging countries in information technology. It is within this framework that the national strategy "New digital strategy".



## **IV. Chapter 4: E-government: case Morocco**

### **INTRODUCTION**

Morocco is a constitutional and parliamentary monarchy. In 2011, the country had a new constitution by way of referendum, devoting the principles of good governance, separation and balance of powers. This constitutional reform was accompanied by a shift to a decentralized territorial organization based on advanced regionalization and administrative deconcentrating.

This part includes an assessment of the e-government approach in Morocco, emphasizing coordination, citizen involvement, transparency of administration, the integrity and use of ICTs. The new information and communication technologies sector plays a fundamental role in the economic take-off and in the control of the stakes of competitiveness, modernization, and the influx of investment and the creation of jobs. The Internet, a major component of these new technologies, is a means of facilitating the teaching of young people and access to knowledge in general, a catalyst for the efficiency of business and administration, a tool for openness to the world and a lever to create new trades. Thus, the development of the Internet can help to improve the competitiveness of Morocco. It analyses the promising services of this e-government approach, the legal framework and public policies of Morocco, emphasizing the successes achieved and formulating recommendations to overcome the difficulties. The new Moroccan Constitution is a promising basis for the open government. In order to build a genuinely transparent and participatory public administration, the country must nevertheless increase its efforts, materialize its commitments and accelerate the implementation of public policies at national and local levels. Success depends on the political voluntarism, the existence of a strategic plan and the necessary human and financial resources as well as the ability of the Government to consider citizens and civil society as true partners. To achieve this, Morocco, unlike other countries in the region, can rely on a strong civil society and a functional public administration. An analysis of the services of the e-government approach will be established while specifying the impact on Moroccans.

## 1- E-Government in Morocco

Morocco Numeric 2013 is a strategic plan that the Minister of Commerce, industry and new Technologies Abdelkader Amara is leading. Launched in October 2009 under the chairmanship of King Mohammed VI, this strategy was endowed with a budget of 5.2 billion dirhams. It aims to build our Chérifien kingdom into a technological hub that is wealth-generating, with companies and individuals well anchored in a globalization that is advancing in a non-frantic way.<sup>149</sup>

The plan Maroc Numeric 2013 is structured around four axes: to promote access to the Internet and to knowledge, to develop the e-Government program, to improve computerization for small and medium-sized enterprises in order to increase their Productivity, and support local or offshore it actors.

We will focus on the e-government program in Morocco. Public services and their effectiveness have a significant impact on economic and social life across the country. Thus, it is increasingly important to offer these services in an integrated, transparent, secure, continuous and efficient manner, in order to accompany the transformation of the Moroccan society into information society, through information technology and In line with the needs and expectations of citizens and businesses.

Beyond the computerization of existing procedures and processes, e-government offers an in-depth configuration based on a complete understanding of the functioning of public administration.<sup>150</sup>

This configuration requires a commonly shared vision as well as horizontal collaboration between the concerned government agencies and organisms.

In Morocco, the public sector expenditures represent a significant share of the state's budget. The public sector will achieve significant gains and improvements of efficiency and effectiveness through the implementation of e-government services which leads to a simplified and automated, and then less costly processing of information.

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<sup>149</sup> <https://Int.ma/strategie-maroc-numeric-2013-bientot-a-son-terme/>

<sup>150</sup> <http://www.egov.ma/en/context>

### 1-1 Vision of E-government Morocco

*Bridging administrative services to users in order to better serve their needs in terms of efficiency, quality, and transparency throughout a well-tailored e-government program.<sup>151</sup>*

### 1-2 Objectives of E-government Morocco

*The main objective is to use e-Government projects to modernize Government Agencies and Local Governments offering services for citizens and businesses. This brings into play information and communication technologies in order to reconfigure the processes in depth, make them more effective and efficient, and fully geared towards serving citizens and businesses.<sup>152</sup>*

## **2- Implementation of E-government in Morocco**

The digital battle has become the most important factor of economic and social development. In fact, there is no doubt on the fact that establishing E-government systems can improve the quality of government services and enhance the citizens' life. However, E-government projects cannot be successful if they are not adapted to the specific cultural and social needs of the users.

E-government implementation are the same for both developed and developing countries, the implementation of E-government in Morocco are:

### 2-1- Roadmap

#### ✓ E-consulate :<sup>153</sup>

- ✚ Registration by the citizen in person to create their electronic folder Online appointment booking and request of consular services
- ✚ Delivery of document by post
- ✚ Online Payment
- ✚ Online delivery of documents not requiring physical presence
- ✚ Civil status and nationality (excluding booklets of identity and civil status)
- ✚ Certificates and attestations (residence, good conduct, disability, currency holdings, certificate of custom)
- ✚ Making copies and translations

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<sup>151</sup> <http://www.egov.ma/en/vision-and-objectives>

<sup>152</sup> Idem

<sup>153</sup> <http://www.egov.ma/en/feuilles-de-route/e-consulate>



✓ Online creation of companies<sup>154</sup>

✚ To create a company, the project owner must follow a long and complex process.

The difficulties encountered in this process can be attributed to:

- The vast number of stakeholders, leading to many trips for the creator of the company
- The interdependency amongst stakeholders lengthens the time for creation
- The redundancy of documents requested by the various stakeholders

✚ To improve this process, an electronic platform for creating companies online will be set up. This platform acts as a one-stop-shop for submitting company creation dossiers as well as organising their processing by stakeholders.

✓ Online Complaints<sup>155</sup>

The project aims to create a channel for citizens allowing them to submit claims to municipal officials according to their areas of expertise.

✓ Online service for car registration documents<sup>156</sup>

The vehicle registration service operated, must respond to both existing and new challenges:

- ✚ The increasing demand for vehicle registration leads to extra costs in data entry and handling of paper documents (400,000 requests per year)
- ✚ The need to fight forgery of registration documents and customs clearance documents
- ✚ Promoting the use of information technologies by operators in the sector
- ✚ The need to modernise the process by removing the current constraints of transferring the dossier to the place of registration of the vehicle

✓ Digital Platform of the Moroccan Post Office<sup>157</sup>

The digital platform is one of the pillars of the strategy “Poste Numérique”. It reflects the strong will of Poste Maroc to create a new line of electronic and hybrid products, such as:

- ✚ The secure electronic post box
- ✚ Electronic commerce and web presence
- ✚ Online counter for requesting administrative documents

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<sup>154</sup> <http://www.egov.ma/en/feuilles-de-route/online-creation-companies>

<sup>155</sup> <http://www.egov.ma/en/feuilles-de-route/online-complaints>

<sup>156</sup> <http://www.egov.ma/en/feuilles-de-route/online-service-car-registration-documents>

<sup>157</sup> <http://www.egov.ma/en/feuilles-de-route/digital-platform-moroccan-post-office>

✓ Collection and dissemination of statistical data<sup>158</sup>

The collection and dissemination of statistical data in Morocco suffers from many problems:

- ✚ The shortage of national indicators,
- ✚ Redundancy in collecting data and producing statistics,
- ✚ The lack of national coordination between the concerned actors.

✓ Online application for Judicial Record<sup>159</sup>

To apply for and collect an extract of their judicial record, a citizen must make two visits to their birthplace tribunal or the headquarters of the Ministry of Justice in Rabat, which can lead to significant cost and loss of time.

To overcome this, the Ministry of Justice wishes to implement an online counter for requesting a judicial record.

✓ General Interoperability Framework<sup>160</sup>

The GIF (General Interoperability Framework) is part of international best practice. It allows planning of a user-oriented online public service, where the administrations communicate easily together.

✓ Common Charter for governmental websites<sup>161</sup>

The Ministry of the civil service and modernisation of the Administration intends to launch a project to develop and gradually implement a common charter for governmental websites. The aim is to harmonise government publications on the Internet through the creation and adherence to a “brand image” of the Kingdom.

✓ Governmental Gateway<sup>162</sup>

As part of simplifying the relationship between Administration and the User (citizen or company), the Governmental Gateway will henceforth allow them to address only the administration in charge of the administrative procedure, who will then request of other administrations the necessary information to fulfill the requested service.

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<sup>158</sup> <http://www.egov.ma/en/feuilles-de-route/collection-and-dissemination-statistical-data>

<sup>159</sup> <http://www.egov.ma/en/feuilles-de-route/online-application-judicial-record>

<sup>160</sup> <http://www.egov.ma/en/feuilles-de-route/general-interoperability-framework>

<sup>161</sup> <http://www.egov.ma/en/feuilles-de-route/common-charter-governmental-websites>

<sup>162</sup> <http://www.egov.ma/en/feuilles-de-route/governmental-gateway>

✓ [Online counter for requesting administrative documents](#)<sup>163</sup>

To perform certain administrative procedures, citizens are sometimes required to travel long distances from their place of residence, which leads to loss of time and significant expenditure.

In order to alleviate these problems, the Ministry of Interior wants to implement an online counter for requesting administrative documents.

✓ [MASIRH](#)<sup>164</sup>

The Management of Human Resources at the level of the DES presents a strategic challenge of modernization and reform of the entire sector. As information system is the keystone of this management, several others studies have been conducted by the DES leading to the launch of the structured SIRH program Human Resources Information System. This program includes the following projects:

- ✚ The MASIRH project
- ✚ The Movement project
- ✚ The GPEEC project
- ✓ [Consumer portal](#)<sup>165</sup>

Like many countries, Morocco wishes to implement a system for informing and guiding consumers. Also, in the wake of adopting the consumer protection law, the Ministry of Industry, Trade, Investment and the digital economy launched the project to set up the consumer portal.

✓ [Redesign of the portal service-public.ma](#)<sup>166</sup>

The Administration portal Service-Public.ma is part of the programs for electronic government and that for simplification of administrative procedures. This redesign will contribute to bringing the administration closer to its users and overcoming the restrictions and problems of the current system (in service since August 2005, with slight modifications made in 2007).

✓ [Integrated system for issuing Certificates of Qualification and Classification of Construction Companies and Approval of natural persons or legal entities performing studies or project management](#)<sup>167</sup>

<sup>163</sup> <http://www.egov.ma/en/feuilles-de-route/online-counter-requesting-administrative-documents>

<sup>164</sup> <http://www.egov.ma/en/feuilles-de-route/masirh>

<sup>165</sup> <http://www.egov.ma/en/feuilles-de-route/consumer-portal>

<sup>166</sup> <http://www.egov.ma/en/feuilles-de-route/redesign-portal-service-publicma>

<sup>167</sup> <http://www.egov.ma/en/feuilles-de-route/integrated-system-issuing-certificates-qualification-and-classification>

The certificates of qualification and classification of BTP (building and public works) companies and the approval of natural persons or legal entities performing studies or project management are issued by the Ministry for Equipment and Transport. Currently this service faces a number of difficulties:

- ✚ For the MET, the paper records generate a heavy management load through the circulation of requests between the different departments of the ministry (on average 200 dossiers per month)
- ✚ For the submitter, many visits to the MET are necessary to submit, track and collect the certificate or approval in paper form
- ✚ The certificate issued by the current system can be forged (20 to 30 forgery cases have been recorded since 1994)
- ✚ To address all these problems, the MET decided to develop an integrated system, accessible via the WEB, for management of certificates of qualification and classification and approvals

✓ **Online order of Announcements in the Official Bulletin**<sup>168</sup>

Publication of announcements in the editions of the Official Bulletin faces a number of challenges:

- ✚ Citizens are obliged to visit Rabat, or failing that exchange correspondence multiple times with the Official Printer, with all the delays that entails
- ✚ The Official Printer deals with paper-based announcement requests which leads to a significant cost in data verification and entry

**2-2 Green Gov**<sup>169</sup>

Nowadays the world faces significant ecological challenges. The negative impact of human activity on the environment, especially in e-government should be taken into account.

