

Ecole des Hautes Etudes Commerciales



This dissertation is submitted in partial fulfilment of the requirements for the master's degree in Commercial Sciences

Major: Marketing

**THE IMPACT OF DIGITAL
COMMUNICATION VIA SOCIAL MEDIA ON
BRAND IMAGE:
THE CASE OF DANONE DJURDJURA
ALGERIE**

Submitted by:

Miss Kenza Irzil

Supervised by:

**Mr Hicham BABAAHMED
Lecturer at EHEC**

**9th Promotion
June 2022**

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Dedication

*I dedicate this dissertation
To my past self, for believing in me
To my current self, for all the hard work
To my future self, be proud and keep believing in yourself*

*To my beloved family,
My dear parents, sisters, and brother
Who have always been there for me*

*To my precious friends,
Who supported and encouraged me
Through the highs and the lows*

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It is with boundless appreciation that I express my heartfelt gratitude to the people who helped me bring this study into reality.

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Finally, I would like to thank everyone who has contributed directly or indirectly accomplish this work.

Abstract

In the light of a global pandemic, months of quarantine and social distancing. The world has become heavily influenced by new technologies, as people sought the internet more and more to complete their daily tasks. As a result, digital communication has taken an important place and, channels like television, radio, billboards, and other advertising spaces are still used by companies. But the internet is rapidly and surely becoming the preferred choice of companies and stays even after the pandemic the first choice of many companies.

Using digital levers such as social networks, websites, email, and blogs present numerous opportunities for brands. Thus, companies are now seeking to exploit digital communication namely social media to be present online, to increase their notoriety and profitability as well as improve their brand images.

In this context, our study aims to illustrate the impact of digital communication, namely via social media, on the perception of a brand image, especially for a leading brand in the Algerian market like Danone Djurdjura Algérie, which will be the case study of our present research.

Keywords :

Digital communication - Social networks - social media - communication - brand image - brand Identity

Résumé

Quand le monde fut en face d'une pandémie globale, des mois de quarantaine et de distanciation sociale. Les individus ont commencé à devenir de plus en plus influencé par les nouvelles technologies, les gens se retournais vers Internet de façon quotidienne pour diverses raisons. De ce fait, la communication digitale a pris un large élan, durant cette période des canaux comme la télévision, la radio, les panneaux d'affichage et autres espaces publicitaires sont encore utilisés par les entreprises. Mais Internet devient rapidement et restes le premier choix des entreprises.

L'utilisation des leviers numériques tels que les réseaux sociaux, les sites web, les courriels et les blogs présente de nombreuses opportunités pour les marques. Ainsi, les entreprises visent à exploiter la communication digitale, notamment les réseaux sociaux pour être présentes en ligne, accroître leur notoriété et améliorer leur image de marque.

Dans ce contexte, notre étude vise à illustrer l'impact de la communication digitale via les médias sociaux, sur la perception de l'image de marque, notamment pour notre cas d'étude Danone Djurdjura Algérie, une entreprise leader sur le marché algérien.

Mots clés :

Communication digitale - Réseaux sociaux - médias sociaux - communication - image de marque - identité de marque

ملخص

في ظل جائحة كورونا العالمية و أشهر من الحجر الصحي والتباعد الاجتماعي. بدأ الأفراد يتأثرون أكثر فأكثر بالتقنيات الجديدة ، وكان الناس يتجهون إلى الإنترنت بشكل يومي لأسباب متعددة. فقد احتل الاتصال الرقمي مكاناً مهماً رغم تواصل استخدام الشركات لقنوات مثل التلفزيون والراديو واللوحات الإعلانية وغيرها من المساحات الإعلانية. و لكن الإنترنت أصبح بسرعة وبالتأكيد الخيار المفضل للشركات

يوفر استخدام الأدوات الرقمية مثل الشبكات الاجتماعية والمواقع الإلكترونية والبريد الإلكتروني والمدونات العديد من الفرص للشركات. وبالتالي ، تسعى الشركات الآن إلى استغلال الاتصالات الرقمية و وسائل التواصل الاجتماعي لتحسين سمعتها و صورة علامتها التجارية

في هذا السياق ، تهدف دراستنا إلى توضيح تأثير الاتصال الرقمي ،تحديدًا عبر وسائل التواصل الاجتماعي على صورة العلامة التجارية ، خاصة بالنسبة لدراسة حالة لأبحاثنا التي هي دانون جرجرة الجزائر

الكلمات الدالة

- الاتصالات الرقمية - الشبكات الاجتماعية - وسائل التواصل الاجتماعي - الاتصالات - صورة العلامة التجارية
هوية العلامة التجارية

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Abbreviations list

ROI: Return On Investment

SEO: Search Engine Optimization

SEM: Search Engine Marketing

SEA: Search Engine Advertising

B to B: Business to Business

B to C: Business to Consumer

DDA: Danone Djurdjura Algérie

ELN: Early Life Nutrition

OPOH: One planet. One Health

OPOHBY: One planet. One health, By you

FDP: Fresh Dairy Products

CSR: Company's Social Responsibility

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INTRODUCTION

Introduction

The emergence of social networks has revolutionized communication models. These changes in media consumption were not without consequences for the company's brand image. Thus, this situation poses a challenge to current businesses; first to become acclimatized with these new media, and then to establish an optimal communication strategy with these media.

Currently, companies can no longer rely only on traditional advertising to generate profits and to improve their brand images. Even if billboard and TV ads are still quite popular today, the real trend is digital marketing. If customers are present on smartphones, tactical screens or generally online, so should companies.

There is no denying that the experience of an impactful TV commercial, the tactile nature of a copy of an old 'vogue' magazine and dynamic brand activations are as important today as they were 20 years ago, because their long-lasting nostalgic effects on the memory of the consumer but also because of crucial factor, real life contact. In the light of a global pandemic, that of COVID-19, people turned into digital technologies more and more, in fact the global usage of social media has doubled over the course of two years. But, on the other side they valued human contact, in real life contact even more. That is why the human-to-human factor is important, especially digitally, since we communicate to humans first, brands must therefore create an emotional attachment with customers, and that's how why they'll always keep a brand in mind.

Digital communication uses all available digital touchpoints between a brand and its audience. And with the widespread use of internet today, there is no shortage of such touchpoints, moreover, another big advantage of digital communication is its ability to target advertising campaigns very precisely via Data. This makes it possible to reach only people that are potentially interested in the brand, in the right time, at the right place and even track their interactions with the brand. Digitalization also allows the back-and-forth interaction between the company and the customers. This is useful for staying in close contact with customers, retaining them and understating their needs in a consumer centric approach.

In a marketing campaign, it is not only a matter of identifying the objective but also of evaluating the existing marketing channels, levers, and media (online / offline) to be used in the communication strategy.

Therefore, the biggest challenge for brands today is to properly choose the communication channel, or most likely a combination of channels, on which to invest more, to have the best visibility with a remarkable content, that will create a memorable and long-lasting brand image.

It is in this context that our research thematic “**The impact of digital communication via social media on brand image, the case of Danone Djurdjura Algérie**” takes its purpose. It aims to understand the digital communication of an authentic brand as a new and effective strategy.

To achieve this, and in order to put this idea into practice, we have chosen “the Danone Djurdjura Algérie company”, an original brand and market leader. DDA uses a lot of marketing actions to launch its advertising campaigns with its targets being varied as it aims to provide healthy nutrition to all. We carried out our study on the digital communication of the year 2021 of the DDA brand which is only present on two social networks: Facebook and LinkedIn. We will thus concentrate our study on social media communication.

From where we identified the following research problem or main question:

“How does social media communication affect a company's brand image?”

From this main question, the following research questions are formulated as follows:

- Does social media communication influence audiences' perception of a brand?
- Does social media presence have an impact on the brand image?
- How does social media presence impact the perceived brand image?
- Is social media communication effective in delivering brand messages?
- How can social media communication introduce brand values to audiences?

This study aims to verify the following research hypotheses:

Hypothesis 1: Social media communication positively influences the perceived brand image.

Hypothesis 2: Social media communication is effective in delivering the brand message.

Hypothesis 3: Social media communication anchors brand values in the minds of audiences.

Among the reasons that motivated our choice of this research topic:

- An up-to-date theme in marketing and especially in Algeria.
- The importance of digital communities for businesses and companies.
- It combines both the tools of new technology such as social networks with brand management.

To carry out this study, we adopted a descriptive and analytical methodology using as a research tool the documentary study between books, scientific work, encyclopaedias, websites as well as company's internal documents. And a quantitative study of which we described the variables by a flat sorting then cross sorting.

Our work revolves around two parts, a theoretical part composed of two chapters and a practical part composed of one chapter which are as follows:

The first chapter will deal first with the concept of communication, then we will present the digital communication and finally will explain the role played by social networks for companies.

In the second chapter, we will focus on the brand and its image and how to measure the latter.

Through the third chapter we will present the company of interest with which our study was conducted as well as the communication plan on which we worked and then will present the methodology of the study carried out. To complete the study with the detailed analysis of the results of quantitative study carried out in order to answer our hypotheses.

Finally, we will conclude our research with a general conclusion.

CHAPTER ONE:

The theoretical approach of digital communication

Introduction of the chapter

Web 2.0 has made it possible for consumers to interact and exchange with brands and companies, it has given consumers a position of power thanks to the ability to express their opinion through social networks.

Since we are living in a digitalised world, we are witnessing a real upheaval of civilization and a major change in behaviours, purchasing habits and information search habits. So, it has become vital, more than ever, for companies to integrate new technologies into their marketing strategies and use various digital tools to improve their means of communication, increase their notoriety and reach various targets of their interest. This can only succeed with a digital strategy that dictates guidelines of the online presence and the objectives it wishes to achieve.

In this chapter, we approach the first section of the basic definitions and concepts of communication and its importance in the life of the companies. In the second section, we define digital communication, its levers, and its objectives. And finally, in the third section, we will explain the communication via social networks then the types of social networks and their importance for companies.

Section 01: The fundamentals of communication

“Communicating means for brands to seek more intimate links with consumers. And everyone knows that intimacy only happens when people understand each other. Because communication is not what we do. It is what others hear” - Douglas Daft, former CEO at Coca-Cola.

A brand that doesn't communicate is a brand that does not exist because the greatest danger that can affect the company is anonymity. With communication, a company is heard, hearing, understood and understanding. In this chapter, we will dive into the fundamentals of communication, its types and means and especially its importance for a company.

I. Definition of communication

Before highlighting the different theories that have made the fundamentals of communication as we know it today, it is necessary to define the concept of communication first.

The etymology of the word communication originates from the Latin word “communicare” which means to share. *“The act of communicating establishes a relationship between a sender and a receiver. It brings together all the means allowing a company to increase its notoriety or image¹”.*

And according to François Eldin² communication is an *“Act during which an individual “transmitter” translates a fact, a concept, a feeling into a message which he sends by the channel which seems to him the most appropriate, to another individual “receiver”. », with the intention that the latter can become aware of the fact, the concept...”.*

We, therefore, understand that communication is a process of transmission, between two or more people, where there is an exchange of information and facts.

The communication of companies and organisations crosses the two theoretical fields: the sciences of communication and the sciences of management. Indeed, as a technique, it cannot hide the research developed for more than half a century on communication; but it cannot neglect its purpose in a business optic either, namely, to serve a business strategy, a marketing plan, or human resources management³.

II. The communication process:

There are eight (08) elements in this process:

- **The sender:** It can be a company (public or private). A natural person, an association, etc. They must carefully determine the targets and assess the return effects. Some sources of information are controllable by the company (media). But others are uncontrollable (word of mouth).

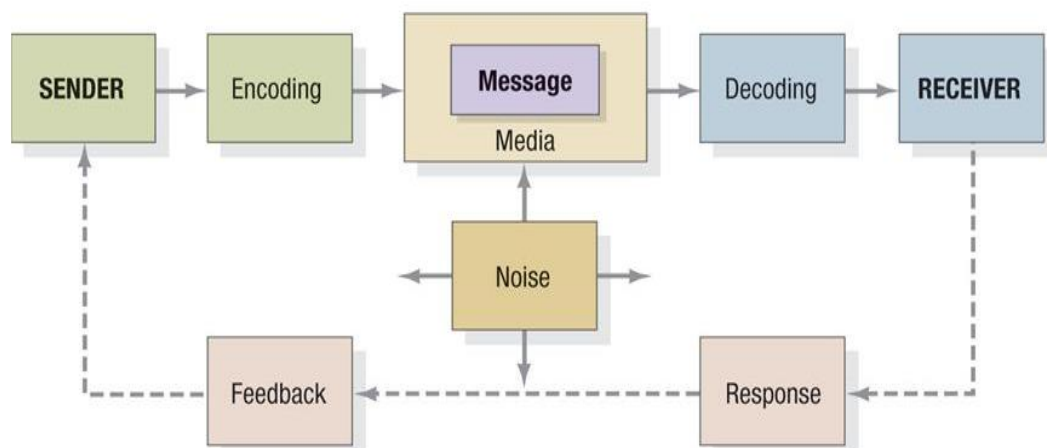
¹ KOTLER (P), KELLER (K) et MANCEAU (D) : Marketing management, 15ème édition, édition Pearson, France, 2015, p.694. Own translation

² ELDIN (F) : Le management de la communication, Editions l’Harmattan, Paris, 2001, p13. Our translation.

³ MALAVAL (Philippe), DECAUDIN (J-M) et BENAROYA (Christophe) : Pentacom, communication théorie et pratique, édition Pearson Education, 6ème édition, Paris, 2000, p.3. Our translation.

- **Encoding:** A process that transforms ideas into symbols, images, shapes, etc. It must consider the receiver.
- **Messages:** A set of symbols transmitted by the sender who will use channels (media) to reach the receiver. They must be expressed according to the field of experience of the receiver.
- **Decoding:** A process where meaning is attached to the messages transmitted by the source.
- **Receiver:** In other words, the target, the recipient of the message.
- **Response:** A set of reactions from the receiver after being exposed to the messages.
- **The feedback:** Feedback effect is part of the response which is communicated to the sender. The feedback reaction of the target.
- **Noise:** It is the messages that disturb the process (such as the messages transmitted by the competition).

Figure I.01: The elements of the communication process.



Source: KOTLER (Philip) et coll: Marketing Management, Pearson Education, France, 2009, p.609. Our translation.

Communication requires the exchange and the use of a coding system that allows messages to be interpreted.

III. Theoretical models of communication:

Many communication theorists have sought to conceptualise what “communication” is. The first models come from telephony technology.

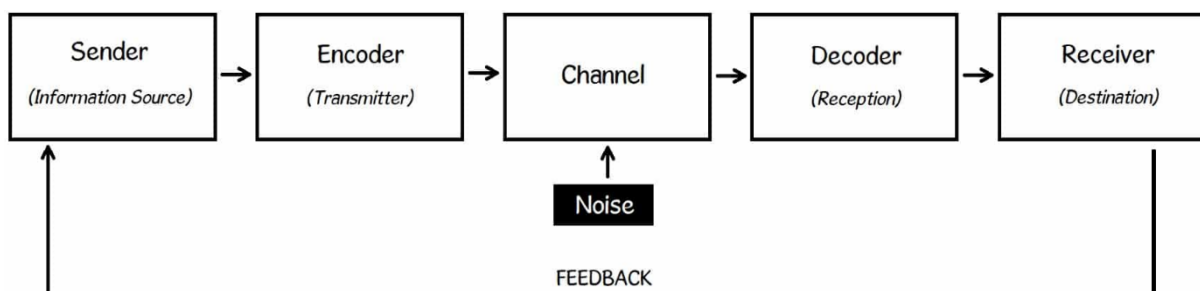
This is not an exhaustive list because the models are numerous and complementary. In our case, we have sought to give a general evolution by presenting the best known of these models and the contribution they have induced.