- ✚ Three important observations:
- ✚ Information and Communication Technologies generate a significant amount of the Waste Electrical and Electronic Equipment.
- ✚ Information and Communication Technologies consume a significant amount of energy.
- ✚ The growth of equipments and their uses is particularly high.

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<sup>168</sup> <http://www.egov.ma/en/feuilles-de-route/online-order-announcements-official-bulletin>

<sup>169</sup> <http://www.egov.ma/en/green-gov>

- ✚ Green IT or green computing fits into the general framework of sustainable development and planet protection.

### 2-3 Legal and regulatory

In this page: <http://www.egov.ma/en/cadre-juridique-et-reglementaire>, they talk about the law of each of those:

- ✚ Electronic certification
- ✚ Data protection and e-commerce
- ✚ e-Gouvernement
- ✚ Interoperability

### 2-4 Electronic certificate<sup>170</sup>

The difference between “digital certificate” and “electronic signature” is not always obvious.

A digital certificate is a set of files, some of which is public and contains identity elements. At this public portion corresponds a private party (known as "public key" and "private key") that is never exchanged the digital certificate also contains the signature of the authority that issued it. The electronic certificate can be used for:

- ✚ Authenticate sites or applications
- ✚ To sign a document electronically
- ✚ Encrypt a document electronically

By analogy with the handwritten signature, to sign an act, is both put a sign recognizable and due to someone (a signature authenticates the signatory), and indicate that we approve the content of the document. The electronic signature enables:

- ✚ Strong authentication of the sender: verifying the identity of the sender.
- ✚ Integrity: electronic signature ensures the integrity of the document (or transaction) because any change of the signed document is detectable.

The guarantee of consent: by electronic signature, guaranteeing the issuer's consent is secured, and the document is not reputable.

In Morocco, Barid eSign is the first production platform of electronic certificates, which aims to produce certificates for strong authentication, secure signature and timestamp, allowing users

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<sup>170</sup> <http://www.egov.ma/en/electronic-certificate>



to affix their signatures to any kind of electronic exchange with the same probative force as handwritten signatures.

### 2-5 ICT Infrastructure <sup>171</sup>

The Moroccan Government has set early in 2010, general guidelines for the development of telecommunications infrastructure in Morocco in order to generalize access to all parts of the kingdom without exception, to reduce the digital divide and encourage broadband development.

This policy shall include: Investment support in the telecommunications sector, which is considered as one of the major poles in the overall development of the Moroccan economy.

- ✚ Deployment of appropriate infrastructure to meet changing uses and reflecting the Government's determination to reduce the digital divide that now concerns the access, use and content. Access to content other than voice (data, images, etc.) require increasingly rates and has as its corollary the building of fixed infrastructure (mainly based on fiber optics) to guarantee the availability of service offers in terms of overall quality of service expected from consumers and businesses. This objective involves stimulating the market for deploying solutions offering broadband access.
- ✚ Expanding access to telecommunications services (voice and Internet) by setting up conditions that can stimulate a significant drop in call charges and reducing their impact on household and business spending.
- ✚ Continued growth in different market segments through the activation of regulatory levers capable of developing competition between the various stakeholders.

### **3- Services of E-government in Morocco**

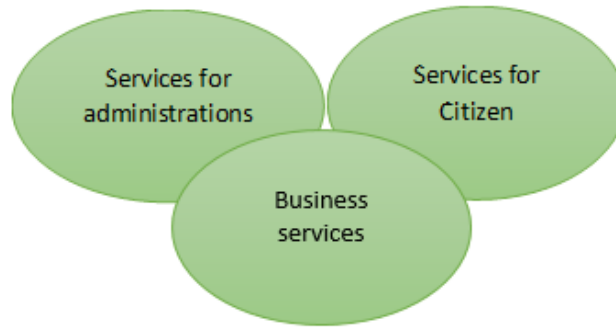
The life events of citizens and businesses are at the heart of the concerns of the e-government program. The aim is to provide users with better quality services, while allowing them to reduce costs and delays and guarantee them maximum transparency. Interacting with the online administration will be the norm for citizens and businesses.

This also implies a modernization of the administration and the pooling of its resources and infrastructure, enabling it to achieve significant gains in terms of efficiency and efficiency.

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<sup>171</sup><http://www.egov.ma/en/ict-infrastructure>

Figure 20 Moroccan Services in E-government program



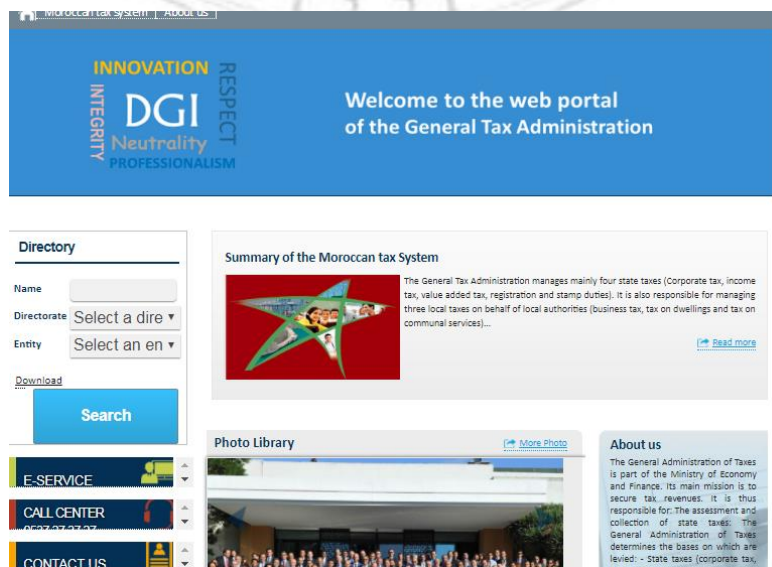
✓ Example of services

✚ Some Services for citizens

- Service-Public.ma, Public portal for information on the procedures, administrative steps and e-government services available online.



- Online service for reporting and paying income tax, will provide a better quality of services to taxpayers through a simplification of the procedure, an improvement in transparency and a cost reduction as well for the taxpayer than for the administration.

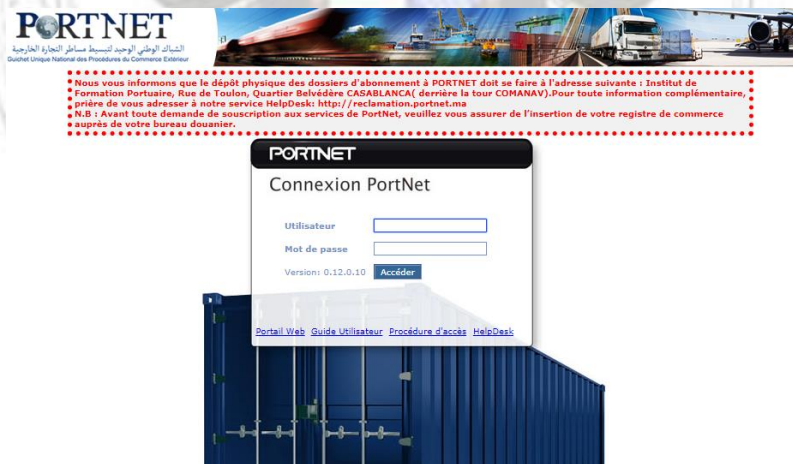


- Pension management portals, allow for a better dissemination of social information (pension certificates, status of contributions, etc.) for the benefit of citizens and greater efficiency in the delivery of services at a lower cost.



#### Business Services

- One-stop port (PortNet system), will provide better service to businesses by reducing the time to stop at port level and the costs of related logistics to port infrastructure.



- Merchandise Clearance Portal (System BADR), allows to cover all the needs of operators and customs services online for the clearance of goods.



- The integrated public expenditure management portal is a centralized and secure system for the management of the state budget, simplifying the procedures and reducing the costs and delays of processing the expenditure.



#### 4 - Data Analysis of the program e-government Catalogue

In the Publish E-government program in Morocco, there are 89 projects<sup>172</sup> that should be carried out while only 80173 on the sites are published, we planned to do an analysis with “Qlik sense”<sup>174</sup> in order to draw the statistics and analyze them.

<sup>172</sup> Program E-government edition 2011 , p 4

<sup>173</sup> <http://www.egov.ma/fr/catalogue-des-projets>

<sup>174</sup> Qlik sense is a data analysis platform. Qlik sense allows you to analyze data and perform data discoveries. You can share knowledge and analyze data in groups and at the level of different organizations. Qlik sense allows you to ask questions and answer them in order to develop your own paths of thought and perspectives. Qlik sense allows you and your colleagues to make collaborative decisions

Figure 21 number of project in the website e-Gov. in Morocco

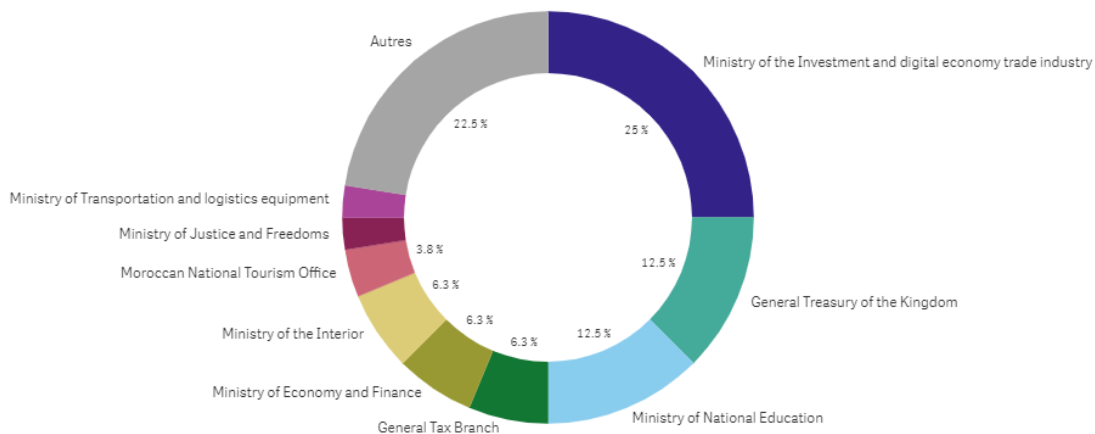
## Number of projects

80

A study was prepared on the E-government project catalogue (in the annex) available on the web-sites [www.egov.ma](http://www.egov.ma) , in order to draw the following statistics:

- Rate of E-government repartition by entities
- Rate of distribution of the participants of the E-Gov. project
- Division projects status