A. The SHANNON and WEAVER model:

Research in the science of communication has its origins in the mathematical theory developed by engineers SHANNON and WEAVER, within the framework of their work for the American company Bell Telephone, in the 1940s, where they searched to improve the quality and speed of message transmission telegraph and telephone. As a result, the vision of communication retained is that of a technique for transmitting a message between places or between two people, the term message to be understood as a quantity of information independently of any search for meaning⁴.

Often referred to as the "telegraph model", SHANNON and WEAVER's model can be considered an important first reference for communication theories. This linear model consists of a source of information that is the origin of the message, a transmitter that makes it possible to transform the message into signals, a channel capable of transporting the signals of the message, of a decoder that receives the signals and can reconstruct the message, of a receiver to whom the message sent is addressed, moreover, disturbances called "noise" can possibly occur by altering the transmission of the message or by causing the loss of part of the information⁵.

Figure I.02: Communication model of SHANNON & WEAVER.



Source: MAVAL (Ph), DECAUDIN (J-M) et BENAROYA (Ch): op.cit., p.4.

⁴ MEUNIER (J-P), PERAYA(D) : Introduction aux théories de la communication, 2ème édition, Edition De Boeck, Bruxelles, 2004, p.33. Our translation.

⁵ Ibid., p.34. Our translation.

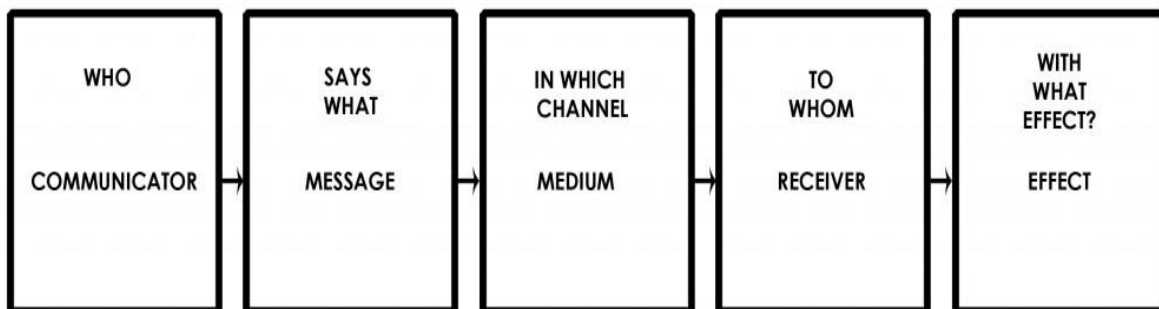
The final step in the Shannon & Weaver model is 'feedback'. In fact, the 'feedback' step was not originally proposed by Shannon and Weaver in 1948. Norbert Weiner came up with the feedback step in response to criticism of the linear nature of the approach.

B. The LASSWELL model:

Next, the famous diagram of Lasswell⁶ which answers the questions:

- **Who?** Who communicates? What source? What is the impact and image of these sources?
- **Says what?** What is the message to convey? Which one was perceived?
- **In which channel?** How? Do these channels add value to the message?
- **To whom?** What are the targets? Who are the core targets? Are there opinion leaders?
- **With what effect?** With what results? Have the communication objectives been achieved? How to modify the gaps? What should be changed to be more effective?

Figure I.03: Communication model of LASSWELL



Source: <https://www.communicationtheory.org/lasswells-model/>

IV. Communication types

Communication can be broken down according to several factors such as the target to whom it is addressed, the purpose of this communication, or even the means that it uses.

We will attempt, in what follows, to identify the different typologies of communication⁷ according to different factors and different authors.

⁶ <https://www.communicationtheory.org/lasswells-model/> (Visited on 10/05/2022, 12:00).

⁷ BROCHAND (B), LENDREVIE (J) : Publicitor, édition Dalloz, 5ème édition, Paris, 2001, p.156. Our translation.

A. Classification according to the purpose, the goal pursued or the content of the message

In this type of classification, communication is broken down into commercial (or marketing) communication and corporate communication.

1. Commercial communication

Commercial communication or marketing communication allows a company, among other things, to increase its notoriety, develop its image, promote its products and brands, differentiate them from the competition and attract prospects.

This form of communication is often considered to have an "offensive", and "aggressive" tone, and is experienced as an offensive by the company in the minds of consumers.

The authors of Publicitor have highlighted two levels of commercial communication, product communication and that relating to the brand.

a) Product communication

When its purpose is to promote a product or service, it is called product communication. This relates to the objective performances, the technical characteristics, and the advantages linked to the "purchase of the good or service". It is the expression of physical reality; some consider it to be a factual discourse.

b) Brand Communication

On the other hand, commercial communication can relate to the brand. In this case, it emphasises the symbolic value, the imaginary territory of the brand defined by its positioning. The axis of the communication will focus on the "personality" of the brand, and the enhancement of its positioning.

2. Corporate communication:

“As opposed to the brand or product communication, communication centred on the company itself”. This type consists of two levels: corporate communication and institutional.

c) Company communication:

In this type of communication, the objective sought is to make the company known, to enhance its image, and this by describing the physical, socio-economic, and financial characteristics of the company, i.e.:

- To the public or a specific target
- Its partners (shareholders, bankers, etc.)
- To its staff to motivate them and encourage them to be more productive

This objective communication is based on facts and is expected by specialised audiences who check the performance of the company.

d) Institutional communication:

It communicates the fundamental values of the company, its identity, and its culture, it emphasises the most important values concerning an institution, this communication uses:

- Major media.
- Public relations.
- Patronage.
- Direct marketing.

It is a universal communication aimed at internal and external audiences. It communicates the fundamental values of the organisation:

- Identity, and corporate culture.

B. Classification according to the target

For this type of classification, the basic element is the target to which the communication is addressed. Communication in this context is split into internal communication and external communication.

3. Internal communication:

Targets the company itself, its executives, employees, etc.

4. External communication

Includes all messages and actions intended for audiences outside the business. External communication: can in turn be broken down according to its purpose.

V. The communication objectives

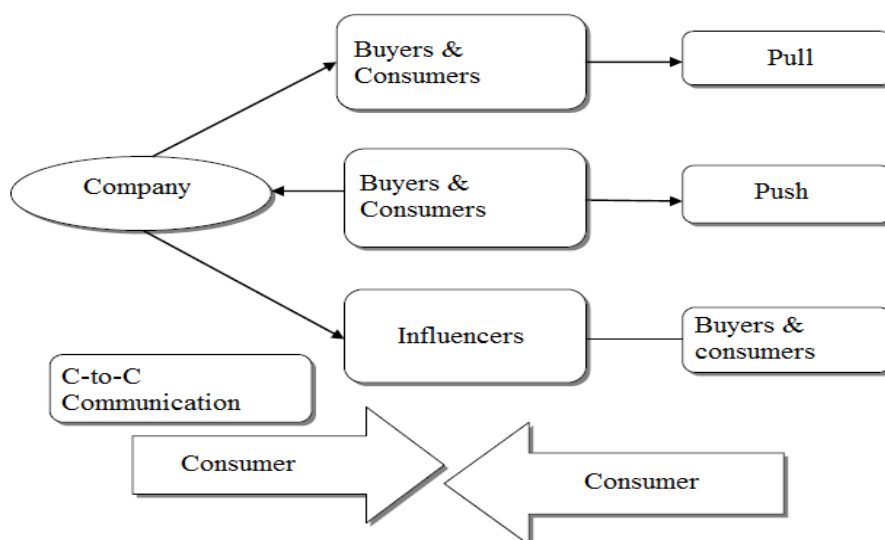
There are three levels of communication objectives:

- **A cognitive objective:** The company will communicate information about itself, and the good or service that it offers to gain awareness and notoriety.
- **An affective objective:** To give, through a communication strategy, an attractive image of the business and/or commercialised product or service. It is necessary that the potential client prefers the product of the brand over the ones of the competitors.
- **A conative objective:** The purpose of the communication is to make sure the potential customer buys the product, tests it, or just to arouse the curiosity of the client for him to behave in a certain way in favour of the product or the business.

VI. Modes of communication

Most of the time, communication policies use several modes of communication in order to reach the same target, we can use “push”, “pull” communication, influencers, social networks, etc⁸.

Figure I.04 : The four major modes of communication



Source: LENDREVI, LEVY: Mercator, édition Dunod, Paris, 2013, p.442. Our translation.

⁸ LENDREVI, LEVY: Mercator, édition Dunod, Paris, 2013, pp.441-442. Our translation.

VII. Means of communication

By marketing communication, we mean all the signals sent by the company to its various audiences, i.e., to its customers, distributors, suppliers, shareholders, the public authorities, and its own staff. The five means of marketing communication (communication mix) are the sales force, sales promotion, external relations, direct marketing, and media advertising. Each of these means has its own characteristics.

We will take interest in our study on media communication and non-media communication.

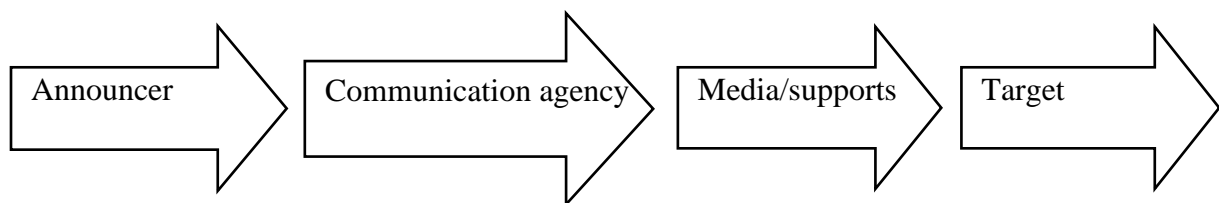
A. Media communication:

It is a mass communication technique that uses the major media or what we call nowadays: classic media (television, press, radio, posters, cinema, to which must be added the Internet) by buying space to disseminate the company's message.

5. The advertisement⁹

Advertising is a communication tool aimed at capturing attention, retaining it, and conveying a message to increase the company's sales and improve its notoriety and image.

Figure I.05: The actors of advertising



Source: FERRANDI et LICHTLE: Open book Marketing, édition Dunod, Paris, 2014, p246.

Our translation.

⁹ SEBASTIEN (S) : Le marketing, 5^{-ème} édition, Lextenso, 2016, p208. Our translation.

6. The pros and cons of media

The table below presents the means of media communication by joining their advantages and disadvantages:

	Pros	Cons
Television	Allows to reach of a large number of people at the national level. The rapid development of notoriety. Rewarding media.	Expensive media. Long booking times. Limited target selectivity.
Radio	Allows high repetition and proximity to the target. Cheap. Short booking times. Considerable target selectivity.	Need for short messages. Difficulty getting the listener's attention. Ephemeral communication. Outdated.
Press	Allows good target selectivity. The flexibility of use. Well suited for informative communication.	Variable image (national, regional press) daily and magazines.
Cinema	Good for memorization. Allows good selectivity. Geographical advantage.	Requires technical costs. Long booking times.
Display	Often used when supplementing other media. Allows geographical selectivity.	Often expensive. Limited message.
Internet	Nowadays essential. Has the advantage of being a flexible and relatively low-cost. Allows great selectivity.	Communication messages are sometimes difficult to control (possible diversion)

Table I.01: The pros and cons of media

Source: FERRANDI et LICHTLE: Open book Marketing, édition Dunod, Paris, 2014, p249.
Our translation.

B. Non-media communication

This type of communication includes visual identity, event advertising, direct marketing, public relations, promotions, press relations, and word of mouth, sponsorship, social networks (rumours). Unlike media advertising, these techniques do not lead to the purchase of advertising space.

7. The objectives of non-media communication

The objectives of non-media communication¹⁰ are the following:

- Target precisely with the possibility of personalised messages to restricted and specific targets, such as the most important customers, professional audiences, opinion leaders, etc.
- Stimulate sales through temporary special offers, this is the main purpose of sales promotion operations.
- Reach out to consumers, at the right time, in the right place, in a favourable context, through "street marketing" and event communication.
- Create and maintain close and sympathetic relationships to enrich brand equity, such as public relations, sponsorship, or patronage operations. They contribute to reducing the psychological distance between the company and its audiences.
- Support and complement the advertising message, with the aim of making it credible as press relations and public relations can deliver denser and more detailed messages.
- Non-media communication serves as a substitute for media advertising when it is prohibited or highly regulated.

VIII. The importance of communication strategy

As KOTLER and DUBOIS affirmed in their book on Marketing and Management (Kotler, Dubois, 2003): « *Given the possibilities offered by information technologies, a company should no longer wonder how to reach my clients? But also, how to allow its customers to reach it?* »¹¹

¹⁰ LENDREVI et LEVY, op.cit., p.516. Our translation.

¹¹ Marketing management, Kotler & Dubois, 11e édition, 2003. Our translation.

However, « *to communicate effectively, we must understand the different elements of the communication process*» said KOTLER and B. DUBOIS¹²

They, therefore, insist on the communication strategy, stating that « *the marketing activity is not limited to the development of a product and the choice of the price and the distribution method. An enterprise that wishes to go beyond a current of spontaneous sale, it must design and transmit permissive information about its products.*»¹³

In the book Advertising strategies, from the Marketing research to the media choices by Luc MARCENAC, Alain MILON and Serge-Henri SAINT-MICHEL, it is stated that « *the strategy of communication consists of fixing objectives and specific means to achieve them* »¹⁴. For LENDREVIE Jacques and BRONCHAND, authors of the famous PUBLICITOR (Lendredie, Bronchand, 2001): « *We can no longer endure today the luxury of skipping the strategy. One can no longer go to the creatives having nothing prepared to say and hoping that they would design a beautiful campaign. We must identify upstream the problem to solve, the marketing story that one chooses to tell*»¹⁵.

Communication strategy should be integrated into a general vision of the company. What Jacques LENDREVIE and Denis LINDON specify in the famous MERCATOR (Lendrevie, Lindon, 2000), to affirm: « *To ensure the full consistency, efficiency, and profitability of their actions, more and more are those companies who feel the need to have an overall communication policy before defining in a detailed way the communication strategy for each product* ». Their thesis resulted in the concept of "integrated communication policy", which « *associates several communication channels to serve the communicational objective of the enterprise, to then make the message consistent and produce synergistic effects*»¹⁶.

Thierry LIBAERT explains the process to follow in his work entitled "The communication plan: define and organise your communication strategy" (Libaert, 2008). According to him, the following 6 steps should be followed: the audit, the definition of the assets, the definition of the message, the delineation of the targets, the choice of the means and

¹² Ibid, Our translation.

¹³ Ibid, Our translation.

¹⁴ Stratégies publicitaires, de l'étude Marketing aux choix des Medias de Luc MARCENAC, Alain MILON et Serge- Henri SAINT- MICHEL. Our translation.

¹⁵ Lendredie, Bronchand, Mercator, 11ème édition 2014. Our translation.

¹⁶ Lendervie ; Lindon (Mercator, 11ème édition 2014). Our translation.

finally the management and the monitoring of the plan¹⁷. In an approach closer to the marketers, P. KOTLER and B. DUBOIS, (Kolter, Dubois, 2003) rather distinguish eight stages: the identification of the target, the determination of objectives, the conception of the message, the choice of the media, the evaluation of the budget, the choice of the communication mix, the measurement of the results and finally the coordination of all the communication actions.¹⁸

The goal of a communication strategy, when coupled with a marketing approach, is to define the various operations to be implemented to achieve the company's objectives. It is necessary to set up an analysis of the results and the opportunities to position the company in a sustainable and competitive manner.

The information sent to the customer must be kept consistent across the different means of communication because the customer will seek and receive information in different communication channels (cross channel). To acquire better affinity between the customer and the company, one should use the communication methods suited to the consumer and the potential customer. The operative part takes responsibility for the reflection and planning of actions, and the development of a budget.

Therefore, it can be said that without a communication strategy, the company will not be able to make itself known. It is essential for a brand to then follow the steps set by the strategy, without forgetting the KPIs (key performance indicators) to measure performance, assess the profitability of all promotional actions and be able to improve.

IX. Communication plan

It is the detailed plan of what the strategy contains. These two are strongly related, even dependent on each other. This part will be composed of a presentation of what a communication plan is, its objectives, and finally its different stages.