Figure 22 rate of E-government repartition by entities



**Comments:** According to the graph 25% of the projects their entities and the ministry of the investment and digital economy trade industry is the ministry of commerce of the country. It is responsible for the design and implementation of government policy in the fields of industry, trade, and new technologies. Extensive Information on the site is also available regarding quality, market surveillance, advanced technologies, and innovation, as:

- Extranet Jawaz
- Mobil application for Geolocaliation
- Fikra platform for e-government



-Redesign for Morocco, national portal

There are also 12.5% of the projects are headed by General Treasury of the Kingdom as:

- Dematerialization of public central of procurement
- Online tax payment
- Online payment of residential taxes

As well as 12.5% of the projects their entities is the ministry of national education among them:

- Massar / student Area
- Massar parent Area
- Collaborative messaging platform

Others represent 6.3% and their entities is:

- General Tax Branch as:
- Simpl-Is
- Simpl-Vat

The entity of ministry economy and finance as:

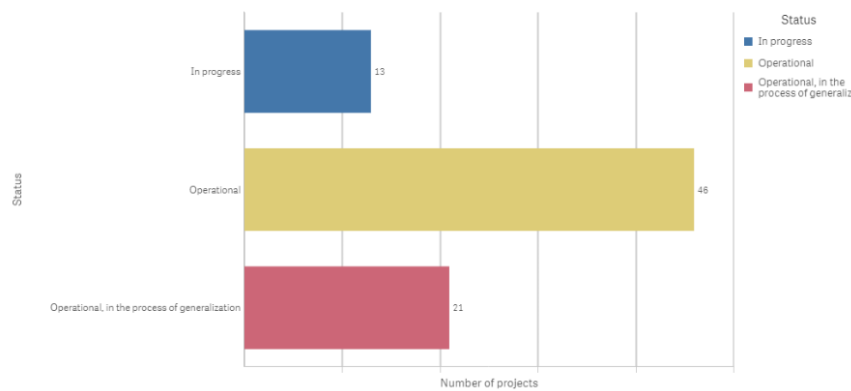
- Pay roll system
- Ressource Management

Only 3.88% are dedicated to the Moroccan national Tourism office, while foreign direct investment can be from tourism and can developed from the Moroccan economy

The percentage of 2.5% represents other entities such as:

Ministry of social security fund, ministry of justice and freedoms, ministry of foreign affairs and cooperation, department training ....

Figure 23 division of projects status



**Comments:** We note that 46 projects are operational as:

- Online tax payment
- Extranet Jawaz
- upgrading portals
- Mobile application for tracking services e-gov...

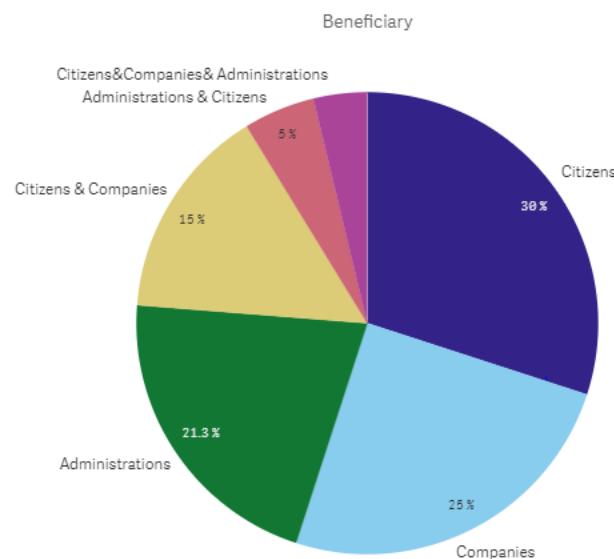
21 projects are operational, in process of generalization like:

- Collaborative messaging platform
- Electronic ordning of adminitrative documents
- Online claim...

And only 13 projects are in process as:

- Unique endentity for citizens
- Civil status
- E-participation sites

*Figure 24 rate of distribution of the participants of the E-gov project*



**Comments:** As it is noted that 30% of the projects are dedicated to the citizens, 25% are dedicated to the companies, 21.3% are dedicated to the administrations. 15% of the projects are dedicated to companies and citizens. 5% to administrations and citizens, the rest 3.7% are dedicated to citizens, companies and companies alike. Which justify the vision of Moroccan program e-government the aim is to use the e-Government projects to modernize and Local

Administration in the service of citizens and businesses. It is the use of information technology and communications to reconfigure processes in depth, making them effective and efficient, completely geared to serve citizens and business.

### 5-Data analysis of the current situation e-government in Morocco

#### 5.1 E-Government development index (EGDI):

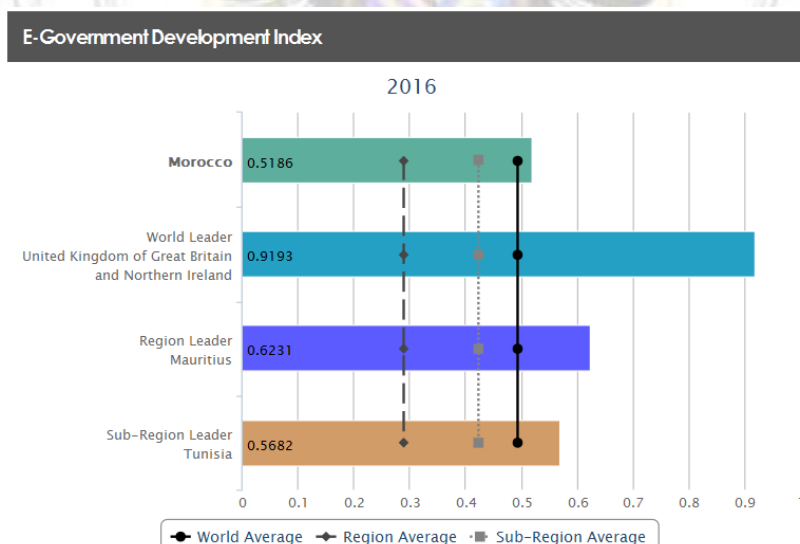
Table 11 evolution the ranking of Morocco with the program egov

Rapport	2005	2008	2010	2012	2014	2016
Classement du Maroc	138	140	126	120	82	85
Valeur de l'indice	0.2774	0.2944	0.3287	0.4209	0.5060	0.5186

Source: Ministry of industry and commerce

**Comments:** It is noted that Morocco, since the year 2005 to evolve at the level of the classification and the value of its index to increase, in 2014 it was positioned on and in 2016 it is classified the 85th, with two different index values, 2014 is 0.5060 and the year is 0586 compare with the years before the evolution was relevant

Figure 25 e-gouvernement development Index



Source: Ministry of industry and commerce

**Comments:** According to the Table of E-government development index , the sub-region average of morocco is apromately 0.45 , the region average is 0.29 and the worls average is 0.49 with the index 0.5186.

*Table 12 online service index (OSI):*

Rapport	2008	2010	2012	2014	2016
Classement du Maroc	134	104	56	30	36
Valeur de l'indice	0.2074	0.2381	0.5425	0.6929	0.7391

Source: Ministry of industry and commerce

**Comments:** The ranking of online service index is 6 in 2016 while during the year 2014 the Morocco was classified as 30<sup>th</sup>, the evolution of 6 rang with value of index: 0, 7391.

*Table 13 telecommunication infrastructure index (TII)*

Rapport	2008	2010	2012	2014	2016
Classement du Maroc	95	93	92	93	101
Valeur de l'indice	0.1349	0.1769	0.2772	0.3350	0.3429

Source: Ministry of industry and commerce

**Comments:** The telecommunication infrastructure index is in the rang 101 with 0.3429 While during the year 2014 as classified as 93th with index 0.3350

*Table 14 human capital index (HCI)*

Rapport	2008	2010	2012	2014	2016
Classement du Maroc	153	153	167	153	157
Valeur de l'indice	0.5437	0.5739	0.4430	0.4901	0.4737

Source: Ministry of industry and commerce

**Comments:** The classification of morocco in human capital during 2016 is 157 with the value of index 0.4737, while during 2014 as classifies 153 with 0.4901 as index.

*Table 15 ranking of e-participation*

Rapport	2008	2010	2012	2014	2016
Classement du Maroc	170	86	38	17	17

Source: Ministry of industry and commerce

5.2 Analysis deceptive

We tried to use the questionnaire that was little shared with some of the people, almost 126 people, to do a descriptive study and output with results analyzing the current situation. While using Qualtrics<sup>175</sup>

Figure 26 current situation of survey e-gov

Uncategorized View: [icon] [icon] Sort By: Last Modified ▾

Project Name	Status	Last Modified	Creation Date	Responses	Actions
★ [icon] E-government	● Active	Aug 10, 2017 12:29 PM	Aug 5, 2017 2:33 PM	126	[icon]

According to this survey, which tries to draw the statistics and the results to know the situation of the development of the E-government in Morocco and their impact in Moroccan societies.

Figure 27. Q1- What is your gender?

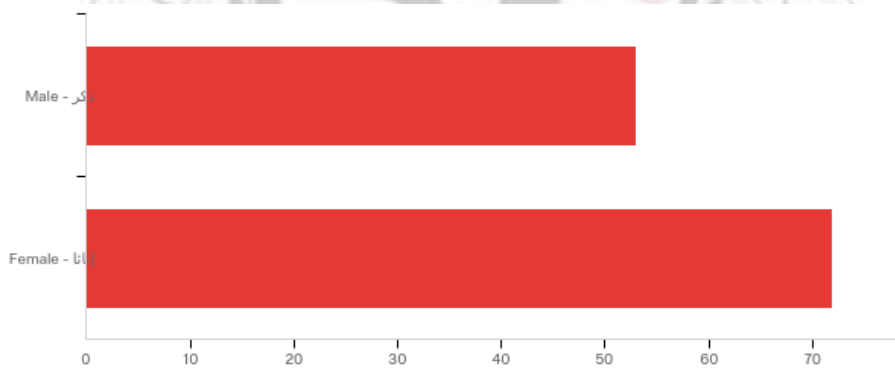


Table 16. Q1- What is your gender?

#	Answer	%	Count
1	Male	42.40%	53
2	Female	57.60%	72
	Total	100%	125

**Comments:** Woman makes most uses since it represents 57.60% comparing to men 42.40% who responded to the survey

<sup>175</sup> Qualtrics is a simple to use web-based survey tool to conduct survey research, evaluations and other data collection activities. Anyone (with no experience) can use this research suite to build surveys, send surveys and analyze responses - all from any online location, any time you need



Figure 28. Q2 - What is your age?