A. Definition and objectives¹⁹

« As in research, the communication plan is essential, not only to know where a particular PR campaign is located, but also to gain the support of the management of the

¹⁷ Le plan de communication : définir et organiser votre stratégie de communication », Thierry Libaert, 2008, 3^{ème} édition. Our translation.

¹⁸ Marketing management, Kotler& Dubois, 11^e édition, 2003. Our translation.

¹⁹ Bernard Dagenais : « LE PLAN DE COMMUNICATION L'art de séduire ou de convaincre les autres » Presses Université Laval, 1998. Our translation.

company. In fact, one of the most common criticisms of communication is that it looks too much like a one-off series of hits, unplanned and hard to measure. Very clearly, planning needs to be totally reassessed. With appropriate planning, communication professionals will be able to truly defend and account for their actions. »²⁰ - Fraser P. Seitel.

A communication plan has several objectives, including increasing earnings, improving image, and disseminating information. The essential goal is therefore to clearly define a given situation so that it can intervene during its development. So, the design of this plan relates to a stage in the evolution of an organisation that has realised that it must adapt to the audience or seek to impact them.

The communication plan answers the following four questions:

- What is the current situation?
- What changes do we want to make, and are they possible?
- How to make these changes?
- How to know if we have reached our goals

B. Stages of the communication plan

To carry out the communication plan, it is necessary to follow the following steps²¹: analyse the situation, define the objectives, specify the communication target, formulate the communication axis, identify the communication strategy, propose media, and supports, develop the messages, specify the budget and the schedule and finally, develop techniques of evaluation.

Explanation of the stages of the communication plan:

1. Analysis of the current situation

This consists of analysing the positive and negative points of the company, this is how the opportunities and threats that prevent the company from growing will be identified.

²⁰ Fraser P. Seitel: *The Practice of Public Relations*, Prentice Hall, 1998.

²¹ Bernard Dagenais « LE PLAN DE COMMUNICATION L'art de séduire ou de convaincre les autres » Presses Université Laval, 1998. Our translation.

2. Definition of objectives

For effective communication, you must set your goals. Objectives must be SMART, Specific, Measurable, Achievable, Realistic and Time-bound. It is this definition of objectives that will make it easier to achieve them.

3. Precision of the communication target

The communication target can be specified by answering these questions: Who are the company's customers? What are their characteristics? What are their needs? How do they perceive the company?

4. Formulation of the communication axis

This is a very important decision. The choice of the communication axis is the choice of the surplus that the company will bring to its customer. At the same time, it demonstrates the positioning of the company. This axis is quite simply the promise that the company makes to its consumer. This promise must therefore be relevant, and above all, be kept by the company.

5. Identification of the communication strategy

To succeed in the communication plan, it is necessary to know which communication strategy to adopt.

6. Choice of messages, media and supports:

Here, a company must choose all the messages to convey, and choose which medium is suitable for each of them to reach the target.

7. Budget and planning precision

Aside from providing a realistic picture of what is to come, budgeting now allows you to allocate it afterwards in a thoughtful way. It is important not to forget to consider unforeseen events that may arise at any time, and to consider the various costs. Here are the essential costs that the budget must contain: The costs of studies, planning, creation, production, distribution, and finally, the costs of evaluation.

8. Development of evaluation technique

The control of the communication plan serves to assiduously measure the impact of communication operations. The monitoring of these actions is continuous. It makes it possible to ensure a good overlap between actions, means and objectives.

X. The importance of communication

Each company needs a communication strategy specific to its image to make itself known to its customers and prospects. A business' communication is not decided overnight, it comes from a long process of research that must be done beforehand.

A company must study its internal and external environment to target its potential customers and thus focus its communication strategy to use the appropriate means of communication. The communication can be directed towards various targets and in particular potential customers because it is they who will make it possible to increase the turnover of the company.

Consumers rely on the information that is communicated to them to make purchase decisions. Businesses, ranging from multinational corporations to small retailers, depend on marketing communication to sell their goods and services. Marketing communication helps move products, services, and ideas from manufacturers to end-users and builds and maintains relationships with customers, prospects, and other important stakeholders in the company. Communication is vital to a business because it brings everyone on the same page. Listening to your clients enables you to come up with long-lasting solutions to solve their needs.²²

It is for all these reasons that communication is essential for its success and long-term success.

The deduction that can be made about this section on communication, is that it is essential for the reputation of the company. But a strategy must be defined to have successful communication, followed by developing a communication plan that contains the details of the actions of the different steps to follow, so as not to get lost on the way, or lose sight of the objective.

In today's world, the Internet has come to modernize traditional communication via the digital ecosystem. This drives the discussion about digital communications in the next section.

²² <https://www.linkedin.com/pulse/importance-communication-marketing-arshi-singla/>(visited on 30/05/2022 on 15:00).

Section 02: Digital Communication

The evolution of the internet and ICT (Information and Communications Technology) have greatly changed the marketing practices of companies, and therefore having a real digital presence becomes a point that no company can escape today, which is why this section will be an initiation of the concept of digital communication, its objectives the different types of digital media and what levers a company can use.

I. Definition of digital communication

Several authors have tried to define digital communication, we have tried to put forward some definitions.

According to Habib OUALIDI: « *Digital communication is a new discipline of communication but also of marketing. The term refers to all actions (communication and marketing) aimed at promoting products and services through a media or a digital communication channel, with the aim of reaching consumers. A Personal, ultra-targeted and interactive way. The new objective of companies is, therefore, to target their consumers not only on the web but through all digital media*²³ ».

Digital communication is the set of messages sent by an organization to a target (consumers, purchase prescribers, resellers, etc.) and the purpose of which is to create or maintain a relationship with it and influence its purchasing behaviour. One of the main characteristics of digital communication is that it is aimed at a large audience, a large target: it is most often mass communication.

Digital communication, therefore, is both media communication and non-media communication, and it corresponds to any communication on a digital medium (internet, social networks, or mobile application), for the past ten years, it has continued to develop.²⁴

²³ OUALIDI (H) : Les outils de la communication Digitale- 10 clés pour maîtriser le web marketing, Eyrolles, Paris, 2013, p.19. Our translation.

²⁴ FLORES (L) : *Mesurer l'efficacité du marketing digitale*, Edition DUNOD, Paris, 2012, p. 4. Our translation.

II. Digital communication objectives

According to GREGORY and PINSSON, the implementation of digital communication can have four objectives²⁵:

- Develop brand awareness, by improving its visibility on partner and/or high traffic sites.
- Create traffic: attract qualified traffic to the site according to the set objective (sale, registration, filling out a form, etc.).
- The visitor into a buyer, by focusing on communication on the site conveying a relevant message and which helps the visitor in the formation of his perceptions or in the achievement of a marketing result desired by the company.
- Retain existing customers by implementing actions to encourage them to buy more and more often.

III. The variety of media

Developing a relevant digital strategy presupposes mastering a complex environment that is due to two factors: the complexity of customer journeys (because individuals are using more and more platforms to obtain information, buy and consume) and the availability of numerous technologies (the digital ecosystem being in constant evolution and expansion).

To develop a digital presence, we commonly distinguish between three types of media: purchased media (paid), owned media, and earned media.²⁶

POEM²⁷ is an English-language acronym used to denote various types of media exposure, which a brand can use with consumers to increase its effectiveness. POEM is then an abbreviation for Paid, Owned and Earned Media. The term POEM first appeared in 2009 on an American blog and was later popularized by the research firm Forrester.

- **Paid Media** refers to the advertising space purchased by the brand on digital or traditional media. (e.g., Advertising on social networks, paid referencing (sponsored links), advertorial).

²⁵ GREGORY(B), PINSSON(C): *marketing digital*, 2ème Ed, Dunod, Paris, 2016, pp. 79.80. Our translation.

²⁶ SCHEID (F), VAILLAN (R), FONTUGNE (W), DE MONTAIGU (G) : *Le marketing digital - Développer sa stratégie à l'ère numérique*, Édition Eyrolles, 2e Edition, 2019, P5. Our translation.

²⁷ <https://www.definitions-marketing.com/definition/poem/> (visited on 25/05/2022)

- **Owned Media** refers to the points and exhibition media owned and controlled by the brand. Their focal point is most often the branded website, to which can be added Facebook or Twitter accounts or a branded blog.
- **Earned Media** originally designates the exhibition that the brand enjoys free of charge on personal or professional media that it does not control. These are mainly mentioned on social networks (Facebook, Twitter, etc.), comment spaces (consumer reviews, comments on press articles) and viral video broadcasts.

The historical model of POEM is now sometimes enriched with "shared media", in particular within the framework of the PESO model used within the framework of PR (Public Relations). In this case, earned media mainly refers to the audience gained by press or media coverage and shared media corresponds to the social shares obtained on the social accounts of individuals.

IV. Digital communication levers

A digital communication strategy must use and combine various digital levers to achieve its objectives. In our study, we will introduce the mainly used digital communication levers:

A. Natural referencing (SEO):

SEO (or Search Engine Optimization – Optimization for search engines) is the so-called “natural” referencing. It corresponds to all the techniques aimed at improving its positioning in a search engine such as Google for example. Most of the SEO work is done through optimizing the content of the site and working on incoming links and backlinks²⁸.

The effectiveness of SEO is based on three main pillars: technique, content, and popularity²⁹.

B. Paid referencing (SEA):

The SEA (for Search Engine Advertising – Advertising on Search Engines) corresponds to “paid” referencing, which consists of distributing advertisements or advertising banners on search engines to generate traffic to the website you want. promote.³⁰

²⁸ RIOCHE (H), SORIN (Y), *Le webmarketing en 150 questions*, Gereso, 1^e édition, France, 2019, P50. Our translation.

²⁹ Ibid. P54. Our translation.

³⁰ Ibid. P58. Our translation.

The SEA is a complementary component to SEO (natural referencing) and SMO (optimization for social networks) in a global referencing strategy.

C. Online advertisements (display marketing)

In different forms (banners, buttons, but also videos)³¹; they are very present, and sometimes considered intrusive by Internet users. Like SEA ads, they are clickable, allowing the advertiser to measure their impact in real time.

D. Emailing:

Still present but less than ten years ago, it is subject to strong legal constraints. It converges with smartphone communication (SMS and push notifications via mobile apps).

E. Affiliation:

This advertising technique involves a contract between a merchant site and a partner affiliated with a program. It consists of the remuneration of the partner, who promotes a product or service, with the objective of increasing traffic on the merchant site³².

F. Social Media Marketing (SMO)

SMO (for Social Media Optimization)³³ includes all activities aimed at optimizing the presence of a brand and its visibility on the networks (Facebook, Twitter, LinkedIn, Instagram, etc.). The objective is to optimize the number of interactions with Internet users.

There are 2 types of social media optimizations:

- **Actions on the website:** this involves adding social features to the content of a site itself, in particular: Sharing and publishing buttons to community information sites, tools for voting and sharing of user opinions, and tools for integrating community content such as images and videos.
- **Actions outside the website:** these are actions to promote and disseminate the content of a site via social media, in particular: On blogs, by posting comments on other blogs, participating in discussion groups, by posting news on their profiles on social networks.

³¹ SCHEID (F), VAILLAN (R), FONTUGNE (W), DE MONTAIGU (G), Op.cit., P13.

³² <https://blog.ikadia.fr/blog/le-marketing-digital-les-enjeux-et-les-opportunités> (visited on 30/05/2022 on 17:00)

³³ RIOCHE (H), SORIN (Y), Op.cit, P62. Our translation.

G. Social networks:

A social network refers to any site that allows its users to build up a network of friends or relationships, and which also facilitates the creation and exchange of information between users and between them and brands, the arrival of social media to generate the creation of new professions in the field of digital marketing such as: the social media manager, the traffic manager, and the SEO.

In January 2021, 25 million Algerians are active users of social networks, which represents 56.5% of the total population. In fact, the number of social media users in Algeria increased by 3.0 million (+14%) between 2020 and 2021³⁴.

Since social networks represent a crucial part of digital communication, the light will be shed on this important channel in the next section.

³⁴ <https://datareportal.com/reports/digital-2021-algeria> (visited on 30/05/2022 on 20:00).

Section 03: Social media as a part of digital communication

Today we live in a society, and everyone represents this society in their own unique way, it is generally made up of citizens, institutions, groups... Thus, in a social network, everything relates to making every effort to connect with people who have a common goal. However, since the arrival of the internet, social networks have taken on a new dimension and have become widespread with the arrival of the internet, so today we can speak of online social networks.

With such incredible growth in social media, “*an average of 2 hours spent daily on social media, 4.65 billion social media users, social media users represent over 93 % of total internet users*”³⁵. best appropriate social media channels. Not because it sounds simple, but because their target audience hangs around popular social networks. And they engage with their favourite brands and connect with them on different levels.

In this third section, we will present generalities on social networks, we will start with the emergence of social networks as well as their types, then an overview and ranking of the main social networks in Algeria. And finally, we will mention some advantages that these social networks can offer to individuals and companies.

I. Definitions

With the technological revolution and in a world that is quickly expanding, social networks or social media are essential to stay in touch and interact with people who are far away, this tool makes it easier to communicate and share common points to exchange information and create communities.

To better assimilate the concepts, it is important to define each concept separately, so what do we mean by media and social networks and what are the differences between these two concepts?

³⁵ Global Social Media Statistics — DataReportal – Global Digital Insights (visited on 30/05/2022 on 13:00).

A. Definition of social networks

“As part of a marketing approach, the term social networks generally designate all the websites allowing the establishment of a network of friends or professional acquaintances and providing their members with tools and interfaces for interaction, presentation and communication”³⁶.

“Online social networks refer to websites and mobile applications that allow users to build a network of friends or relations, and that promote social interactions between individuals, groups of individuals or organizations”³⁷.

These definitions highlight that, social networks are the use of collective intelligence and bringing together sites, web, or mobile applications to create interaction between individuals, and online collaboration.

B. Definition of social media

Many professionals have tried to differentiate the two notions of social media and social networks, which at first glance seem very similar, even identical, but which nevertheless require bringing a certain precision to the distinction. According to Valérie MARCH³⁸:

Social media are all the applications that exist on the Internet and that allow Internet users to:

- Easily publish and share content on the Internet, in any form. This is the media dimension
- Interact with content, other Internet users and their network. This is the social dimension of social media

Indeed, the primary purpose of social networks is to connect users with each other. They are only a part (admittedly not negligible) of social media, without necessarily summarizing them: blogs, discussion forums or wikis, for example, belong to social media but differ from social networks.³⁹

³⁶ <http://www.definitions-marketing.com/definition/reseaux-sociaux/> (visited on 27/05/2022).

³⁷ <http://cours-informatique-gratuit.fr/dictionnaire/reseau-social/> (visited on 27/05/2022).

³⁸ MARCH (V), Comment développer votre activité grâce aux médias sociaux, Dunod, 3^e édition, Paris, 2019, P.8. Our translation.

³⁹ Ibid, P9. Our translation.

II. Types of social media

For a simplified vision of social media, we propose to group them into 4 categories. These categories are defined by how internet users use them.

A. Social networks

They allow Internet users to share content with their personal or professional network, and to react to content published by other members. The network of contacts we build is essential to our user experience. In Algeria, the main social networks are Facebook and LinkedIn.

B. Visual social media

At the heart of their use is the sharing and/or discovery of visual content, whether photos or videos. In an increasingly visual web and with an ever-growing place of social media consultations on smartphones, images often replace words.

Instagram, Pinterest, and Snapchat have very different modes of operation and are not aimed at the same Internet users. This is a point to consider when choosing.

C. Content sharing platforms

These platforms are segmented according to the type of content that can be shared on them:

- Videos: YouTube, Daily Motion, Vimeo, TikTok
- Presentations: SlideShare (which belongs to LinkedIn).

They make it possible to host the content and make it easily accessible, even shareable. We can also discover content that we will want to share on our other spaces to animate them. Important point, on a content sharing platform, you can discover content without having an account.

D. Publishing tools

Blogging platforms (WordPress for example) and blogs themselves are kinds of the grandparents of social media. These blogs make it easy to publish textual content on the Internet, with a quality rendering.

Twitter belongs to this category of media quite simply because the tweets are classified there in anti-chronological order like on a blog. On the other hand, everything is public, and tweets are limited to 280 characters (hence the term micro-blogging)⁴⁰.

III. The main social networks

We will focus on the essentials, the four main social networks used in Algeria: Facebook, Twitter, LinkedIn, and Instagram. The choice of these networks is not random, but they are essential for any company wishing to integrate them into its digital communication. Once these networks are mastered by the company, the same practices will be applied to others.

A. Facebook

Facebook is the most used social media in the world and in Algeria. Created by Mark Zuckerberg. It represents a huge platform for sharing, dialogue, and interaction between individuals. With roughly 2.93 billion monthly active users as of the first quarter of 2022, Facebook is the most used online social network worldwide⁴¹. And with around 28 million users, Facebook was the leading social media platform in Algeria as of 2021⁴².

Here are some reasons to be present on Facebook:

- Know more about the targeted audience.
- Facebook Pages are great places to bring customers, prospects, and fans together to provide reviews, share opinions, voice concerns, and provide feedback. This is where the company can build a community
- Facebook is good for search engine optimization (SEO). Facebook can be an effective way to drive traffic to your business website.

B. Twitter

Attracting over 206 million daily active users as of the second quarter of 2021⁴³, Twitter is now one of the leading social networks of our time. Twitter is a social networking and microblogging service, that enables registered users to read and post short messages called tweets. Twitter messages are limited to 280 characters and users are also able to upload photos

⁴⁰ MARCH (V), Op.cit, P10. Our translation.

⁴¹ • Facebook MAU worldwide 2022 | Statista (visited on 30/05/2022 on 15:00).

⁴² • Algeria: social media with most users 2021 | Statista (visited on 30/05/2022 on 15:00).

⁴³ • Twitter: most users by country | Statista (visited on 30/05/2022 on 15:00).

or short videos. Tweets are posted to a publicly available profile or can be sent as direct messages to other users.

Twitter is the way to attract receptive followers by emphasizing strategic communication axes and developing campaigns adapted to this target Twitter users are fond of news, and quality information and Twitter allows them to hear what others say. By using Twitter Search, we can find out what people are saying on a particular topic, which allows us to stay in tune with our business and the competition.

It is important to note that Twitter has become an increasingly relevant tool in domestic and international politics. The platform has become a way to promote policies and interact with citizens and other officials, and most world leaders and foreign ministries have an official Twitter account⁴⁴.

C. LinkedIn

With approximately 3 million Algerian users in 2021⁴⁵ LinkedIn is a reference professional social network; it is an ever-growing platform and is becoming particularly popular with younger generations of professionals. According to LinkedIn, there are over 700 million users worldwide and this figure has been growing year on year since the platform's inception⁴⁶.

This social network offers services for executives, managers, entrepreneurs, job seekers, recruiters, businesses, salespeople, communicators, students, schools, and universities. LinkedIn serves more to market the potential of its users than to resume their professional stories.

LinkedIn allows to:

- Post job offers and consult the profiles of candidates, see their work experiences, their training.
- Exclusively professional network and Targeting BtoB audiences.
- The capability to increase brand awareness amongst consumers via employee advocacy.
- Allows competitive intelligence (new employees, events, projects)

⁴⁴ • Twitter: most users by country | Statista (visited on 30/05/2022 on 15:00)

⁴⁵ • Algeria: social media with most users 2021 | Statista (visited on 30/05/2022 on 15:00)

⁴⁶ 36 Latest LinkedIn Statistics, Facts, And Trends For 2022 (bloggingwizard.com) (visited on 30/05/2022 on 15:00)

D. Instagram

Instagram is a mobile application for sharing and editing photos. Originally developed from the iPhone, it is now available on Android. The images published are related to the lifestyle that we want to communicate with our products.

With over 8 million Algerians users as of December 2021⁴⁷. Instagram offers companies to create an account but there is no difference between a personal account and a business account. There is an advertising offer for advertisers that gives more visibility to publications. Instagram allows brands to foster co-creation of content, thus the brand community is active and characterized by its commitment to the brand.

Here are some advantages of using Instagram:

- Easy and simple interactions with consumers.
- A visual display that shows a clear brand identity.
- High presence of influencers which allows collaborations.

In this context, it is not strange to see brands rushing to the network to federate communities and get in touch with their consumers.

IV. The importance of social media for a company

Social media is essential. A marketing strategy that does not integrate social media these days is clearly not optimal.

Here are the reasons why a company should integrate social media into its communication strategy⁴⁸:

- Social media can increase visibility and notoriety.
- Being associated with positive comments improves the image of a brand and the fact of promoting its expertise makes it possible to establish legitimacy in its sector of activity.
- Being present on social media gives a modern image of the company.
- Social media can improve SEO: the more links a site has pointing to its pages, the better it will be referenced. Social networks, therefore, represent the opportunity to distribute

⁴⁷ • Algeria: social media with most users 2021 | Statista (visited on 30/05/2022 on 16:00)

⁴⁸ <https://www.ludosln.net/medias-sociaux-definition-et-utilites/> (visited on 25/05/2022 on 19:00)

and distribute links to the pages of your website and thus optimize their positioning in search engines.

- Social media helps to acquire more traffic.
- Social media helps to find new customers and partners.
- Social media make it possible to manage customer relations in real time.
- Social media allow you to manage e-reputation (online reputation).
- Social media allow you to constantly monitor the market in real time (Business intelligence).

V. Measuring the performance

Each social media action has indicators, these indicators are categorized into different types:

A. Loyalty indicators

These are quantitative indicators of the size of the affected community⁴⁹. These indicators make it possible to follow the evolution of a number of internet users who have created a loyalty link with the brand on a social network.

- Number of “likes” on a Facebook page
- Number of followers
- Number of registrants for an event.

B. The presence and visibility indicators

Presence and visibility indicators⁵⁰ give the quantity and distribution of brand content within the brand's social media spaces and across the web, they make it possible to identify content that has been picked up by the community and Internet users, those that have are the most visible and have the most influence in the brand universe, the presence and visibility indicators are:

- Number of published posts and Images and their reach
- Number of Videos Posted and Views
- Number of prints of a post

⁴⁹ AMIDOU (L), *Marketing des réseaux sociaux*, MA Editions, 1^e édition, 2012, P146. Our translation.

⁵⁰ Ibid, P148. Our translation.

C. Conversation and engagement indicators

Among the objectives of community animation actions: Commitment and visibility, these indicators are purely Social Media so to measure them you have to understand the community. The typology of these indicators⁵¹ is as follows:

- Conversation indicators: comments on Facebook and blogs
- Membership indicators: "I like" Facebook, "Follow" on Instagram
- Distribution indicators: shares Facebook, and Twitter

There are measurable conversation and engagement indicators on the brand's social media spaces:

- Number of reactions as "likes" on a content
- Number of comments on content
- Number of clicks
- Number of content shares

D. Acquisition and conversion indicators

The acquisition indicator⁵² allows you to know the number of Internet users who connect to a site from social networks and the percentage of visits from a particular network. The website using classic statistical tools such as Google Analytics can measure acquisition and conversion indicators.

E. Tone and sentiment indicators

Tone and sentiment metrics⁵³ assess the sentiment of content about the brand, they present a qualitative approach to presence and visibility metrics.

These make it possible to determine the overall feeling of customers or prospects (is it positive, neutral, or negative? Are the customers satisfied with the product/service). The platform is responsible for performing a graphical representation of the elements of the analysis which is carried out manually or via external tools or websites.

⁵¹ Ibid, P149. Our translation.

⁵² Ibid, P150. Our translation.

⁵³ Ibid., P151. Our translation.

Conclusion of the chapter

Thanks to the transformations of the digital environment, companies can build a long-term relationship with a community by using social networks. Commenting, sharing, and participating in debates, every active member of such a community is important.

Today we see that there is a change, the number of Algerian companies that use the internet is increasing every day, because they have realized the potential of their presence on the web on their commercial performance⁵⁴.

Therefore, we can confidentially say that digital communication has taken a privileged place in our world, it was able to change our lifestyles and our behaviours, and thus it was traced in this first chapter.

We first introduced the concept of communication by focusing on the key approaches in order to better understand them. Then, in the light of digital development, we defined digital communication and its levers. Finally, we took interest in social media, specifically social networks, which are a major element of a strong digital strategy. All of these are significant parts of the concept of “digital communication via social media”, and which has a strong relationship with our second variable, the “brand image” that will be discussed and detailed in the second chapter.

⁵⁴ Nechar Manel : L'importance Des Médias Sociaux Pour Les Entreprises Algériennes, Revue Etudes en Economie et Commerce et Finance, Volume 6,2017. Our translation.

CHAPTER TWO:

Theoretical approach of brand image

Introduction of the chapter

“The brand is a promise” Walter Landor, founder of the consulting firm Landor Associates.

The importance of the brand for both producers and consumers are major, as for each product there is an associated set of tangible and intangible features that every consumer can perceive from his own vision, to then judge the value of a product.

Companies are ought to seek and retain their customers. Listening to the public is crucial to ensure that the brand image reflects an identity and a promise that is consistent with the customers it targets, and the values of the company.

As a result, a company must be on constant watch since a person does not only buy a product but also a brand. It is therefore a determining factor in the consumer's purchasing decision, especially when it comes to a thoughtful purchase. So, to start, a small overview of the definition and the history of the brand will be presented.

Section 01: Brand in general

“A product is something that is made in a factory; a brand is something that is bought by a customer. A product can be copied by a competitor; a brand is unique. A product can be quickly outdated; a successful brand is timeless⁵⁵”. Stephen King WPP Group, London.

Over years, the brand was just a name given to a product to give it an identity, and to show its origin or its producer.

Nowadays the concept of brand has developed and became more complicated, and the emergence of new elements related to the brand has pushed the practitioners and researchers to do more to define the contemporary brand concept. For branding is the reason companies manage to convince people to purchase their products instead of the ones from the competition, even if the products are somewhat similar, if not the same.

In the following section, the concept of a brand will be furthermore detailed, its definition, its role, and its types.

⁵⁵ J. LENDREVIE, J. Lévy et D. Lindon. Mercator, 7E édition, Dalloz, Paris, 2003.p765. Our translation.

I. The concept of the brand

Branding has been around for centuries to distinguish the goods of one producer from those of another. In fact, the word *brand* is derived from the Old Norse word *brandr*, which means “to burn,” as brands were and still are how owners of livestock mark their animals to identify them.⁵⁶

On a more detailed approach, the history of the brand⁵⁷ begins in the middle of the 19th century, with the arrival of the radio, the phonograph, the automobile, the light bulb, and most importantly factories.

Thanks to the latter the assembly line work begins, or better said, the standardization of products. The brand image becomes important as in certain industries it was impossible to distinguish the products, and uniforms manufactured in the chain, from its competitors. (e.g., ketchup, butter, soap...etc).

As a result, the only distinction became the image of the brand. The role of the latter is the identification and authentication of goods. During the 19th century and the first half of the 20th century, the world industrialized, and the trademark took the name of the inventor of the product. These brands are still numerous (e.g., Nestlé (milk flour by Henri Nestlé, 1867)).

The brand is always present in our daily life. More than a million brands are registered each year in the economy. Several thousand brands are available simultaneously in major shopping centres. Several dozen brands are used in the everyday life of each family.

A brand is of market value since it can be granted to a distributor in return for royalties. On this basis, many companies strive to achieve this essential, long-term goal of building strong brands, allocating all necessary assets and continuous investment.

⁵⁶ Kevin Lane Keller. Strategic Brand Management, Fourth edition, Pearson, England, 2013.p30.

⁵⁷ Marrie-Pierre-Olivier., « Revue de la littérature sur l’image de marque et la fidélité à la marque », septembre 2004, P9, Our translation.

II. The definition of the brand

We are in contact with an impressive number of brands daily. It would only take a quick visit to a supermarket, or even in the comfort of one's home, to come across numerous products that are very similar, yet differentiated thanks to their brands.

Therefore, the question we ask ourselves then is, what is a brand?

*"A brand is a name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers"*⁵⁸. American Marketing Association, 2009

A brand is thus a product or service whose dimensions differentiate it in some way from other products or services designed to satisfy the same need. These differences may be functional, rational, or tangible "related to product performance of the brand" (e.g., "the perfume smells nice"). They may also be more symbolic, emotional, or intangible "related to what the brand represents or means in a more abstract sense" (e.g., "the perfume makes me feel elegant").⁵⁹ It is therefore not just the physical features that create a brand but also the feelings that consumers develop towards the company or its product.

Technically speaking, then, whenever a marketer creates a new name, logo, or symbol for a new product, he or she has created a brand⁶⁰. When exposed to these features a set of physical and emotional cues is triggered in the mind of consumers.

A product can be copied by other players in a market, but a brand will always be sole. For example, Pepsi and Coca-Cola taste very similar, however, for several reasons, some people feel more connected to Coca-Cola, others to Pepsi.

The reasons consumers feel more connected to a certain brand than to another are beyond their function of identification and differentiation. That is why the brand is a promise made by the seller to the buyer.

⁵⁸ Fedoua Bougatta « les antécédents à la vraie fidélité à la marque », mémoire, mai 2011, P6. Our translation.

⁵⁹ Philip Kotler and Kevin Lane Keller. Op.cit, p241

⁶⁰ Kevin Lane Keller, Op.cit, p30.

Therefore, the term brand can be articulated around six poles⁶¹:

- **A set of attributes:** A brand evokes a set of characteristics that belong to it, for example, Mercedes expresses strength, durability, and high cost ...
- **A set of benefits:** The brand communicates the functional or emotional benefits associated with it, so sustainability means that "I don't have to buy another car for years"; solidity "I am safe in the event of an accident".
- **A set of values:** the brand expresses the culture of the company that is its origin. In the case of Mercedes, it expresses performance, prestige, and tradition. It is essential for the brand manager to target customers who are interested in his same values,
- **A culture:** the brand at the same time expresses a cultural affiliation. Fiat is Italian, and Renault is French.
- **A personality:** the brand projects a certain personality. What would it be if she were a person? an object? an animal? Mercedes might be a lion, a boss ...
- **A user profile:** the brand evokes a user profile, for example, a Mercedes is not suited for a person of twenty years, we rather imagine a senior executive in his fifties or over.

Today, brands are intangible assets essential to a company's marketing strategy. Indeed, some brands are worth billions, so managing your brand effectively is one of the company's priorities.

Here are four features that characterize a strong brand³¹:

- **Distinctiveness:** immediately identifies the supplier and distinguishes it from competitors.
- **Relevance:** conveys the nature of the service offering or the service benefit.
- **Memorability:** can be understood, used, and recalled with ease.
- **Flexibility:** should be broad enough to cover the organization's current business and the need for foreseeable expansion.

III. The signage of brand

The signage of a brand is made up of the different distinctive elements that allow consumers to recognize a brand in its competitive universe. According to Le Mercator, signage is: "*the*

⁶¹ Alaoui « Document PDF sur le management des marques » P2, Our translation.

coherent set of signs that allow buyers to identify a brand: name, logo, graphic codes of the packaging...".

For this, the company can appeal to the different senses of consumers: mainly sight and hearing, but at the point of sale, the sense of smell can also complete this approach.

Thus, we can distinguish the verbal sign, from the visual sign, from the sound sign and from the shape of the product⁶².

- The verbal sign can be a name or even a slogan, a pseudonym, letters, or numbers. The brand can take the name of the creators which is very common (IKEA, Citroën...). In this category, we find the largest part of the brands.
- The visual sign represents logos or designs but can also be characterized by a colour identifying the brand, such as the famous Lacoste crocodile or the red of Coca-Cola.
- The sound sign is often represented by a "jingle", which is the sound expression of the brand's slogan. The intonation given to this jingle can give the sound brand a recognition value vis-à-vis the consumer.
- The shape of the product an example can be given like the shape of the Coca-Cola or Orangina bottles which make the two products unique.