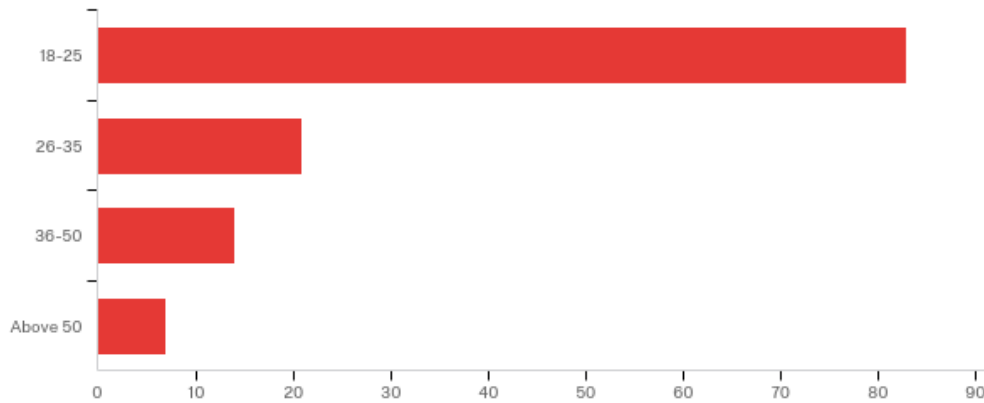


Table 17. Q2 - What is your age?

#	Answer	%	Count
1	18-25	66.40%	83
2	26-35	16.80%	21
3	36-50	11.20%	14
4	Above 50	5.60%	7
	Total	100%	125

**Comments:** According to the graph it is noted that the weighting use of the E-Gov. strategy is done by persons aged between 18 and 25 years with a rate of 66.40 %, while the percentage decreases extremely with people aged between 26 and 35: 16.80 %, 30 and 50: 11.20 %, above 50:5.60 %.

→ This is due to the phenomenon of illiteracy, the illiterate adjective qualifies a person who does not know how to read or write, because she has never learned it. Illiteracy refers to the state of an illiterate person.<sup>176</sup>

According to the United Nations Development Program (UNDP) Report 2011. The figures in the report mix data compiled by the UNESCO Statistical Institute by Karl Mienagata, national data collected by the countries themselves, and the results of UNDP global projective models.

Morocco is classified on 141 with a rate of 70% illiteracy see table below:

<sup>176</sup>[https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=2&cad=rja&uact=8&ved=0ahUKEwj11s7V5obWAhXC2BoKHZCUCssQFggoMAE&url=http%3A%2F%2Fwww.toupie.org%2FDictionnaire%2FAlphabetisation.htm&usg=AFQjCNG\\_osoKrR3TVuSvVhWQOW80oY0EnQ](https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=2&cad=rja&uact=8&ved=0ahUKEwj11s7V5obWAhXC2BoKHZCUCssQFggoMAE&url=http%3A%2F%2Fwww.toupie.org%2FDictionnaire%2FAlphabetisation.htm&usg=AFQjCNG_osoKrR3TVuSvVhWQOW80oY0EnQ)

Figure 29 ranking of illiteracy in morocco<sup>177</sup>

132	132	 Cambodge	76,3
134	134	 Belize	75,1 [q]
135	135	 Guatemala	74,5
136	136	 Inde	74,04 <sup>6</sup>
137	137	 Comores	74,2
138	138	 Malawi	73,7
139	139	 Ouganda	73,3
140	140	 Tanzanie	72,9
141	141	 Maroc	70,1
142	142	 Zambie	70,9
143	143	 Madagascar	70,7
144	144	 Rwanda	70,7
145	145	 Djibouti	70,3 [l]
146	146	 Soudan	70,2 [aa]
147	147	 Angola	70,0
148	148	 Laos	66,6
149	149	 Népal	68,2
150	150	 Cameroun	67,9
151	151	 République démocratique du Congo	66,8
152	152	 Érythrée	66,6

Source:[https://fr.wikipedia.org/wiki/Liste\\_des\\_pays\\_par\\_taux\\_d%27alphab%C3%A9tisation](https://fr.wikipedia.org/wiki/Liste_des_pays_par_taux_d%27alphab%C3%A9tisation)

<sup>177</sup> [https://fr.wikipedia.org/wiki/Liste\\_des\\_pays\\_par\\_taux\\_d%27alphab%C3%A9tisation](https://fr.wikipedia.org/wiki/Liste_des_pays_par_taux_d%27alphab%C3%A9tisation)

Figure 30 the economic indicators of Morocco<sup>178</sup>

Indicateurs socio-économiques	
Population totale (en milliers)	34,378
PIB en milliards - PPA\$	274
PIB par habitant - PPA\$	7,821
Taux d'alphabétisme des adultes (2012)	69.43
Taux d'alphabétisme des adultes, femmes (2012)	59.13
Taux d'alphabétisme des jeunes (2012)	91.22
Taux d'alphabétisme des jeunes, femmes (2012)	87.78
Dépenses des administrations publiques pour l'éducation en % du PIB (2009)	5.26
R&D en % du PIB (2010)	0.7

Source: Institut de statistique de l'UNESCO

Source: statistic institute of UNESCO

**Comments:** According to the economic indicators in the next table, extracted from the UNESCO Institute of Statistics in 2012, the illiteracy rate of Moroccan adults is 69.43%, the rate of illiterate women is 59.13%, and the rate of illiterate young people is 91.22% of which 87.78 are only women.

Figure 31. Q - 3-What is your education level?

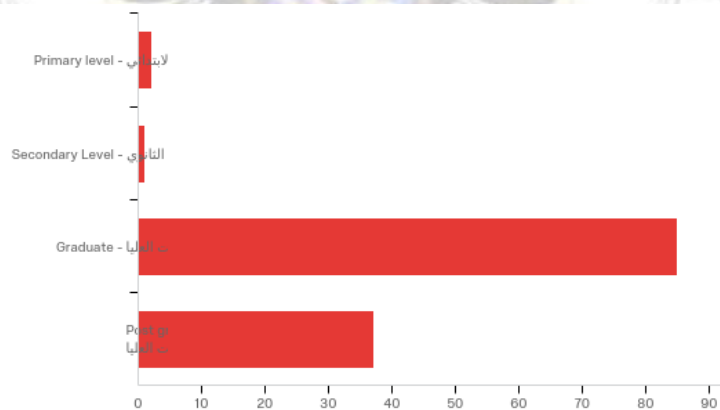


Table 18. Q - 3-What is your education level?

#	Answer	%	Count
1	Primary level -	1.60%	2
2	Secondary Level -	0.80%	1
3	Graduate -	68.00%	65
4	Post graduate & others -	29.60%	37
	Total	100%	105

<sup>178</sup> Statistique Institute of UNESCO

**Comments:** As noted according to the graph above, graduate 68%, Postgraduate & others 29.60%. Knowing that the total number of responses was 125 people, according to the table we note only 105 people responded therefore to the answers proposed none of them is appropriate in spite of the fact that they do not have school levels. This is the result of illiteracy deducted from the above questions.

Figure 32. Q - 4- Do you have the ability to access the internet all the time?

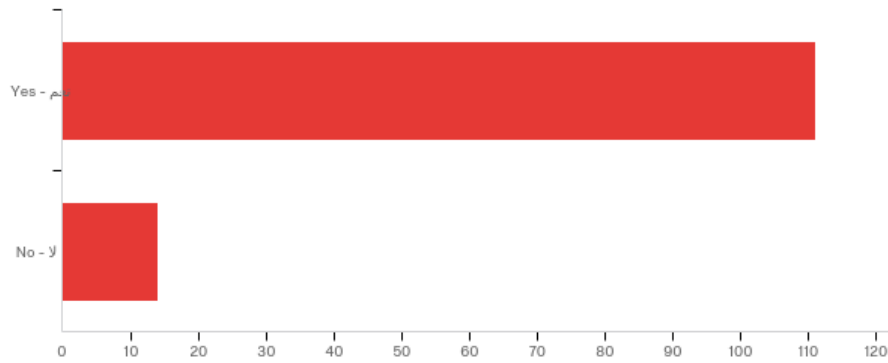


Table 19. Q - 4- Do you have the ability to access the internet all the time?

#	Answer	%	Count
1	Yes -	88.80%	111
2	No -	11.20%	14
	Total	100%	125

**Comments:** The evolution of the Internet allows all people of the world to use it as we notice in the previous question the majority of people answered yes with a percentage of 88.80%

Figure 33. Q- 5- How do you conduct the transactions with the government sector? Choose more than one option of applicable

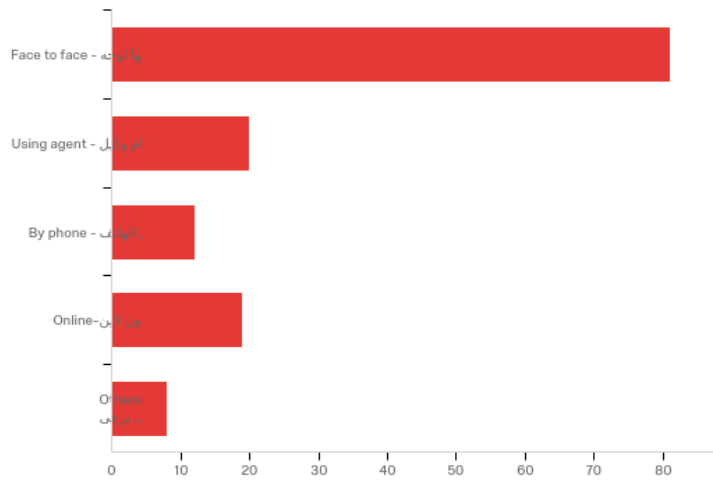


Table 20. Q- 5- How do you conduct the transactions with the government sector? Choose more than one option of applicable

	Answer	%	Count
1	Face to face -	57.86%	81
2	Using agent -	14.29%	20
3	By phone -	8.57%	12
4	Online-	13.57%	19
5	Others please specify -	5.71%	8
	Total	100%	140

Q\_5\_TEXT - Others please specify

- Others please specify
- No contact
- No contact
- No contact
- Administration
- i had never did
- No contact

**Comments:** The chart represents the conduct of government sector transactions, it is noted that 57.88% who responded face to face and 14.29% who use agents, rare are the people who do their transactions with the phone 8.57%, or online 13.57 % what causes several problems of corruption. Other people have preferred to respond with "We don't do transactions with



government, so automatically either he delegates to people from their families or really they have no knowledge of government transactions"

In Morocco, corruption is an important social phenomenon affecting all sectors of society (health, real estate, Justice, Army). According to the World Bank, it represents approximately \$39 billion per year<sup>179</sup>. Regularly denounced by the association Transparency Maroc, no government in the history of Morocco had the political will to tackle it seriously.<sup>180</sup>

The origin of the corruption behavior is therefore to be sought on the side of the implicit or explicit legal and economic rules which frame the relations between the administration and the citizen, on the one hand, and the administration and the contractor on the other hand indeed, with institutions encouraging influence peddling, nepotism, favoritism, corruption behavior becomes more profitable in the eyes of citizens and entrepreneurs than respect for the rights of others, the law and the productive effort. Similarly, the observation made by ordinary citizens and small entrepreneurs that at the top of the state, access to a market, a position of high responsibility is a matter of knowledge, bribes, sends a clear signal to the citizens that it is the Strategy that pays, encouraging them to imitate the annuitants: deviant behavior then becomes socially normal. And social imitation does the rest, making socially deviant behaviors be accepted and become standardized. So there is not only one, but two types of corruption. The first, let's call it voluntary, intervenes when a user or manager requires a service that is not of its right, which is not in accordance with the law or wants to obtain an undue privilege. This is a deviant behavior and the repressive approach is relevant. However, there is a second type of corruption in which the citizen or contractor is forced to grease the official's paw to access his rights, enforce them or try to speed up penalizing procedures in terms of time and money.