IV. The different types of brands

In the following are the different types of brands⁶³:

A. The product brands

The product brand represents a brand that signs only one product. This type of brand is becoming increasingly rare as companies capitalize on their strong brands and develop several products under each brand. e.g.: Bonux is a product brand in the laundry market. It belongs to the brand portfolio of Procter & Gamble, which also manages the Ariel and Vizir brands in the same market. The advantage of a product brand is that it has a clear and precise positioning and

⁶² Courtemanche Louise, « L'image de marque et le branding : bien plus qu'un simple logo, Luxembourg, 2001, P8. Our translation.

⁶³ Géraldine Michel : Management transversal de la marque, Dunod, Paris, 2013, P 174-176. Our translation.

does not tie the fate of the company to the image and reputation of a single brand. However, the development of this type of brand subjects the company to significant expenses.

B. The range brands

The range brand groups several products, which offer the same promise. The Coca-Cola brand is an example of a range brand that covers a set of items (Diet Coke, Diet Lemon, Vanilla Coke) located in the same market (the cola drink). The range brand allows the construction of a coherent brand image and the rapid development of new products, due in particular to the limited costs of product launches, which are based on the notoriety and identity of the brand.

C. The umbrella brands

The umbrella brand markets products that both share the brand's identity and are associated with different promises in different markets. The umbrella brand is part of a brand extension strategy that implies the identification of a common denominator to all its products despite their heterogeneity. This is notably the case for the Caterpillar brand, which claims robustness and reliability for its products both in the public works machinery market and in the footwear and clothing markets.

D. The caution brands

The brand-caution includes several products that are themselves articulated around daughter brands. For example, the Renault brand, which is the parent brand, guarantees all of its car models, which are also identified by the daughter brands Twingo, Clio, Kangoo, Megane, Scenic, Koleos, Laguna, Latitude, Espace, etc. The caution brand ensures the cohesion and authentication of all the daughter brands, each of which has a specific promise. The guaranteed brand is generally used so that the consumer can easily make the link between the different products and the parent brand as the imprint of the company. These daughter brands thus appropriate a different evocative universe from that of the cautionary brand, while taking advantage of its reputation.

E. The corporate brand

The corporate brand, with the name of the company positioned and promoted as a brand (Bic, Toyota, Yamaha, BNP-Paribas, EDF). Before the development of the corporate brand concept, some large companies, that had a portfolio of product brands, used a corporate name that was sometimes not visible and was not promoted as a brand. The most symptomatic French example is that of the BSN group. This name denotes an industrial logic since the group was

originally formed in 1966 from the merger of Boussois ice cream and the Souchon-Neuvesel glassworks. It then became BSN-Gervais-Danone following a new merger. In 1994, the group became Danone in a corporate brand logic.

The use of a corporate brand allows for synergies in communication actions that target consumers, employees, and shareholders. Each type of architecture has its advantages and disadvantages. A parent brand provides real clarity and synergies between the different brands of the same group. In the same spirit, the corporate brand legitimizes the actions of the organization's various brands around a single vision.

The central idea of brand portfolio management is to find a balance between the synergies to be built between the brands and the independence of each of them to develop their own identity, guaranteeing their differentiation.

V. **Brand roles for companies and for customers**

A brand plays essential roles, according to Keller. K. L, Aperia T, and Gergson. M. (2008)⁶⁴, a brand can play six fundamental roles for the company, and seven fundamental roles for customers.

A. **Brand role for companies**

The brand plays six fundamental roles for companies:

- A means of identifying a product to be able to easily trace and automatically track it. Concretely, brands help to manage stock and produce accounting reports for a company.
- A brand offers legal copy protection of a product and its unique features. Indeed, the trademark comes under intellectual property law, for instance, brand names, logos and packaging are registered and protected to prevent any other companies from reusing them. This allows a company to invest risk-free in its brand without fear of competitor copy.
- A brand is also a signal of product quality, a number of satisfied customers could therefore easily choose to buy again the product, or other products, of this brand.

⁶⁴ Keller. K. L. Aperia T. et Georgeson. M, "Strategic Brand management" 2008, P205

- A strong brand builds customer loyalty. This brand loyalty creates a barrier that makes it difficult for other companies to enter a market.
- A brand provides a unique association that differentiates the product from competing offers; therefore, it contributes to expressing and transmitting to the consumer the desired positioning for the company.
- A brand can even become a source of competitive advantage: the brand strategies carried out by the company over the years and the experiences of customers with the brand have made it possible to create associations with this brand which are strongly involved in the mind of customers.

A brand is a source of financial return for a company. Indeed, a brand can be compared to goodwill or intangible capital, the result of several years of investment.

Therefore, a brand is an asset for the company; however, a brand does not only play a role for companies but also for customers. So, what are the roles that a brand can play for its customers?

B. Brand role for customers

The brand plays seven fundamental roles with customers⁶⁵:

- The brand makes it possible to identify the products it offers quickly and easily. It allows responsibility to be attributed to a manufacturer, so a brand represents a public commitment, it empowers the manufacturer, because he is committed to providing customers with a specific level of quality that is constant over time.
- Brand help reduce time, making it easier for customers to reduce the time spent on purchasing. Indeed, a brand is a useful vector of information for customers, which allows them to know at low cost all the offers that are offered to them. The brand provides information on the price, quality, origin of a product and much more. The customer uses all his information to guide his choices according to his needs or consumption situations.
- It reduces the perceived risk of customers faced with an often-difficult choice due to the wide choice of offers, the information perceived helps to reassure the customer and

⁶⁵ Lendrevie J. et Levy. J « Mercator, tout le marketing à l'ère numérique », Paris, Dunod, 2014, Own translation

provide a response to his stress in the face of perceived risks. A brand is therefore particularly important when the customer's involvement with the product is strong and when the customer has difficulty in initially evaluating the performance of the product.

- Create a pact between brand and customer. The relationship between a brand and a customer can be seen as a pact. Customers give their trust and loyalty to a brand considering that this brand provides constant performance over time. It must promise the same services regardless of where or when it is purchased.
- Convey a symbolic value. It allows conveying the intrinsic characteristics of the product, but also a symbolic value which can lead customers to reflect more favourably towards the product used or consumed. A brand can be a way for customers to communicate their differences, their originalities, or their personalities.
- A quality signal. A brand is associated with a certain level of quality which constitutes a guarantee and gives confidence to the customers.

The brand is at the heart of marketing strategies because it plays various essential roles for companies, but also for customers.

In conclusion for this section, a brand represents the sum of people's perception of a company's customer service, reputation, advertising, and logo. And when all these parts of the business are working well together, the overall brand tends to be healthy. It is thus important to explore the different aspects of the brand, specifically how it is perceived, which will be exposed in the next section.

Section 02: Brand image

« *We do no longer buy products. We buy brands* »⁶⁶ Lagergren, H. (1998)

The development of brands has been quick. They are of great importance nowadays, especially when the competition is fierce. This renders a social media presence a crucial aspect to translate the positioning of a brand, or in other words, the image it wants customers to have about it.

In this section, the importance of brand image will be discovered, starting by giving the definitions of reputation, branding, brand notoriety and everything related to the brand. Next, the different measures of branding will be explained.

I. Reputation, brand image, brand identity and notoriety

The concept of brand image is often confused with notoriety, and reputation, it is therefore it is very important to distinguish its concepts and to build the correct links that exist between the brand and its image.

A. The reputation

Reputation is: "*the way in which someone, something is known, viewed by an audience*". But also "*the favourable or unfavourable opinion of the public for someone or something*"⁶⁷
The Larousse of 2013 dictionary.

In this case, it can be said that reputation has two aspects: The perception of someone or something by a "public" (means a community of people, or an individual) and the result of the cognitive process leading to formulating an opinion. Reputation can therefore be a result, more than a cause.

⁶⁶ Lagergren, H. (1998)

⁶⁷ www.Larousse.fr Own translation

B. The brand Image

Brand image can be defined as: “*all the mental, affective, and cognitive representations that a person or a group of people make of a brand*”⁶⁸ Jean-Jacques Lambin.

Therefore, the image of a brand is the set of tangible and intangible representations associated with a brand and organized in the memory of the individual.

The components of a brand's image are based on all the knowledge they have about a brand: name; history of the brand; product category; competitors; product attributes; consumer benefits; price; places; times and forms of consumption; buyers and consumers; stars and characters attached to the brand; etc.

We distinguish 3 levels of brand image:

- **The perceived image:** the way in which the target segment (the target audience, on which we project the image) sees and perceives the brand.

- **The true image:** or the reality of the brand with its strengths and weaknesses, as it is known and felt by the company.

- **The desired image:** the way the company wants to be perceived by the target segment and which results from a positioning decision

One of the objectives of a company when managing its brand image is to reduce the gaps and limit disharmonies between the "perceived image" and the "desired image", while remaining faithful to the "true image".

Returning to the concept of reputation, as it was defined previously, can therefore be associated with "The perceived image" defined by J-J Lambin. The "true image" would then be the reputation of an organization as seen by its members. "The desired image" is the image the organization projects to its audience.

C. Brand Identity

It is said previously that a brand is compared to an individual, it has a personality, physical... all of these attributes constitute the identity of a brand. In summary, the identity of

⁶⁸ Jean-Jacques, Lambin ; Chantal, de Moerloose. Marketing stratégique et opérationnel, Du marketing à l'orientation de marché, Dunod, 2008, page 289. Our translation.

a brand⁶⁹ represents the way the company wishes to present its brand in the market considering various attributes. The concept of brand identity is recent, it emerged in the 80s and developed during the 90s. It was born from the need to have a benchmark in brand management, to know the elements timeless permanent marks so as to be used as a guideline in decisions.

D. The notoriety

According to the Larousse dictionary, 2013, the notoriety is “the *character of what is notorious, known to a large number of people*⁷⁰”

When associating this notion with the notion of "brand", brand notoriety becomes a case of measuring the degree of presence of a brand in the minds of individuals. This is the result of the image projected by the organization and the reputation that has arisen in the minds of individuals.

There are two levels of notoriety⁷¹:

- The complete lack of knowledge of the brand is degree zero of notoriety.
- The simple knowledge of the consumer of the brand is defined as being an assisted notoriety.

It is important to note that notoriety is apprehended at three levels: first-rate top of mind, spontaneous and assisted:

- **Top of mind notoriety:** a brand immediately in mind. We can translate top of mind by “spontaneous first-rank notoriety”. Top of mind notoriety is the percentage of people who cite a brand first, when asked for example: “tell me about a brand of coffee that you know, e.g., Nespresso.
- **Spontaneous notoriety:** brand present in mind. The spontaneous notoriety rate is the percentage of people who spontaneously cite the brand. The question asked is then an open question «tell me about all the brands of coffee you know. ”

⁶⁹ MICHEL, GERALDINE : « management transversal de la marque : une exploration au cœur des marques », DUNOD, 2013, p12. Our translation.

⁷⁰ www.Larousse.fr Own translation

⁷¹ Ladwein Richard, « stratégies de marques et concepts de marques », Lille, France, 1998, P16 Own translation

- **Assisted brand notoriety:** known brand. The assisted awareness rate is the percentage of people who say they know a brand presented in a pre-established list. In this case, we ask the following question: "among these brands ... (a list of brands follows) which are the brands that you know? "

II. The importance of the brand image

“Factories make products, consumers buy the brands, products can be copied by competitors, brands are unique, and products can go out of style easily and quickly. On the other hand, the big brands are eternal”⁷²

The brand plays an important role in meeting the needs of consumers to satisfy them and meet their needs. This definition explains to us that from the consumer's point of view, the brand provides them with a guarantee and satisfaction during a purchase, and for companies a strong brand is a source of value in the short term as well as in the long term.

David Aaker (1992)⁷³ indicates that brands that are important to consumers represent a source of many privileges and benefits for businesses. He summarizes the brand's contributions to the company as follows:

- A client portfolio base that represents a source of lasting profits for the company. In a competitive market with an almost similar offer, it becomes very difficult for the company to recruit new customers.
- An effective marketing mix, so far as the management of the four elements of a product mix makes it possible to create a positioning for the company in the mind of the consumer through images, colours, or symbols.
- Provides the possibility of higher margins, as a loyal consumer becomes less sensitive to price increases as well as to the promotional practices and marketing actions of the competition.
- A brand extension in other product categories becomes easier and more profitable since the customer already knows the positioning of the brand and has already had a positive experience with it. Adapting a new product under the same brand will be easier than switching to another unknown brand.

⁷² Aaker. D. A. « Le management du capital de marque », Dalloz, 1994, P3. Own translation

⁷³ Aaker. D. A. "the value of brand equity", the journal of business strategy, p 27. Own translation

- Puts the company in a position of strength to distributors by favouring better negotiation conditions. A company that has reputable brands that are strong with consumers in its assets benefits from the advantages and added value from suppliers and distributors.

III. Creating a brand image

The brand image, more commonly known as "Branding", corresponds to the capacity that a company must convey the values of its capacity and therefore to orient consumers' perception of the company and its products⁷⁴.

Succeeding in conveying a coherent and relevant brand image is therefore essential to the success of a company.

A. Establish a brand identity

Brand identity remains the essential thing in building a brand image. Indeed, it is essential to determine what are the characteristics of the products and/or services that make them unique and that will allow the company to stand out from the crowd. It is also important to know the consumers likely to be interested and to allow the company to orient itself towards a certain identity rather than another.

So, a business must know its brand and ask the right questions:

- How does it want the brand to be perceived?
- What are the main characteristics of the brand?
- What type of consumer is likely to be interested in the products?
- How does the brand stand out from your competition?

B. Create the message that will convey your brand image

Once the identity is defined, the company will have to create the message that is conveyed through various media and means of communication.

Default branding is how the company is viewed by consumers. It is, therefore, crucial to address these customers in a familiar way, in a language that they understand in order to occupy an important place in their minds.

⁷⁴ Mylène Rajotte « développer et gérer sa marque » gouvernement du Québec, 2009, P 6. Our translation.

To create the message, a company must ask itself:

- What message does it want to promote?
- What does its brand have to say and what it can do for consumers?
- How should it be perceived?

C. Define consistent design and content

Once the brand positioning is established, it is important to communicate the brand strategy to the target customers. It's about integrating design throughout in a consistent and professional manner, keeping in mind that the consumer is sensitive to details.

It is also about determining the personality of the brand. If this one was a person, what personality traits would accurately describe it? Then these personality traits will be transposed into each of the communication elements (product design, promotional item, packaging, brand name, slogan, company website, etc.). To select colours, fonts, and characters to match the brand's personality type⁷⁵.

To ensure respect for the visual identification of the brand as well as an integrated and uniform use of the brand, the design of a graphic and suggested standards book. This tool contains the general rules for the use of colours, typography and formats for the logo, symbol, and signature of the brand.

The "brand name-logo" couple must express through their personality, the clear positioning, skills, and core values of the company.

- **Brand name:** one of the first attributes of a brand is its name and it is intended to be pronounced to be remembered. To strengthen the power of a brand, the brand name should meet certain criteria: Reflection of the essence of the brand, memorable (assumes the brand name is simple and fairly short. The repetition and consistency of a brand name lose their strength when the name is long and complicated) and protectable.
- **Logo:** is an attribute of the brand's personality that is supposed to complement the brand, clarify it, refine it, and affirm its presentation to the public. Like the brand name, the logo should ideally meet certain criteria: Easily reproducible, easily recognizable, and memorable, clear (unambiguous), original, and current.

⁷⁵ Mylène Rajotte Op.cit. « Développer et gérer sa marque ». Our translation.

D. Spread the brand image

The expression of the brand must first and foremost be reflected in the company's marketing mix, which assumes that the products or services, their price, the communication channels to the distribution networks must reflect the promise of the brand.