The social environment is rather favorable to corruption. First of all, the members of the society, mostly illiterate, are not aware of their rights and obligations, as well as the free public services.

They often consider it normal to reconcile the favors of the agents of power with gifts and offerings. As a result, a position of responsibility in the administration is a legitimate source of enrichment for its holder. Making money by taking advantage of his position and position in the administration is not a very reprehensible thing. The question of tipping, which is very simply called "coffee", is a practice to which a whole fringe of the population is engaged when it comes to having the right or benefiting from a privilege.

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<sup>179</sup> FMDH: *corruption, manif et débat houleux sur la liberté de conscience* »sur *Telquel.ma*, novembre 2014

<sup>180</sup> « *Lutte contre la corruption: une nouvelle instance sans superpouvoirs* », sur *Tequel.ma*, février 2015

Then, as in most African states, the meaning of the public good remains among Moroccans very inferior to that of the family interest, the group or the party.

Figure 34: Excerpt from the World ranking table according to their corruption Perception index published by Transparency International

Classement des pays du Monde selon leur indice de perception de la corruption publié par Transparency International														
Rang 2014	Pays	Indice												
		2014 <sup>1</sup>	2013 <sup>2</sup>	2012 <sup>3</sup>	2011 <sup>4</sup>	2010 <sup>5</sup>	2009 <sup>6</sup>	2008 <sup>7</sup>	2007 <sup>8</sup>	2006 <sup>9</sup>	2005 <sup>10</sup>	2004 <sup>11</sup>	2003	2002
69	Bulgarie	43	41	41	3.3	3.6	3.8	3.6	4.1	4.0	4.0	4.1	3.9	4.0
69	Grèce	43	40	36	3.4	3.5	3.8	4.7	4.6	4.4	4.3	4.3	4.3	4.2
69	Italie	43	43	40	3.9	3.9	4.3	4.8	5.2	6.2	6.2	5.2		
69	Roumanie	43	43	44	3.6	3.7	3.8	3.8	3.7	3.1	3.0	2.9	2.8	2.6
69	Sénégal	43	41	46	2.9	2.9	3.0	3.4	3.6	3.3	3.2	3.0	3.2	3.1
69	Swaziland	43	39	37	3.1	3.2	3.6	3.6	3.3	2.5	2.7			
76	Monténégro	42	44	41	4.0	3.7	3.9	3.4	3.3					
76	Sao Tomé-et-Principe	42	42	42	3.0	3.0	2.8	2.7	2.7					
78	Serbie <sup>12</sup>	41	42	39	3.3	3.5	3.4	3.4	3.0	2.8	2.7	2.3		
79	Tunisie	40	41	41	3.8	4.3	4.2	4.4	4.2	4.6	4.9	5.0	4.9	4.8
80	Bénin	39	36	36	3.0	2.8	2.9	3.1	2.7	2.5	2.9	3.2		
80	Bosnie-Herzégovine	39	42	42	3.2	3.2	3.2	3.3	2.9	2.9	3.1	3.3		
80	Salvador	39	38	38	3.4	3.6	3.4	3.9	4.0	4.0	4.2	3.7	3.4	3.2
80	Mongolie	39	38	36	2.7	2.7	3.0	3.0	2.8	3.0	3.0			
80	Maroc	39	37	37	3.0	3.4	3.3	3.5	3.5	3.2	3.2	3.2	3.3	3.7
85	Burkina Faso	38	38	38	3.0	3.1	3.6	3.5	2.9	3.2	3.4			
85	Inde	38	36	36	3.1	3.3	3.4	3.4	3.5	3.3	2.9	2.8	2.8	2.7
85	Jamaïque	38	38	38	3.3	3.3	3.0	3.1	3.3	3.7	3.6	3.3	3.8	4.0
85	Pérou	38	38	38	3.4	3.5	3.7	3.6	3.5	3.3	3.5	3.5	3.7	3.4
85	Philippines	38	36	34	2.6	2.4	2.3	2.5	2.5	2.5	2.6	2.5	2.6	
85	Sri Lanka	38	37	40	3.3	3.2	3.1	3.2	3.2	3.1	3.2	3.5	3.4	3.7
85	Thaïlande	38	35	37	3.4	3.5	3.4	3.5	3.3	3.6	3.8	3.6	3.3	3.2
85	Trinité-et-Tobago	38	38	39	3.2	3.6	3.6	3.6	3.4	3.2	3.8	4.2	4.6	4.9
85	Zambie	38	38	37	3.2	3.0	3.0	2.8	2.6	2.6	2.6	2.6	2.5	2.6
94	Arménie	37	36	34	2.6	2.6	2.9	3.0	2.9	2.9	3.1	3.0		
94	Colombie	37	36	36	3.4	3.5	3.7	3.8	3.8	3.9	4.0	3.8	3.7	3.6

Source : [https://fr.wikipedia.org/wiki/Indice\\_de\\_perception\\_de\\_la\\_corruption](https://fr.wikipedia.org/wiki/Indice_de_perception_de_la_corruption)

Comments: As noted in the classification of Morocco according to the Perception index published by Transparency International of corruption, is 80 out of a total 176 countries in 2005

Figure 35. Q - 6 -Do you know the new program E-government established by Morocco?

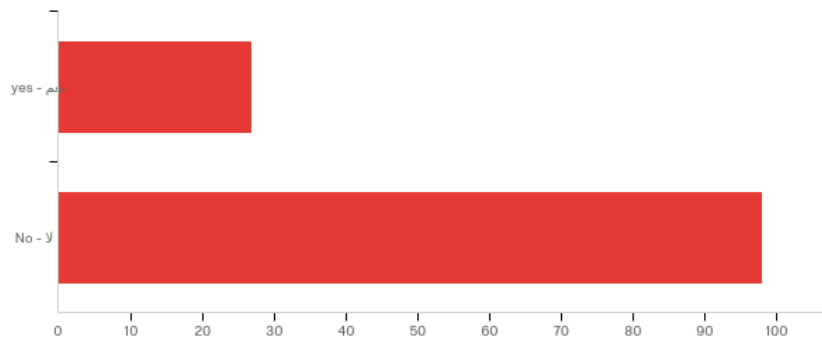


Table 21. Q - 6 -Do you know the new program E-government established by Morocco?

#	Answer	%	Count
1	yes -	21.60%	27
2	No -	78.40%	98
	Total	100%	125

**Comments:** The majority of people are unaware of the existence of the E-government program 78.40% replied no whereas only 21.60% who know its existence.

So what we could draw from this is the lack of information on the approach the E-government strategy for citizens established by Morocco in 2013.

Figure 36. Q - 7-Do you access the E-government Websites Moroccan?

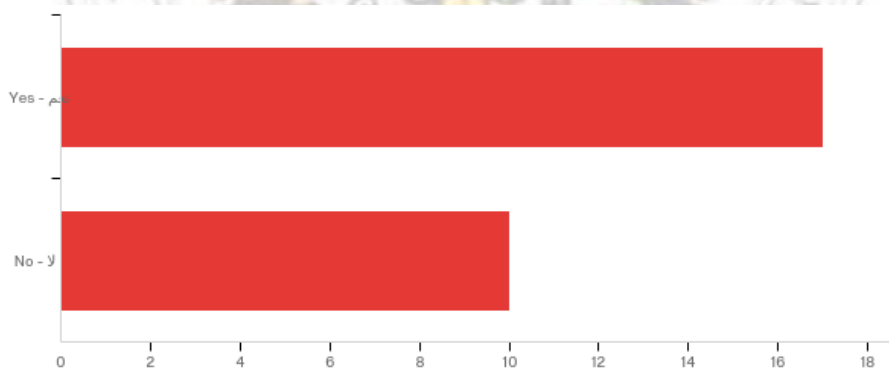


Table 22. Q - 7-Do you access the E-government Websites Moroccan?

#	Answer	%	Count
1	Yes -	62.96%	17
2	No -	37.04%	10
	Total	100%	27

**Comments:** We notice that 63.96% answer yes, they access the E-government websites Moroccan while 37.04% does not reach a total of 27 people. Knowing that 125 people replied

to the questionnaires only 27 answered this question so 98 people did not respond. This confirms that people really ignore the E-government approach, since the previous question if people answer no, the investigation ends directly.

Figure 37. Q8 - 8-How many times do you use E-government services rather than going by yourself?

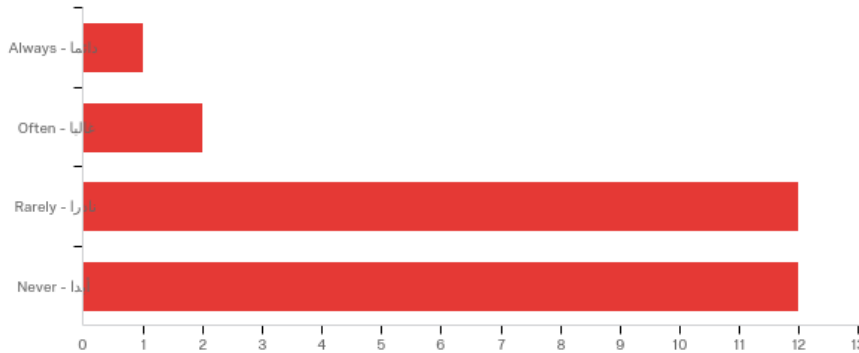


Table 23. Q8 - 8-How many times do you use E-government services rather than going by yourself?

#	Answer	%	Count
1	Always - دائما	3.70%	1
2	Often - كثيرا	7.41%	2
3	Rarely - نادرا	44.44%	12
4	Never - لا	44.44%	12
	Total	100%	27

**Comments:** The majority of people responded for the use of E-government services rather than going by yourself, rarely and never 44.44% while only 7.41% replied often and 3.70% replied always on a total of 27 people.

So we can say that E-government services are not enough used by Moroccan citizens, this is due to the lack of training on the use of services.

Figure 38. Q9 - 9- Which type of E-Government Services have you accessed?

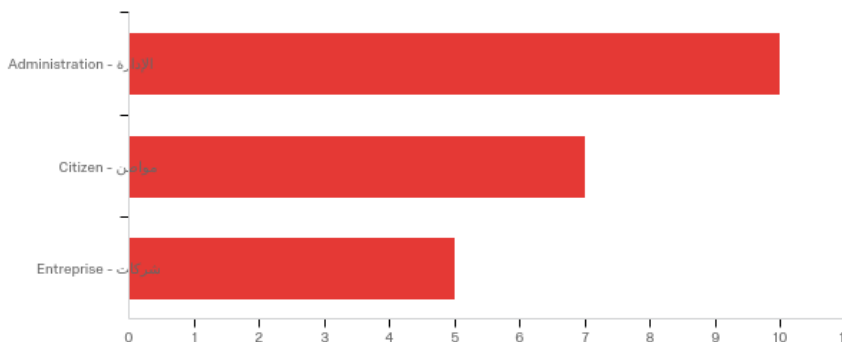


Table 24. Q - 9- Which type of E-Government Services have you accessed?