Then, it has to communicate the brand, there is no point in offering products or services that are distinct from the competition if no one knows the exact added value. It is therefore important to always remind customers of the expertise of the company, and this is on a constant basis. To do this, a good marketing communication plan must be established, ideally from the start, to ensure that the message delivered is constant, clear and that it is addressed to the target clientele⁷⁶.

Finally, investing in advertising is not only a powerful tool in building brand reputation, but it also serves to maintain that reputation once it is achieved. For one brand to be chosen over another, it must first be found in the choice of customer consideration. Advertising, by improving brand awareness, increases the company's chances of being seen as a potential choice.

IV. Factors that affect brand image:

Brand image is sensitive to a number of factors, which are not always easy to control by companies. Nevertheless, there are a few factors that have an impact on the image, which the company easily controls, in particular:

- The product or service, its functions, qualities, shape, colour, packaging, presentation...
- The price and pricing of the product or service.
- Advertising communication around the product and service.
- Distribution, provided that it is provided by the company itself, and not by a distribution brand which has its own strategy and its own policies which are not always favourable to the brand image of the product or service.

⁷⁶ Myléne. Rajotte Op.cit. « Développer et gérer sa marque », P 24. Our translation.

Many other factors have an impact on brand image, beyond the company's control, such as the image of distributors, word of mouth, what opinion leaders say or what and say the competitors⁷⁷.

V. The effect of social media on brand image

According to Steve Paxhia⁷⁸ to effect of social media on brand image consists of:

- **Improve relations with clients:** The image is what the company releases; and networks directly influence this variable. Before, what was important for a brand was to make itself useful to customers. The balance of power has evolved, and consumers must be reassured before being targeted. This relationship of trust is characteristic of the improvement of the brand image with customers. Moreover, by aspiring to involve the community in decision-making, the company puts itself in a listening position, which tends to foster the winning relationships so sought after by companies over the past decade. In addition, appealing to its community makes it possible to develop an image with it in the sense that it shows that it knows how to use new community tools, that it knows how to differentiate its communication from its competitors and that above all it gives a transparent brand image, via direct dialogue.
- **Company's personality and controlling what is said about it:** The "human" dimension that a brand suddenly takes on thanks to the presence of interlocutors on social networks allows us to glimpse the beginnings of a "unique personality" of the company. This is a new variable to take into account, which the company can learn to master by controlling what is said about it. Indeed, favoring in all respects exchanges between Internet users by reducing geographical barriers, web 2.0 implies a certain freedom as regards the creation of content on the web. Sometimes, this content goes against brands, and takes place on social networks. This is the reason why a brand that wishes to avoid suffering from the potential transmission of information on the networks must be present in order to control as much as possible what is said about it, until creating a personality conducive to sympathy and not the other way around.

⁷⁷ DUPRAT (F), HERMEL (L), LOUYAT (G), Manager sa marque, AFNOR, Paris, 2009, P37. Our translation.

⁷⁸ Steve, Paxhia. Seybold Report: The business side of social networks, 9/11/2008, Vol. 8 Issue 17, p10.

- **Expertise, credibility:** To another extent, an effective communication strategy via social networks offers the opportunity for the company to establish its credibility. Thus, LinkedIn, as a professional network, is in itself an excellent way to promote the work already done, and the partnerships established. In this way, brands can justify their skills in a certain area. Bouygues, through its subsidiary Bouygues Télécom for example, describes its activity and announces the number of customers it has as well as the brand's mission; Thanks to its network of employees, it highlights their professional progress and their skills. There are therefore multiple solutions to improve its expertise, and its credibility with a community, especially since once again, LinkedIn is also a recruitment medium, and it is therefore essential for a company to be effective in the way they communicate information.

In conclusion, we can say the brand image has become a very important factor for companies and mainly with new means of communication and digital, which facilitates the interaction between the consumer and the brand, therefore, the brand image can be impacted, positively or negatively. And can be also measured which allows us to pursue the objective of the company's strategy.

Conclusion of the chapter

To conclude this chapter, we can say that brand image plays a major role not only in the survival of the company but also for the consumers. On one hand, it is evident that the brand is an important added value to the company. A recognized brand that is well designed allows the company to make more profit and maintain a special place in the minds of consumers. On the other hand, for consumers, good branding makes it possible to meet their real needs in order to satisfy them in the best possible way. In other words, it is a win-win situation.

However, the company must pay attention to the image it projects in contrast with the image perceived by consumers and to constantly make sure that there is no contradiction between the two and make effective efforts to limit the gaps.

To achieve this, the company must conduct pre-tests, surveys, and studies among its consumers to measure the position of its brand image in the market and specifically in the minds of consumers, in order to act if necessary and keep the gap between what it wishes to advertise and what the consumers perceive as narrow as possible.

CHAPTER THREE:
The impact of social media
communication on the brand image of
Danone Djurdjura Algérie

Introduction of the chapter

With the development of digital technology in the daily life of consumers, brands had to adapt their communication strategy in order to continue to reach their targets properly.

We have discussed in the two previous chapters the concept of digital communication and the one of brand image, the two main variables that make up our practical case. Through this chapter, we will assess the effectiveness of the digital communication of Danone Djurdjura Algérie in transmitting the brand image and the brand message that it desires to convey to its consumers.

This chapter will include 3 sections like the previous chapters. First, we will introduce the company TBWA\ DJAZ and its client Danone Djurdjura Algérie, the brand upon which our research will be conducted. Then in the second section, we will describe our research methodology, to finish with the key findings and their analysis.

Section 01: The fieldwork

In this section we introduce the TBWA\ DJAZ company, its history, its mission, and main objectives then, its client Danone Djurdjura Algérie, the brand upon which our research will be conducted, with a glance at its digital communication on social media.

II. The TBWA\ DJAZ company

Before the creation of TBWA\ DJAZ, the TBWA Worldwide company was born first, which led to the creation of more than 250 agencies around the world.

In what follows, we will see the history of TBWA in the world and the creation of TBWA\ DJAZ in Algeria.

A. History of TBWA

In 1970, TBWA's first agency was established in Paris, France. Created by William Tragos, Claude Bonnange, Uli Wiesendanger and Paolo Ajroldi.

In 1993, TBWA was bought by the Omnicom Group, a group with several communication agencies which earned it the position of second world communication group.

After other mergers, other births of new TBWA agencies were seen across the world. In particular, the agency that represents North Africa: is TBWA\DJAZ. The leader of TBWA WORLDWIDE is now CEO Troy Ruhanen.

TBWA Worldwide is an international advertising network operating globally with agencies in 75 countries. Its headquarters are in Midtown Manhattan, New York. With 275 branches in 75 countries and more than 11,000 employees.

B. Presentation of TBWA\ DJAZ

TBWA/ DJAZ is a multidisciplinary communications agency offering high impact creative solutions to clients in Algeria and North Africa, affiliated with TBWA/ Ketchum and the Omnicom media group since 2003 and has more than 40 employees:

TBWA/ DJAZ is one of the only fully integrated agencies in Algeria to offer international quality standards in 5 essential communication services, which are⁷⁹:

- Advertising.
- Corporate communication.
- Digital.
- Event management.
- Direct marketing.

SARL TBWA/DJAZ has a head office in Cheraga -Dar Diaf (Algiers) and is made up of nearly 10 departments. In addition to the services mentioned above, the agency offers the services in the following internal integrated in departments⁸⁰:

- Creative Art and Studio.
- Production.
- Administration and finance.
- Business intelligence and strategic monitoring.
- Strategic planning

⁷⁹ Internal documents of TBWA/ DJAZ.

⁸⁰ Internal documents of TBWA/ DJAZ.

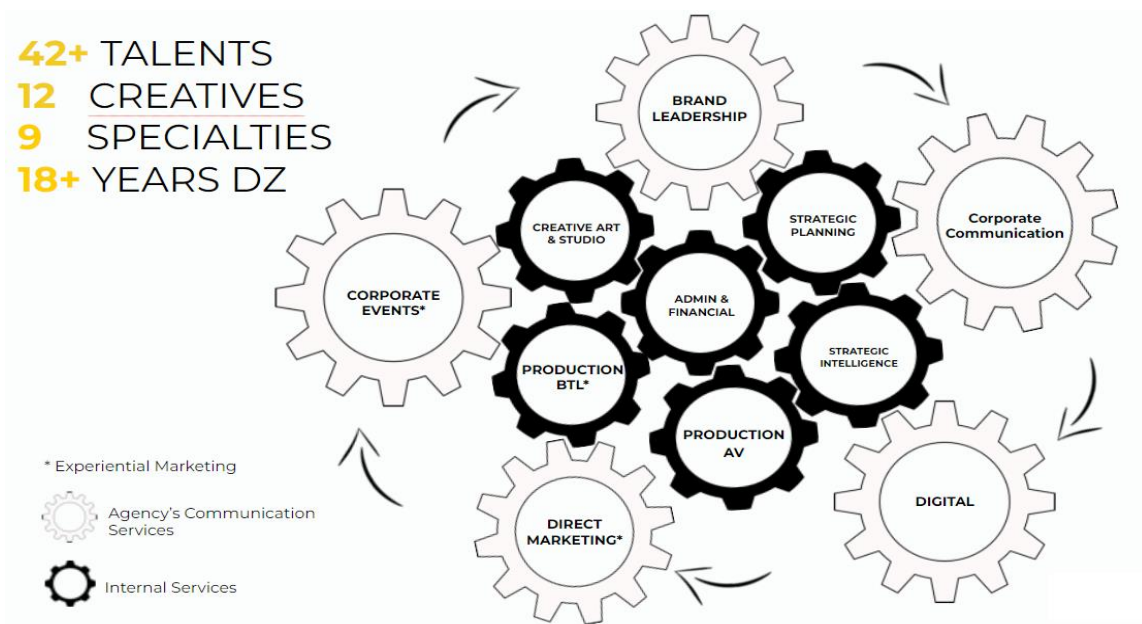


Figure III.01: TBWA/ DJAZ’s Services and Internal services

Source: Internal documents of TBWA/ DJAZ

This agency considers itself special and unique through its quality commitments, its dedication, and its disruptive vision.

C. The logo of TBWA \ DJAZ: The Disruption company



Figure III.02: TBWA/ DJAZ’s logo

Source: Internal documents of TBWA/ DJAZ

The logo features a backslash " \ " representing the agency's way of dividing the world.

Through this slash, it transmits its philosophy, a philosophy which is based on the concept of disruption, the latter is defined by Jean-Marie Dru, previously CEO of TBWA\Worldwide, as “*In its simplest form, Disruption is a catalyst for creative thinking and ideas that change the marketplace, creating business-building ideas for brands, companies and*

*industries by upturning and challenging the conventions of that business and finding room to grow in the market*⁸¹.

Disruption is now at the heart of its business; it is applied as a communication strategy with the aim of setting up original and unconventional communication. This approach is a real source of inspiration for creating original ideas, it promotes innovation and differentiation.

Disruption is based on several principles that allow it to be a real source of inspiration and have exceptional originality and creativity, among these principles⁸²:

- Breaking the current, cultural conventions that dominate society and push it to think in a way that is always the same. Disruption is there to observe things differently.
- Have a vision, and a look at society that others do not have, to refine it in order to better see what broken conventions can give as a result.

This concept, now adopted by all TBWA agencies around the world. This agency has become: “the disruption company”.

D. Missions and objectives of TBWA/ DJAZ

1. Missions

TBWA\DJAZ's mission is to satisfy customers, and to offer them quality service but above all creative and original. All the people working at this agency are responsible for⁸³:

- **Challenge conventions:** reflection must be pushed beyond the limits of the collective thought of society. TBWA employees must be able to think differently.
- **Transparency and frankness:** listening to your clients and always being honest and transparent about the work provided, the difficulties, the ideas, and the solutions.
- **Building a relationship of trust with its customers:** This relationship of trust is based on good communication and attention to customer needs and requests.
- **Always do your best:** The agency strictly forbids botched projects, or responses to briefs when there is a lack of resources. This is why all employees give their time and energy to always make projects worthy of their bill.

⁸¹ <https://tbwa.com/pirates/jean-marie-dru> (visited on 03/05/2022 on 20:00)

⁸² Internal documents of TBWA/ DJAZ.

⁸³ Internal documents of TBWA/ DJAZ.

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- **Fight for your ideas:** The craziest ideas are sometimes rejected, but when they are applied, they produce a “wow” effect. This effect is sought by all communication specialists, this is why TBWA employees fight for their ideas, arguing and presenting them in the best possible way so that they are validated, approved, and exploited.
 - **Seek first to understand:** You can only be a good communicator if you know how to listen, which is why everyone at TBWA has the mission of listening in order to better meet the need.

2. Objectives

TBWA\ DJAZ sets its objectives in order to be positioned as a market leader. We explain them as follows⁸⁴:

- **Become N°1:** Become the number one agency in Algeria and throughout the Maghreb region. Become the leader of communication agencies.
- **Knowledge of the market:** Become a connoisseur of the Algerian market to be able to respond to all requests and anticipate changes, but also to be able to offer its services where it considers to be necessary.
- **Be a pleasant place to work:** The internal climate of a company defines the desire and the energy that its employees put in to bring positive results. A pleasant working environment where employees are happy to work leads to better results.
- **Particular attention to detail:** The agency wants to be "maniacal" and pays very particular attention to details because it believes that this is what makes the difference.

E. The structure of TBWA/ DJAZ

Like every company, the TBWA\ DJAZ agency has a hierarchy and departments that work in close collaboration. We will focus on the links that form this agency in Algeria, as well as the role of each one of them. (see appendix N °: 05)

We can distinguish different departments through this organizational chart. We then count:

- **The CEO:** who is Mr Alexandre BEAULIEU, founder, and CEO of TBWA\DJAZ but also director of the Brand department. Its mission is to set the

⁸⁴ Ibid.

main strategic lines and manage operations in order to enable the company to generate profits.

- **Creatives:** led by a creative director, accompanied by a team of designers, 3D graphic designers, and illustrators, copywriters, their mission is to imagine and create creative visual identities for an advertisement, a media campaign ...etc.
- **Brand:** This department is made up of brand account managers, it is the customer relations department acting as an intermediary between the creative studio and the agency's clients. They must translate client needs into briefs and inspire/guide the studio.
- **Corporate communication:** This department has several missions among them: managing clients' public relations, writing press releases, translating official documents, etc.
- **Strategic watch:** This department is the eyes and ears of the agency, collecting data likely to be of interest to our clients and/or the agency, providing in-depth analyses to the other departments of the agency, and piloting ad hoc studies.
- **Digital Department:** Headed by Mr Amine Djabali, who is the digital leader. This department has several missions, among them: social media management, creation of digital content and websites, web advertising, advertisements sponsored, etc.
- **Experiential Marketing Department:** Among this department's missions are the management and organization of the various events requested by the client, but also the management of all that is recommendations (on the course of events, themes, places, etc.)
- **Production Manager:** this department oversees all production and manufacturing projects initiated by the agency. This can be the production of printed materials, dressing vehicles, gifts and other promotional materials, signage, etc.
- **Finance and HR:** This department monitors the agency's finances. He is also responsible for ensuring the profitability of projects, reviewing budgets, recruiting, and developing human resources, and managing collections.

III. The Danone Djurdjura Algérie company

Fresh dairy products represent a very important sector of the food industry. Several multinationals operate in it and dominate the world market, among these leaders: The Danone group which is present on 5 continents and in more than 140 countries, particularly in Algeria. It is with this Algerian subsidiary that we conducted our study.

In this section we will first present the Danone group, and then its Algerian subsidiary Danone Djurdjura Algérie.

A. The "DANONE®" group⁸⁵

1. Presentation of the "DANONE®" group

Formerly BSN Gervais Danone, officially DANONE® is a French agri-food production group, created in 1973 and which has become a world leader in four essential sectors; the production and marketing of fresh dairy products (FDP), packaged mineral water, infant nutrition, and medical nutrition.

2. History of the "DANONE®" group

It all began in 1919 in Spain when Isaac Carasso began to market yoghourts with the aim of relieving intestinal disorders caused by poor hygiene conditions. At the time, yoghourts were sold in pharmacies. He chooses to name his brand “Danone”, after the affectionate nickname he gives to his son Daniel.

It is also to him that we owe the launch of the brand on the French market in 1929. During the Second World War, Daniel Carasso was forced to go into exile in the United States because of his Jewish origins. He took the opportunity to create a subsidiary of his company on the American market. In 1967 the first merger took place which contributed to the evolution of the Danone group. Indeed, that year, the company merged with Gervais to form the Gervais Danone group. Six years later, Gervais Danone in turn merged with the French group BSN and became BSN-Gervais Danone. The name of the group was first shortened to take the name of BSN in 1983, then changed again to the name of Danone, more emblematic, in 1994.

Since then, Danone has established itself as the leading agri-food company in France. Over the years, the activity of the Danone group has been very diversified: dairy products,

⁸⁵ <https://www.danone.com/> (visited on 03/06/2022 on 14:00)

bottled water, beers, biscuits, etc. Finally, since 2007, the group has decided to sell several of its brands to refocus its activity on 4 areas:

- Fresh dairy products (Danette, Actimel, Activia, etc.)
- Waters (Evian, Volvic, ...)
- Infant nutrition (Blédina, Gallia, etc.)
- Medical nutrition (Numico, Nutricia, etc.)

Danone has set itself the mission of "bringing health through food to a greater number of people". Thus, the group offers products that are supposed to be beneficial for the body and help build its health, taking care of your health on a daily basis and delaying the effects of ageing. In 2013, the Danone group achieved a figure turnover of 21 billion euros, of which 60% was outside Europe. Present in more than 140 countries, its main market is Russia, followed by France and the United States. DANONE, it also has more than 100,000 employees and no less than 900 million consumers around the world.

3. The mission of the "DANONE®" group

As mentioned in the history of the group, the mission in which the DANONE® group is committed in the world is "Bringing health through food to as many people as possible", this results in several strategic choices that made the group for several years, such as the acquisition of "Numico", a group of infant products, in June 2007, which propelled the group to the forefront of infant and medical nutrition in the world,

In 2009, the group presented itself as one of the few players in the food industry totally focused on health. It has thus become one of the world leaders in infant nutrition.

In April 2017, the DANONE® group acquired the American organic food producer "The WhiteWave" and proved once again, after this acquisition, that consumer health is at the heart of its concerns.

Other missions have also appeared, such as social and environmental commitment and sustainable development which shows the importance that the group gives to societal development and sustainable development.



Figure III.03 : The logo of the “DANONE®” group

Source : <https://www.danone.com/>

In 2017, DANONE® unveiled a refreshed logo and its very first company signature that represented its values: “Danone. One Planet. One Health.” These words reflect its vision that the health of people and the health of the planet are interconnected. It is a call to action for all consumers and everyone who has a stake in food to join the food revolution: a movement aimed at nurturing the adoption of healthier, more sustainable eating and drinking habits.

B. Danone Djurdjura Algérie

Given the significant development potential, and the openness of the Algerian economy favouring partnerships, Danone has oriented its development choice towards Algeria.

1. The presentation of Danone Djurdjura Algérie

(DDA) Danone Djurdjura Algeria, a joint-stock company, was born in 2001 from a partnership between the global group Danone and the Djurdjura dairy. Its share capital amounts to 2,700,000,000 DZD and its head office are located in Algiers (pins Maritimes).

The Algerian subsidiary currently has one factory located in Akbou, and four warehouses: Akbou, Constantine, Oran, and Tessala-el-Merdja. DDA currently has more than 900 employees aka “Danoners”. In addition, DDA has created many indirect jobs through its milk collection and distribution networks.

2. The history of Danone Djurdjura Algérie

Djurdjura, created in 1984 by the Batouche family in Ighzer Amokrane in the wilaya of Bejaia was a small dairy. Starting out with a capacity of 1,000 pots/hour, the company was to have its first packaging machine two years later, which quadrupled its production capacity.

Until 1995, the SARL was equipped with a cheese and camembert manufacturing workshop, a dessert cream production line, a new 9,000 pots/hour packaging machine, and a filling machine for 7000 jars/hour. In 1996, the Djurdjura inaugurated a new unit in the activity area of the Taharacht in Akbou.

It was in October 2001 that the paths of the Danone group and the SARL Laiterie Djurdjura met to give birth to an Algerian French partnership under the name of Danone Djurdjura. The partnership was solidified in the field in August 2002, when the first pot of Danone yoghurt was being sold.

In 2014, DDA managed to reach an annual production of 120 million tons.

The year 2015 marked the launch of the "H'lib Dzair" program, to support breeders, where DDA achieved an integration rate of 50% of quality raw and 100% Algerian milk in the Fresh dairy products. And in 2016, DDA acquired a production line for products fresh dairy products from Laiterie Trèfle, in Blida.

3. The mission of Danone Djurdjura Algérie

Danone's mission is to provide Algerian families with health and the joy of living through food in a sustainable way. Indeed, Danone Djurdjura Algeria is convinced that food can and must contribute to bringing health to Algerian consumers through a varied range of brands of milk products and drinks, so all its products are manufactured locally, sustainably and, in compliance with international standards.



Figure III.04: The claim of Danone Djurdjura Algérie

Source : <https://www.facebook.com/DanoneDjurdjuraAlgerie/>

This translates through the claim “لي علينا، صحة لي عزاز عليكم” which means: “Our mission is to preserve the health of those who are dear to you”. It resumes DDA’s mission to: Increase healthy food consumption for Algerians from early to adult life and ensure sustainability through support to local food & health ecosystems.

4. The objectives of Danone Djurdjura Algérie

The subsidiary has built objectives based on 4 axes:

- Produce fresh products of superior quality, according to international standards.
- Develop a culture of social and environmental awareness and continuous and sustainable improvement.
- Have a leadership mindset in the dairy products category.
- Prioritize the commitment to the development of human resources.

5. The commitment of Danone Djurdjura Algérie

Danone Djurdjura Algeria is aware of the challenges related to the dairy production of breeders, which is a crucial issue in the quality of the products offered to its consumers.

This is why since 2001, it has set as a priority the development of an efficient dairy sector in order to guarantee quality products and is committed to supporting breeders in order to develop and increase the local production of milk, this is done thanks to the H'lib D'zair, which means: “Algerian Milk”, and Danone Ecosystem programs by offering breeders technical support, accompaniment and, training, to improve the quality of milk and then contribute to the construction of a sustainable and local sector. The program currently supports over 1000 breeders and counts 25 raw milk collection centres.



Figure III.05: The logos of the “DANONE Ecosystem” and “H’lib Dzair”

Source : <https://www.danone.com/>

The Early Life Nutrition division: Danone Djurdjura Algérie provides essential nutritional products for baby growth, thanks to the global expertise of our Baby Nutrition division.

DDA supports the WHO (World Health Organisation) recommendation of exclusive breastfeeding for the first six months with the timely introduction of foods and continued breastfeeding up to 2 years and beyond. Its mission is to provide babies with the best iron-rich products for healthy growth.

Danone Djurdjura Algérie's international expertise takes precedence in all the company's investment decisions, which leads it to invest in local quality raw materials in order to offer the Algerian consumer quality products. In addition, internally, it always favours people and the development as well as the personal fulfilment of its employees.

We will next study its corporate presence on the Web and on social media, where more and more Algerians are connected and where more and more competitors are present.

IV. Danone Djurdjura Algérie's digital communication on social media

A. The presentation of Danone Djurdjura Algérie's social media communication in 2021

Danone Djurdjura Algérie is a client of TBWA\ DJAZ, the latter offers an annual service, under subscription, that guarantees a full social media presence from the creation of content, moderation, monitoring and finally evaluation. It is important to note that the service varies depending on a defined scope of work for every client. In the following, we will present DDA's social media presence for the year 2021.

1. Analysis of the situation

At the end of every year, TBWA\ DJAZ establishes a social media report of the year to the client in question, in our case it is Danone Djurdjura Algérie. The report consists of analysing the overall presence, of measuring the KPIs and, analysing the environment. This is done via multiple tools such as SWOT analysis (to extract the strength, weaknesses, opportunities, and threats), benchmarks and business insights obtained from the business intelligence done by the watch and department.

After extracting the problems, and actions to keep, omit or improve, the report is presented to the client with recommendations for the following year.

2. Objectives

As we have exposed the importance of social media for companies in the previous chapters, it is evident why Danone Djurdjura Algeria would seek a social media presence.

Not only does it serve as a means to digitally give life to a brand, but also as a lever to create a link of trust and ensure interaction and reliable transmission of information to targeted audiences. These aspects favour building a strong e-reputation, especially in a post-pandemic era where people are furthermore connected.

Nevertheless, the main objective of DDA's digital communication on social media is to continue to build DDA's corporate reputation. This would be done by a corporate narrative that tells the story of the DDA company: who we are, what we do, how we do it and why it matters to us and reminds us of how together we want to achieve good health for all.

3. Communication target

Danone Djurdjura Algérie has made the strategic choice of separating the communication on social media of the parent brand from the sub-brands. This sets the type of the communication into a brand and corporate approach, rather than a brand and product communication (marketing communication), for the daughter brands.

DDA plans on reaching various targets via its presence on social media, here are the main targets:

- Consumers and health care professionals.
- Government and institutions.
- Collaborators and partners: From the workforce and future talents to suppliers, resellers, and breeders.

4. Communication axis

The year 2021 was marked by the implementation of the new corporate claim "Li 3lina, Sa7at li 3zaz 3likoum", which carries the OPOH (One planet. One Health) vision.

With the aim of promoting DDA's positioning as a player committed to the health and well-being of its consumers, amongst other objectives, the following communication axis/themes have been defined:

- The quality and healthy attributes of products.
- CSR (Corporate social responsibility) initiatives and social and economic engagement.
- H'lib Dzair and Danone ecosystem.
- Healthy lifestyle and nutrition.
- Work conditions and employees' well-being via the OBOH By You program.
- Early life nutrition.
- Celebrating 20 years of existence thanks to Danoners.

5. Choice of messages and levers

e) Messages:

Following the communication axis, DDA transmit the following brand messages:

- DDA cares about the health and well-being of its consumers.
- DDA has the environment and the planet at the centre of its preoccupations.
- DDA is a trustworthy company.
- DDA positively contributes to the national economy.
- DDA is a socially engaged company.
- DDA cares about the well-being and development of its employees, they are the heart of the company.

f) Levers:

As previously mentioned, DDA's objectives of its social media presence have shaped the type of its communication into corporate and brand communication. To effectively transmit the brand messages, DDA chose the two social networks: Facebook and LinkedIn. (see appendix N °: 06 and appendix N °: 07)

The social networks have been chosen accordingly to the communication axis and to reach the targeted audiences that happen to be present on these networks.

6. Mechanism and planning

The scope of work between DDA and TBWA \ DJAZ consists of all the details of the service and is defined by a contract. On this note the agency prepares a monthly posting plan, following the communication plan and communication axis defined and announcing the messages through the wordings captions) and visuals.

For DDA's 2021 activity, the scope also includes daily monitoring and watch of social media, moderation, and reporting in case of bad buzz.

7. Evaluation

In addition to the yearly report, TBWA \ DJAZ engages in elaborating on-demand reports for various reasons. E.g., track the KPIs, post-campaign reports, post-crisis reports or even proactive suggestions and recommendations reports.

B. The evaluation of Danone Djurdjura Algérie’s 2021 social media communication

Several communication actions via social media have been carried out with the aim of promoting DDA's positioning as a player committed to the health and well-being of its consumers. In the previous part we presented DDA’s social media communication for 2021. In this part, we shall evaluate its performance, key achievements, and highlight the most important events on its owned media related to its 2021 social media presence.

1. Presentation of the audience

The community present on DDA’s social accounts is mainly male and young. Fans on LinkedIn and Facebook are mainly based in Algiers, working in the agro-food sector, pharmaceutical industry, and the field of marketing and advertising. The majority are young graduates and senior executives and managers.

With ages ranging from 25 - 34 years old, they represent 8,944 out of 40,186 followers on LinkedIn (22%) and 13,572 out of 26,967 followers on Facebook (50%).

2. Presentation of KPIs

a) Social networks performance January 2021 - December 2021

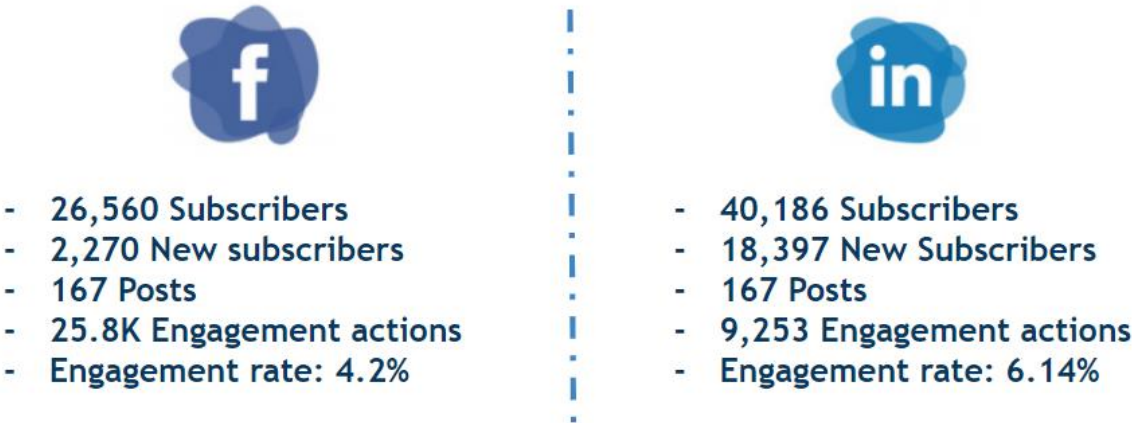


Figure III.06 : KPIs of DDA’S social networks – 2021

Source: Internal documents of TBWA/ DJAZ.

With + 26 K subscribers on Facebook and + 40K subscribers on LinkedIn, DDA’s social networks have gained over 20 K new subscribers in 2021.

These numbers are indicators of good performance considering that the two Facebook and LinkedIn accounts respectively recorded an annual engagement rate of: 4.1% and 6.14%. Considering that an engagement rate above 1% is good on Facebook, and a good engagement rate for LinkedIn is about 2%. We can consider DDA’s engagement rate fairly good.

Over the 167 posts on both networks, we have a + 30 K engagement actions, they are divided into + 24 K reactions, + 1 K shares and, +2 K comments.

b) The evolution of Facebook Followers January 2021 - December 2021

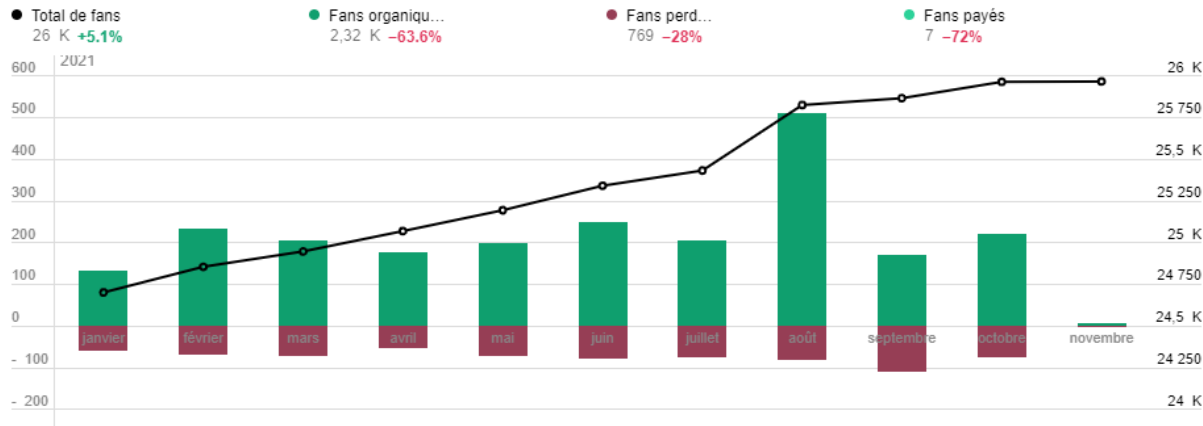


Figure III.07: The evolution of DDA’S Facebook followers

Source: Internal documents of TBWA/ DJAZ.