#	Answer	%	Count
1	Administration -	45.45%	10
2	Citizen -	31.82%	7
3	Companies -	22.73%	5
	Total	100%	22

-Q - 10-Which E-Government service do you use most frequently?

10-Which E-Government service do you use most frequently?

Casier judiciaire

Inscription for the election

E-Paiement

BADR and PORTNET

Documents

searching paper for visa , Card ID , passeport

Administration

Les marches publiques, etat civil

Chercher l'information, imprimer des formulaires, etc.

Cnss

INSCRIPTION FOR THE ELECTION

**Comments:** The type of E-government service most used by Moroccans is the administrative with a rate of 45.45% and citizens with a rate of 31.82%, not forgetting the companies 22.73% on a total of 22 people like: Criminal records, registrations for elections, E-payment, BADR and PORTNET, paper visa, CNSS...



Figure 39. Q - 11- I prefer using government service online.

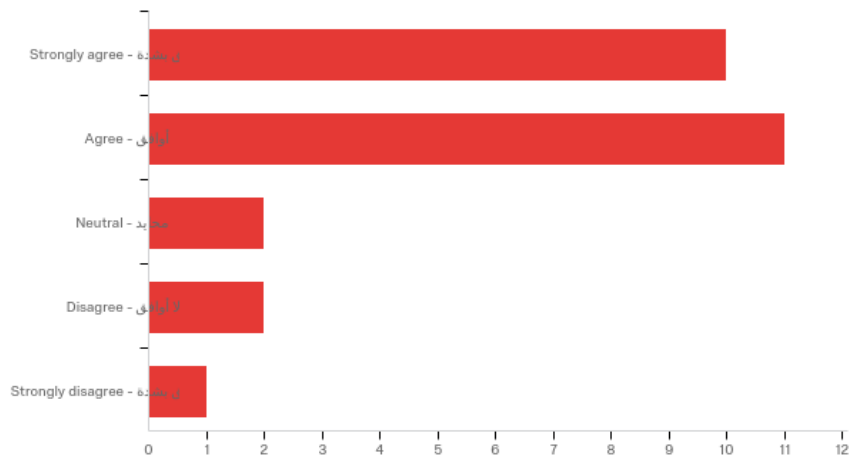


Table 25. Q - 11- I prefer using government service online.

#	Answer	%	Count
1	Strongly agree -	38.46%	10
2	Agree -	42.31%	11
3	Neutral -	7.69%	2
4	Disagree -	7.69%	2
5	Strongly disagree -	3.85%	1
	Total	100%	26

**Comments:** Most people want the use of online services with a 45.45% strongly agree and 42.31% agrees.

Figure 40. Q - 12- All the government services that I want are available online.

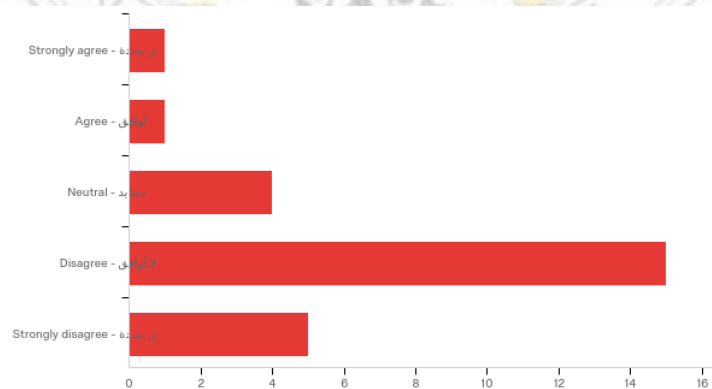


Table 26. Q - 12- All the government services that I want are available online.

#	Answer	%	Count
1	Strongly agree -	3.85%	1
2	Agree -	3.85%	1
3	Neutral -	15.38%	4
4	Disagree -	57.69%	15
5	Strongly disagree -	19.23%	5
	Total	100%	26

**Comments:** The services intended by citizens in relation to the E-government approach, the majority disagree, and this is clear through the following percentages: Strongly disagree 19.23%, 57.69% on a total of 26 people.

Figure 41. Q - 13-The e-government services is easy to find and use

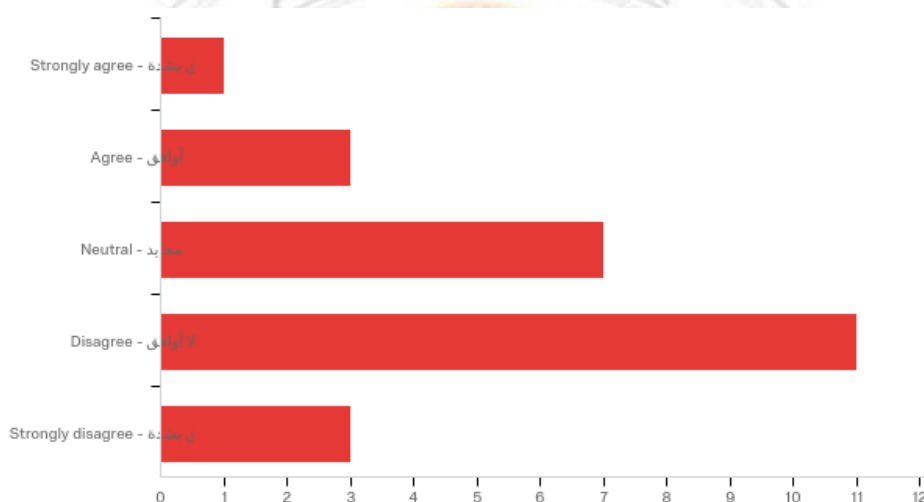


Table 27. Q - 13-The e-government services is easy to find and use

#	Answer	%	Count
1	Strongly agree -	4.00%	1
2	Agree -	12.00%	3
3	Neutral -	28.00%	7
4	Disagree -	44.00%	11
5	Strongly disagree -	12.00%	3
	Total	100%	25

**Comments:** The Moroccan citizen claims the ease of use of the E-government service and this is clear through disagree 44% and strongly disagree 12%

Figure 42. Q - 14- I am satisfied with the E-government service

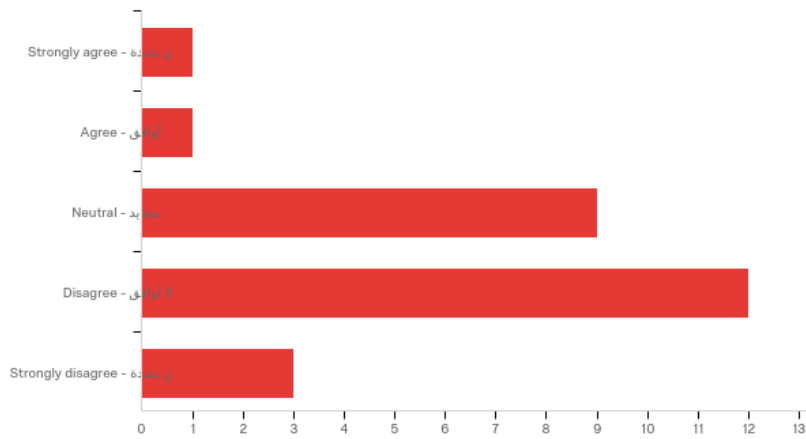


Table 28. Q - 14- I am satisfied with the E-government service

#	Answer	%	Count
1	Strongly agree -	3.85%	1
2	Agree -	3.85%	1
3	Neutral -	34.62%	9
4	Disagree -	46.15%	12
5	Strongly disagree -	11.54%	3
	Total	100%	26

**Comments:** The Moroccan citizen is not as satisfied with the E-government services and this is clear through the percentages 46.15% disagree on a total of 26 people

## 6- Statement of the current situation of the E-gov project

This is apparent from the draft report of the economic, Social and Environmental Council on public service governance. An overwhelming report that deplors, among other things, the weaknesses and delays of the e-Gov. strategy and the mixed results achieved so far. For it must be said, the national strategy was erected in a priority axis with a consequent envelope unlocked for its realization. A budget of 2.18 billion DH is allocated to user-oriented public services within the framework of the Plan Maroc Numeric 2013 (MN13). This axis is mainly based on the implementation of all the E-Gov. services and projects. However, at the second edition of the Moroccan e-Government Forum (FGM) held in Rabat on 29 January 2013, within a year of the deadline of the program, the Minister of Industry, Trade and new technologies had stated that the Achievements of the E-Gov. program of MN13 had reached almost 40% of the objectives, while noting that these will not be fully realized by 2020. Other statement, this time from the United Nations, attests Morocco's delay in e-Gov, although in the ranking 2012 of the e-Government index, Morocco won six places, occupying the 120th place on 192 countries. From 0.3 to 2010, the Moroccan index rose to 0.4 in 2012, but the strategy e-Gov was on 0.8 in 2013 (as a comparison, Germany ranked 17th obtained in 2012 an index of 0.807).<sup>181</sup>

Only 40% of the objectives of the E-Gov. program are achieved within one year of the end of the Plan Maroc Numeric 2013. Update of E-Gov. websites random, problems of access to information, lack of editorial policy ..., so many dysfunctions pointed by the EESC report.

## 7- Privacy Data in Moroccan E-government

Morocco is one of the most mature markets in Africa, with a number of international and local providers. Like other emerging economies, Morocco is currently developing its IT environment and investing extensively in hardware and networking infrastructure. Market growth will be driven primarily by large, government-led projects including new e-government initiatives (e.g., Maroc Numeric 2020, smart cities projects, renewable energy projects, and transportation upgrades and expansions), as well as investments in telecommunications and banking and financing.

The Information and Communications Technology (ICT) sector is a strategic axis of development put forward by the National Pact for Industrial Emergence. It is a sector that employs about 52,000 employees. It contributes 7% to the national GDP.

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<sup>181</sup><http://lavieeco.com/news/economie/strategie-e-gov-ce-que-reproche-le-conseil-economique-et-social-au-gouvernement-25464.html>

According to International Data Corporation, up to 65% of the software used in Morocco is pirated, leading to rapid growth in the Information security market.

“There may well be sound reasoning for governments taking a more cautious and gradual approach than their private sector counterparts, much of it security-related. The political risks of security breaches in government are often perceived to be far more serious than proportionally similar risks in the private sector context - a comparison most often attributed to the significantly greater holdings of personal and sensitive information”<sup>182</sup> Data security requires a set of security requirements:

- Authentication: capability to identify who is using the services (person or software program). Processes of verifying that you are who you say you are.
- Authorization: capability to give rights access to resources. Process to verify someone have the rights to do what she is trying to do.
- Confidentiality: capability to prevent unauthorized access to information
- Integrity: capability to prevent information from unauthorized modification, and ensuring that information can be relied upon and is accurate and complete.
- Traceability: capability to chronologically interrelate any transaction to a person or system that performed the action in a way that is verifiable.
- Non-repudiation: capability to prevent the intervening person or system in an event or action to denying or challenging their participation on the event.

Without providing trust and security for its citizens and businesses, e-Government will not achieve its potential objectives. The confidentiality, integrity and security of data transmission, the processing and storage of networked information need to be trusted.<sup>183</sup> This includes the strengthening of the legal framework to address privacy protection and prosecution of computer crimes, create and enforce certification authorities, authorize digital signatures and enable public key/web of trust infrastructure. The legal infrastructure to support and implement e-Government should include a core set of laws:

- An e-Government Law, enabling government to conduct its administrative procedures, functions in electronic/digital form, including e-procurement

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<sup>182</sup> Joshi, J. B. D., Ghafoor, A. and Aref, W. G. Security and Privacy Challenges of a Digital Government. In *Advances in Digital Government – Technology Human Factors and Policy*. Kluwer Academic Publishers, Boston 2002

<sup>183</sup> <http://stc-egov.ieee.net/blog/e-governmentsecuritythreats>



- A Data Protection Law, dealing with the protection and privacy of personal information
- A Freedom of Information Law, allowing wide access to public information
- An electronic signature or electronic communication law, that recognizes digital signatures and documents, and establishes an e-identity
- A Cybercrime and Computer Misuse Law, that protects digital property

## **8- Foreign direct investment and E-government**

The UN World Investment Report defines foreign direct investment as “an investment involving a long term relationship and reflecting a lasting interest and control of a resident entity in one economy in an enterprise resident in an economy other than that of foreign direct investor”. The 2010 edition of the United Nations E-government survey primarily focused on leveraging e-government at a time of financial and economic crisis. The report portrayed how E-government have been used and deployed as an exceptional tool to support policies dealing with the unfortunate effects of the recent global economic crisis. The report suggested that one way to do so is by exploiting e-government initiatives to attract and promote foreign investments into their countries and territories. The survey investigated the role that e-government initiatives played in countries which adopted the deployment and investment in e-government projects in their crisis response plans against countries which in turn minimized the role of e-government and reduced spending further capitals on their e-government initiatives.

The relation of government to foreign investment by its citizens is one of correlative obligation and authority, general obligation to protect the citizens' rights, and authority to control the citizens' course by giving great or little protection, or none at all. In the discharge of its obligation the duty of government is to measure the protection to be given any investment first of all by the advantage of that investment to the nation; and secondarily to mete out that protection in proportion to the right of the investor to expect protect.

The encouragement of e-government tourism projects can lead to foreign direct investment to develop a business climate conducive to foreign investors. Clearly, Morocco has many advantages to attract foreign investors to its territory.

Morocco is also rich in its human resources, which are gradually increasing in competence. The political stability of the country also makes it an appealed land where investors can engage at lower risk, especially as the business environment is in constant progress under the effect of voluntary reforms initiated by the kingdom.

## 9- **Transparence des administrations publics** <sup>184</sup>

Transparency is one of the main pillars of good regulation; It safeguards confidence in the legal environment, makes regulation more secure and accessible, helps to preserve it from the influence of special interests, and thus to make it conducive to competition, exchange and investment. It includes various measures, including standardized processes to develop or modify regulations, consultation of interested parties, communication and drafting in plain language, publication of texts, codification in order to Make it accessible, control the discretion of the administration and the existence of effective redress procedures. Transparency can be based on a combination of formal and informal processes. Techniques such as common start dates can facilitate the assimilation of regulatory obligations by companies. E-government is also playing an increasingly important role in promoting transparency, particularly in terms of consultation and communication. The Moroccan administration has undergone many reforms in this decade. Innovative experiences have been carried out in many areas. Despite these many achievements, the action of the Administration and its way of functioning are criticized both by its users and by the civil society. The organization, the role and the missions of our administrations must indeed be rethought and adapted to a changing political, economic and social context.

In parallel with the government's reflections on the situation of the administration, studies were carried out by firms and expert groups with the assistance of the World Bank. The reports prepared at the conclusion of these studies and reflections lead to the following findings:

The operation of the administration is handicapped by:

- ✚ Excessive centralization of skills and means;
- ✚ Routine management and bloated personnel
- ✚ Crippling budgetary and financial procedures;
- ✚ An ineffective mechanism for the distribution of jobs;
- ✚ An opaque and unequal remuneration system;
- ✚ Demobilization of staff due to lack of delegation and the flow of information;
- ✚ An inoperative monitoring and evaluation system;
- ✚ A slow legislative process.

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<sup>184</sup> <http://unpan1.un.org/intradoc/groups/public/documents/cafrad/unpan002395.pdf>

The relations of the Administration with the citizens and the companies suffer from multiple difficulties:

- ✚ Complexity of circuits and procedures;
- ✚ Lack of proximity
- ✚ Difficulty in accessing information
- ✚ Poor reception;
- ✚ Actions that are not ethical.
- ✚ Ethics and corruption in Moroccan public administration

### 9.1 Corruption in Moroccan public administration:

In his message to the National Symposium<sup>185</sup> on "Support for Ethics in public service"<sup>186</sup>, King Mohammed VI noted that "... one of the primary obligations of the public service is to comply with a high morality and to serve the citizen with a Denial worthy of the public service and of the best interests, in accordance with the requirements of the democratic option of the States of law. As the sovereign points out, ethics in the public service must enable the improvement of the qualities of the services rendered to the citizen by the administration and at the same time improve the administration-administered relations. While the Law on crimes committed by officials implicitly allows to distinguish between practices which are contrary to ethics which undermine the Moroccan administration, corruption is by far the unethical practice that hinders the relationship of the administration with its environment.

On the legal front, corruption is suppressed by articles 248 and 249 of the Penal Code. Article 248 of the Criminal Code stipulates that "is guilty of corruption and punishable by imprisonment of two to five years and a fine of 250 to 5000 dirhams anyone who solicits or approves offers or promises, solicits gifts present or other benefits for;"<sup>187</sup>

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<sup>185</sup> <http://universali.over-blog.com/article-l-administration-publique-marocaine-difficulte-et-defis-62119624.html>

<sup>186</sup> Message adressé le 29 septembre 2009 voir [www.maec.gov.ma](http://www.maec.gov.ma) consulté le 20 avril 2010

<sup>187</sup> The Penal Code currently in force in Morocco contains articles suppressing the crimes committed by civil servants. Section 250, which deals with the traffic in influence, provides for a penalty of one to five years and a fine of 250 to 5000 dirhams. Articles 241 and 242 of the Criminal Code deal with the misappropriation of funds and provides for imprisonment ranging from two to five years for any magistrate or public official, who diverts, dispels, unduly withholds public or private funds, effects taking into account Place or parts, titles, deeds, movable effects which were in his hands, either under or on the basis of his duties. Sections 243 and 244 deal with the concussion. Article 243 provides for a term of imprisonment of two to five years and a fine of 200 to 10,000 dirhams, any magistrate or public official who seeks, receives, requires or orders to collect what he knows is not due, or to exceed what is due, or to The administration is to the parties on whose behalf he perceives, or to himself.

### *9.2 The lack of coordination between the various administrations*

The draft report also states some dysfunctions in the implementation of the strategy. Thus, for the example of Moroccan public websites (377 to end 2012), the absence of an editorial policy, which controls the quality and ensures the update, is aggravated by the high frequency of dead links and the abrupt shutdown of some administrative sites, Without prior information from Internet users. This random update of the sites leads to inconsistencies such as the new telephone numbering adopted by Morocco since the month of March 2009 which is still not put online in the topics contacts of certain sites E-Gov or some Topics that are sometimes without content and simply limited to their title, months after the implementation. The problem of access to information is also pointed out because of the piecemeal nature of the public information available online. In fact, according to the report, only a few sites display a flowchart, documents, public interest or used for decision-making, which are often not refreshed. In another register is the lack of coordination between the various administrations and the lack of training or computer tools that still block certain projects such as the modernization of the civil register or the identification of common business.<sup>188</sup>

### *9.3 Criticism of the Royal Mohamed VI speech on Moroccan public administrations*

**En 2016:** Mohammed VI gave an alarmist speech on the state of public administration. Presiding over the opening of the first parliamentary session of the new legislature on 14 October 2016, the sovereign devoted most of his speech to the tares of the public administration. He criticized the delays undertaken by the administrations in the area of decentralization. If all the dossiers were to be dealt with at the level of the central Administration in Rabat, then what would be the usefulness of decentralization, regionalization and the administrative deconcentration that we have been working to consolidate since the 1980 Years of the last century? , "he inquired: I am obviously proud to deal directly with my people and to solve its simple problems." I will continue to do so, always at his service. But did the citizens ask me to intervene if the Administration did its duty? He continued, while deploring: "It is certain that they are recourse to them precisely because they are facing closed doors or because the Administration is negligent in the benefits it provides, or even to complain" Of an injustice they have undergone.

The sovereign also criticized the lack of efficiency in the work of public administrations, and the too many officials working there. "Public administrations and services have many

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<sup>188</sup><http://lavieeco.com/news/economie/strategie-e-gov-ce-que-reproche-le-conseil-economique-et-social-au-gouvernement-25464.html>



shortcomings regarding the poor performance and quality of the benefits they provide to citizens." They also suffer from the plethora of staffing, lack of competence and lack of responsibility among many public servants, he lamented, while emphasizing his archaic: the administration is essentially suffering from a culture. In the majority of Moroccans. As an example of the injustice suffered by citizens in public administrations, the King pointed out the abusive expropriations: Many citizens complain about expropriation cases, or because the state has not compensated them for Their property, either because the compensation operation drags on for long years to the detriment of their interests, or because the amount of compensation is below the current selling price, and many other reasons still. The expropriation must be carried out in case of extreme necessity of general interest and compensation must be made in accordance with the tariffs in force on the date of execution of the said operation, with a simplification of the procedures for obtaining the said Compensation.

The status of the expropriated land should not be altered by its assignment to commercial uses or its assignment for the purpose of real estate speculation, he hammered.

The monarch also attacked the inefficiency of one-stop shops, sensible to facilitate investment. "It is true that some investors, in some cases, submit incomplete files." But instead of the wicket helping them by presenting them with a list of solutions to motivate them, we see that things are made even more complicated for them, by demanding them to a series of restrictions and constraints. With this mentality and the stubborn pursuit of such behavior, the one-stop shop will remain futile and pointless, he explains. The king also insisted on the upgrading of officials: "Indeed, the current situation requires a special interest in the training and upgrading of civil servants, who form the essential link in the citizen's relationship with The Administration. It also requires them to provide them with a suitable working environment and to implement incentives, accountability and sanctioning mechanisms. The king also tackled the problem of digitization of the administration by supporting his popularization: the use of new technologies helps to facilitate the access, as soon as possible, of the citizen to the benefits, without it. It is necessary to move often to the Administration and to rub it in, because this is the main cause of the extension of the phenomenon of corruption and the traffic of influence. »<sup>189</sup>

**En 2017:** The King of Morocco has made a stern judgment of the administration and the political class in his speech from the throne. Broadcast on Saturday, July 29<sup>th</sup> 2017, one day

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<sup>189</sup>[http://telquel.ma/2016/10/14/mohammed-vi-denonce-les-tares-de-ladministration-marocaine\\_1519335](http://telquel.ma/2016/10/14/mohammed-vi-denonce-les-tares-de-ladministration-marocaine_1519335)



before the official commemoration, his address, on a particularly hard tone, noted the contradictions of a kingdom that attracts world economic majors but suffers serious social failures. "An undeniable and difficult paradox to admit," according to the King.

These contradictions are the fact, for him, of a weak and irresponsible administration as well as a political class unable to mobilize citizens, even opportunists. "When the country's balance sheet proves positive, the parties, the political class and the leaders hasten to occupy the front of the stage to reap the political and media benefits of the achievements made." "But when the balance sheet is disappointing, we are retrenching behind the Royal Palace and blamed for it," he notes and to sink the nail: "If the King of Morocco is not convinced by certain political practices, if he does not trust many politicians, what remains, therefore, the people?"

Pursuing his violent charge against those who block the development of Morocco, the king pins the incompetent and irresponsible officials. So he does not understand how a manager who does not do his duty, can get out of his house, get behind the wheel of his car, stop at the red light, and have "the impudence, the effrontery to look up at the passers-by, its administered, those who (and he said)" are fully informed of its lack of scruples. '

"Are they not ashamed, those responsible who do not fulfill their duty when they have sworn before God, the Fatherland and the king?" Would it not be appropriate to dismiss any person responsible for any negligence or failure on his part in the performance of his duties? , he wonders.

To all those who disappoint the people's expectations, Mohammed VI says: "Enough!" He asks them to carry out their missions or resign. When those who, driven by a political or personal calculation, delay a development or social project, they are equated with "traitors", in the sense that "they are detrimental to the interests of citizens".

#### **Conclusion chapter 4**

In Morocco, the public sector expenditures represent a significant share of the state's budget. The public sector will achieve significant gains and improvements of efficiency and effectiveness through the implementation of e-government services which leads to a simplified and automated, and then less costly processing of information. Telquel.ma has declared in one of its articles that the E-Gov. services and projects, only 49 of the objectives were achieved while the Ministry of Guardianship was on the achievement of 89 objectives, among which, the digitization of administrations and Institutions to facilitate the processing of files for Moroccans. "A considerable delay" for the Court of Auditors. Knowing that only 80 projects

are reported on the egov.ma websites. Morocco lacks presentation and definitions of the axes of each project. Most citizens suffer from the failures of public administrations and lack of knowledge of the E-Gov. approach in Morocco. Morocco must raise awareness and to further publicize the programme in order to facilitate the tasks for the citizens, while taking into account the school level of the individuals of the Moroccan society.



## Conclusions, implications and limitations

From the chandeliers the problem between the people and its governors lies in the sustainability and continuity of the credibility of government actions. A people who do not tend to be satisfied with the way in which they are governed, they tend to revolt their dissatisfactions which can lead to brutal economic social aspects.

Marketing to demonstrate through its evolution its usefulness is not confined to the transaction. Its impact and its real usefulness is to develop and maintain states of mind called "loyalty, Fidelity, and satisfaction".

All this can be achieved through a serene relational marketing that aims to establish an individual, personal, continuous and personalized relationship with each of the citizens of a State in order to retain it in the long term and, if possible, for life.

This consciousness to bring about the advent of the approach customer management relationship that makes the process leading to the states of mind ci above more tangible and measurable.

The customer management relationship has even been adapted to the world of governance through citizen relationship management.

Citizen Relationship Management is a digital communications system for residents and local governments to facilitate service requests and provides access to city services, fostering more connected and engaged communities.

Citizen Relationship Management is a growing effort at all levels of government to respond quickly, succinctly and accurately to citizen requests or inquiries for answers to questions and general information about policies, practices, and procedures. This term takes CRM as its abbreviation, and is a deliberate play on the more common expansion of that abbreviation, customer Relationship management. Ultimately, the goal of both CRMs is to foster closer, more effective and efficient working relationships, to better anticipate and meet customer/citizen needs and to develop a more detailed working understanding of what customers/citizens want, expect, and need From those who serve them.

Date early e-government with context Morocco representing the exceptional model towards the Arab world to implement several curative reforms in the modes of its governance ranging from the reform of the Constitution in 2011 to the change Profound instruments of its governance and administrations through the E-government program initiate in 2013.

The programme with all its positive aspects has been criticized not only for the realization and generalization of the projects as the involvement and the adhesion of its actors: administrations, citizens and enterprise.

The definition of e-government projects is blurred, the lack of clear information on established, ongoing and developing e-Gov. Projects is not channeled into a single digit.

The transparency of public administrations represents a great scourge at the level of Moroccan society and this was raised by King Mohamed VI, asking for the emissions of each person who does not do his job properly.

Morocco is a 100% emerging country, according to the definition of the Larousse, an emerging country is a country that differs from other countries in its category (developing countries) by macroeconomic results (industrial production, employment) higher and a High growth rate. The qualification of "emerging countries" is a real issue for Morocco, a certain way of attracting foreign investors and can in a sense akin to the Coue method (a kind of self-fulfilling prophecy).

In his speech of 20 August, Mohamed VI stated that our model of development has reached a level of maturity which the ability to make an entry "Deserved in the concert of emerging countries." Last October, a document from the McKinsey cabinet leaked by the whistleblower Chris Coleman seemed to say otherwise. The document entitled "A performance of Morocco below that of truly emerging countries" covering the period 2000-2010 was based on figure concerning public finances, HDI, export, growth...

The sovereign also criticized the lack of efficiency in the work of public administrations, and the too many officials working there. "Public administrations and services have many shortcomings regarding the poor performance and quality of the benefits they provide to citizens." They also suffer from the plethora of staffing, lack of competence and lack of responsibility among many public servants, he lamented, while emphasizing his archaic: the administration is essentially suffering from a culture in the majority of Moroccans. As an example of the injustice suffered by citizens in public administrations, the King pointed out the abusive expropriations: Many citizens complain about expropriation cases, or because the state has not compensated them for Their property, either because the compensation operation drags on for long years to the detriment of their interests, or because the amount of compensation is below the current selling price, and many other reasons still. The expropriation must be carried out in case of extreme necessity of general interest and compensation must be made in

accordance with the tariffs in force on the date of execution of the said operation, with a simplification of the procedures for obtaining the said Compensation.

The status of the expropriated land should not be altered by its assignment to commercial uses or its assignment for the purpose of real estate speculation, he hammered.

The ambition of the E-gov programme is to bridge the gap by building efficient administration in the service of the user and promoter of new technology. It would also be necessary to put in place project infrastructure, equipment and an overall reconfiguration of the processes with clarity for the Moroccan citizens.





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## Annex

### Catalog project E-government established by Morocco

ID	Entitled	Entity	Beneficiary	Status
<b>PROJECT</b>				
50	Secure Visa	Ministry of Foreign Affairs and cooperation	Citizens	Operational
51	E-Consulate	Ministry of Foreign Affairs and cooperation	Citizens	Operational
52	Consumer Portal	Ministry of the Investment and digital economy trade industry	Citizens	Operational
53	Biometric passport	Ministry of the Interior	Citizens	Operational
54	National Electronic Identity Card	Ministry of the Interior	Citizens	Operational
55	Driver's license and grey cards	Ministry of Transportation and logistics equipment	Citizens & Companies	Operational, in the process of generalization
56	Issuance of authorisations, approvals and approvals	Ministry of Transportation and logistics equipment	Companies	In progress
57	Foreign Services Portal	Ministry of Employment	Citizens	Operational
58	Repository of trades and skills ICT online	Department of Vocational Training	Companies	Operational
59	Application for a criminal record extract	Ministry of Justice and Freedoms	Citizens	Operational, in the process of generalization
60	Rights Consulting in the courts	Ministry of Justice and Freedoms	Citizens & Companies	Operational

<b>61</b>	E-learning platform and in-service teacher training	Ministry of National Education	Administrations	In progress
<b>62</b>	Dematerialization of the public order (central purchasing)	General Treasury of the Kingdom	Companies	In progress
<b>63</b>	Dematerialization of the public order (online submission)	General Treasury of the Kingdom	Companies	Operational, in the process of generalization
<b>64</b>	Online payment of the business tax	General Treasury of the Kingdom	Companies	Operational
<b>65</b>	Online payment of taxes on municipal services	General Treasury of the Kingdom	Citizens	Operational
<b>66</b>	Information and reservation system for tourism products in Morocco	Moroccan National Tourism Office	Citizens	Operational
<b>67</b>	Setting up a secure data infrastructure	Ministry of the Interior	Administrations	In progress
<b>68</b>	Approximation of the BD men/CNSS and Men/CMR (for deletion of the school Certificate)	Ministry of the Investment and digital economy trade industry	Administrations & Citizens	Operational
<b>69</b>	Rawaj Extranet	Ministry of the Investment and digital economy trade industry	Administrations	Operational

70	Mobile Application of Geolocation	Ministry of the Investment and digital economy trade industry	Citizens & Companies	Operational, in the process of generalization
71	Upgrading National Portals	Ministry of the Investment and digital economy trade industry	Citizens	Operational
72	Massar/Student Area	Ministry of National Education	Citizens	Operational, in the process of generalization
73	Massar/Parent Area	Ministry of National Education	Citizens	Operational, in the process of generalization
74	Massar/BD Students	Ministry of National Education	Administrations	Operational
75	Resource Management	Ministry of Economy and Finance	Administrations	Operational
76	Common Company ID-ICE	General Tax Branch	Companies	Operational, in the process of generalization
77	Civil status	Local Government Branch	Administrations & Citizens	In progress
78	Cadastre/other services (maps and cadastre)	National Agency for the Conservation of land Cadastre and cartography	Citizens & Companies	Operational
79	DAMANCOM Portal: Social declarations for employees	National Social Security Fund	Companies	Operational
80	Collaborative messaging Platform	Ministry of National Education	Administrations	Operational, in the process of generalization



## Question Block

### E-Government Morocco survey questionnaire

**This survey is conducted to make an in-depth study on the E-government program in Morocco. I shall be grateful for your active contributions and cooperation**

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End of Block

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## Block 1





**Q 1- What is your gender?**

Male

Female

**Q 2- What is your age?**

18-25

26-35

36-50

Above 50

**Q 3-What is your education level?**

Primary level

Secondary Level

Graduate

Post graduate & others

**Q 4- Do you have the ability to access the internet all the time?**

Yes

No

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**Q5- How do you conduct the transactions with the government sector? Choose more than one option of applicable.**

- Face to face
  - Using agent
  - By phone
  - Online
  - Others please specify
- 

**Q6 -Do you know the new program E-government established by Morocco in 2013?**

- yes
- No

*Skip To: End of Survey If Q7 = No -*

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**Q 7-Do you access the E-government Websites Moroccan?**

- Yes
  - No
-

**Q 8-How many times do you use E-government services rather than going by yourself?**

- Always
- Often
- Rarely
- Never

**Q 9- Which type of E-Government Services have you accessed?**

- Administration
- Citizen
- Enterprise

**Q 10-Which E-Government service do you use most frequently?**

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**Q 11- I prefer using government service online.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**Q 12- All the government services that I want are available online.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**Q 13-The e-government services is easy to find and use**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree



**Q 14- I am satisfied with the E-government service**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**Q 15- If you have any further improvements in the existing E-government Services?  
Please suggest.**

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***Thank you so much!***