The DDA Facebook page has 26,965 subscribers, i.e., +2,270 followers compared to 2020. We note that the peak of subscribers was reached in August, a period relating to the CSR actions DDA did in solidarity to the fire victims.



Figure III.08: The evolution of DDA’S LinkedIn followers

Source: Internal documents of TBWA/ DJAZ.

A total of 40,186 subscriptions are recorded on DDA's LinkedIn account. A total of 18,497 new followers during this period, which represents an increase of 89.9% compared to the previous year.

With a peak in August and September, a period relating to the CSR actions DDA did in solidarity to the fire victims.

3. Analyse of the performance and key achievements

With the goal of staying true to the OPOH (One planet. One Health) vision. The year 2021 was marked by the implementation of the new corporate claim “Li 3lina, Sa7at li 3zaz 3likoum”. This was apparent on the social media of DDA through an announcement post followed by the addition of the claim on the visuals. (see appendix N °08)

DDA communicated around established themes (Sa7at la3zaz (the health of dear ones), H'lib Dzair, ELN, OPOH by you) while including projects such as Pink October and World Days and initiatives on women empowerment and inclusivity through different programs. (see appendix N °16).

We note that H'lib Dzair and CSR actions posts, in support of victims and people affected by the fires of 2021 in the Kabyle region, were top posts this year on both platforms, notably generating more followers and engagement actions from the audiences. We understand that Algerians are more sensitive to companies socially involved in the economic development of Algeria. (see appendix N ° 12 and appendix N °15)

The year 2021 was also marked by a monthly communication on the 20 years of DDA in Algeria, the opportunity to thank each “Danoners”. In addition, the monthly communication of OPOH by You performed very well on both social networks generating an unparalleled engagement rate and strong interaction on LinkedIn. (see appendix N °11)

We also note an important and sustained communication around ELN to give more visibility to this division. However, it seems less engaging compared to the different themes of DDA. This is explained by the fact that the axes of communication of this theme do not interest the community present on its pages. (see appendix N °13)

On the quality theme, DDA's communication on obtaining the FSSC 22,000 certification (Food Safety System Certification) also performed very well on the social networks. (see appendix N °14)

Finally, DDA's mission is to bring healthy nutrition to Algerians therefore it presents varied content, around different themes and occasions, but most importantly about health and wellbeing. This type of posts was in the form of a call to action for Algerians to adopt healthy choices and mindful eating habits. (see appendix N °10)

4. TOP posts

Before diving into the best posts on each one of DDA's social networks, we would like to put in light what is considered to be the most popular posts of both networks for 2021.

The Publications dedicated to DDA's charitable actions recorded a high rate of visibility as well as significant peaks in terms of interactions (+ 20K) and an estimated reach of + 2M, which consolidated DDA's e-reputation as a socially engaged company.

a) Top posts on Facebook

On the Facebook page, the themes that performed the best are: H'lib Dzair and the launch of the new DDA claim "Li 3lina, Sa7at li 3zaz 3likoum", which performed very well thanks to sponsorship.

These are the publications that have generated the most interactions of + 2K interactions and a reach of +1 M.

b) Top posts of LinkedIn

On the LinkedIn page, the themes that performed the best are CSR actions and communication around company news as well as the testimony of DDA employees of OPOH by You. They generated the most interactions and reach.

Overall, Danone Djurdjura Algérie ended the 2021 year on a positive note with organic growth on its social networks; thus, recording a gain in subscribers on its two networks (Facebook and LinkedIn) and a significant increase in engagement actions as well as interactions.

Section 02: Methodological framework

In this section, we will present the methodology that we followed to answer our research problem as well as to confirm or invalidate our hypotheses.

To effectively realise this study, we have chosen to use the quantitative aspect. We will, through a survey to try to understand the internet users' perception of a brand's communication through different social networks and demonstrate its impact on the deliverance of the brand message and its reflection of the brand identity.

Choice of research methodology: the quantitative survey.

I. Presentation of the survey

Through a quantitative study, we found it most appropriate to use the **questionnaire method** in order to carry out our study. This one presupposes a methodology which consists of setting objectives, developing, and transmitting a questionnaire to the targeted sample, and finally the analysis and interpretation of the results in order to answer our research problem: How does digital communication via social media affect the brand image?

The objectives of the survey: The main objective of this survey is to assess the effectiveness of digital communication on social media in delivering the right brand message, reflecting the brand identity and finally, its impact on brand image.

II. The survey samples

The majority of survey samples are carried out from a sample representative of the population concerned. A population made up of women and men of different age groups, connected on social networks.

The sampling method used to extract our sample from the target population, is the nonprobability (empirical) sampling method, more precisely the "Convenience method". Our sample will include age categories diversified and drawn from different fields, the people questioned are selected depending on their availability, the ease of reaching them or convincing them to respond to our questionnaire and most importantly owning at least one social network account.

III. The survey tools

We have chosen to use a questionnaire so that we can collect the information and the data we need to answer our problematic.

A. Definition of the questionnaire

According to OUACHERINE, the questionnaire is defined as "*A direct technique of scientific investigation used with individuals which allows them to be questioned in a directive and take a quantitative sample in order to find mathematical relationships and to make quantified comparisons*⁸⁶".

The development of our questionnaire is carried out using the Google Forms tool and it was submitted to Algerian internet users via social networks.

B. Questionnaire administration

We put together a set of questions, formulated in simple and clear language. These questions are divided to have one final questionnaire including four parts:

The first part: concerns the presence of the interviewees on social networks, and their interactions with different brands on social networks.

The second part: The followers of DDA on social networks are redirected to this part to understand their perception of the digital presence of DDA on social networks.

The third part: The non-followers of DDA on social networks are redirected to this part to understand their motives of not following and their perception of DDA.

The fourth part: constitutes the personal information of our interviewed individuals that both follow and unfollow DDA on social networks.

C. The structure of the questionnaire

Before the launch, we tested our questionnaire and we ultimately obtained a questionnaire containing 20 questions, in which we used the following types of questions:

⁸⁶ CHABANI (S), OUACHERINE (H) : « Guide de méthodologie de la recherche en science sociales », 2ème édition, p77.

- **Open questions:** these are questions where there is no suggested answer, the respondent is free to express themselves and provide answers of his choice which can be short or long.
- **Closed questions:** these are questions in which we impose to the respondent a list of precise answers and a limited choice, we distinguish:
 - **Closed dichotomous questions:** they offer only two choices of answers, and the respondent must choose only one.
 - **Multiple choice questions with one or more answers:**
 - **only one answer:** among a range of answers, the respondent must choose only one proposal.
 - **several answers:** from a range of answers, the respondent can choose more than one answer.
- **Rating scales:** these are questions designed to assess the positions taken by individuals on psychological variables and are generally attitude scales.

Our questionnaire (See appendix) comprises a total of 26 questions of several types that we will summarise in the following table:

Types of questions	Questions' numbers
Open questions	16 part 2, 14 of part 3
Closed dichotomous questions	7 part 1, 13 part 2, 11 part 3, 16 of part 4
Single-answer multiple choice questions	1 part 1, 8 and 9 of part 2, 17 and 18 of part 4
Multiple-answers multiple choice questions	2, 3, 4 and 5 of part 1, 11 and 12 of part 2, 8 and 9 and 10 of part 3
Rating scales questions	6 part 1, 10 and 14 and 15 of part 2, 12 and 13 of part 3

Table III.01: Distribution of the questionnaire by type of question

Source: developed by our means

D. Data collection, location, and duration of the survey

The choice of the data collection method is a very important phase because the quality of the information collected impacts the results of the analysis. Our survey took place from the 30th of May till the 6th of June. The questionnaire was administered on social networks in order to reach several age categories and several regions of the territory (Mainly in Algiers). Thus, a total of 107 responses were received.

E. Processing and analysing the results

Once the information has been collected, we proceed with the counting and tabulation, the results are then translated into a table which we will interpret in order to allow us to better analyse the results of the survey.

Processing of the results: In order to facilitate the analysis of the responses obtained which represent a mass of information and for better exploitation and appreciation of the results obtained, the processing of our questionnaire was carried out using the EXCEL software used for the statistical analysis in order to give more credibility to our results.

Analysis of the results: During the analysis of our survey and in order to verify our uses, our uses, we used two types of sorting: flat sorting and cross sorting. Flat sorting which consists of reorganising all the values taken by a single variable and calculating percentages completed question by question. The results obtained will be presented in the form of tables, graphs and diagrams accompanied by comments.

Then, a comparison will be made between the replies of followers and non-followers of DDA on social networks, thus the separation made on the questionnaire

F. The limits of the questionnaire

It is important to consider certain factors which constitute a limit to the validity of the possible exploitation of the results:

- The target population could not be represented due to a lack of resources.
- The results obtained from this survey are only valid for a specific period of time and for special market conditions.
- The results obtained from this survey are only valid for a specific campaign and a specific company.

Section 03: Presentation of findings

I. Reminder of the research problem and hypotheses

Main question: How does social media communication affect a company's brand image?

Hypotheses:

Hypothesis 1: Social media communication positively influences the perceived brand image.

Hypothesis 2: Social media communication is effective in delivering the brand message.

Hypothesis 3: Social media communication anchors brand values in the minds of audiences.

II. Data analysis and presentation

In order to answer our problematic, we will start analysing our questionnaire through a flat-sorting analysis to get to the survey summary.

A. Flat sorting

1. Section 01: The respondents' presence on social networks

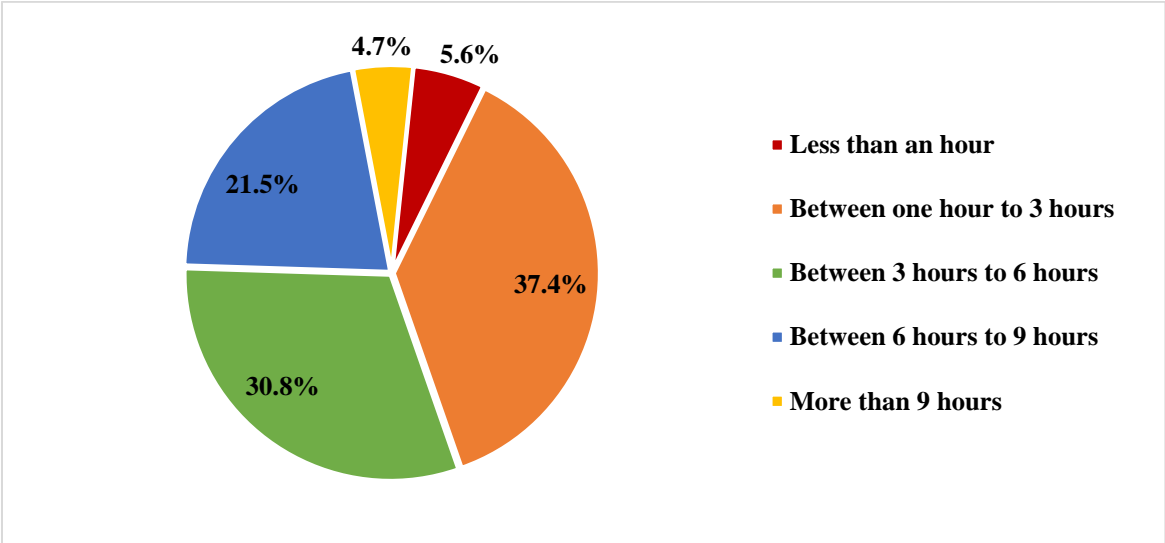
Question 1: How many hours do you spend on social networks per day? (only one possible answer)

Table III.02: Daily usage of social networks

Table with 3 columns: Usage Category, Frequency, and Percentage. Rows include: Less than an hour (6, 5.6%), Between one hour to 3 hours (40, 37.4%), Between 3 hours to 6 hours (33, 30.8%), Between 6 hours to 9 hours (23, 21.5%), More than 9 hours (5, 4.7%), and Total (107, 100.0%).

Source: Developed using Excel data.

Figure III.09: Daily usage of social networks



Source: Developed using Excel data.

Comment: The majority of respondents from our sample, 94.4% spend at least one hour on social networks. 37.4 % of the respondents use social networks from one hour to 3 hours on a daily basis, followed a usage between 3 hours to 6 hours by 30.8% and a usage between 6 hours to 9 hours by 21.5% of respondents, Finally, 5.6% of respondents use social networks for less than an hour and only 4.7% of them spend more than 9 hours on social networks.

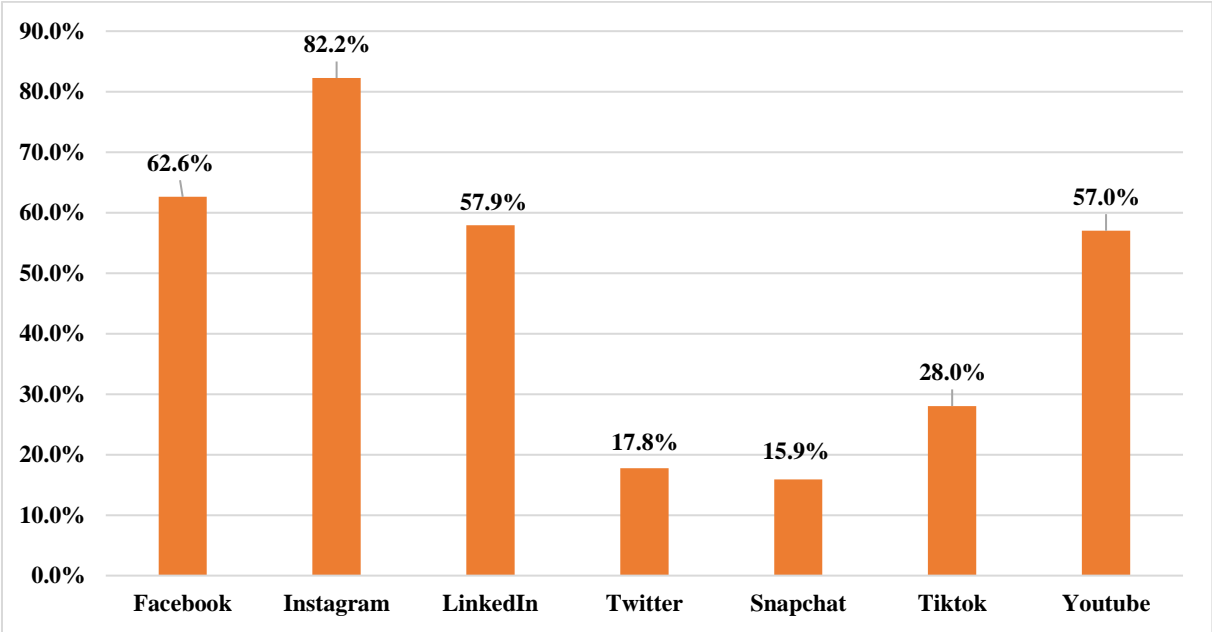
Question 2: Which social networks do you use the most? (many possible answers)

Table III.02: Most used social networks

	Frequency	Percentage
Facebook	67	62.6%
Instagram	88	82.2%
LinkedIn	62	57.9%
Twitter	19	17.8%
Snapchat	17	15.9%
TikTok	30	28.0%
YouTube	61	57.0%

Source: Developed using Excel data.

Figure III.10: Most used social networks



Source: Developed using Excel data.

Comment: All respondents use at least one social network account. With Instagram leading, it is the most used social network by our sample with 82.2%, followed by Facebook with 62.6% and LinkedIn with 57.9% then YouTube right after with 57%. TikTik is used by 28% of respondents, Twitter with a rate of 17.8% and finally, Snapchat was the least used network by our sample with only 15.9%.

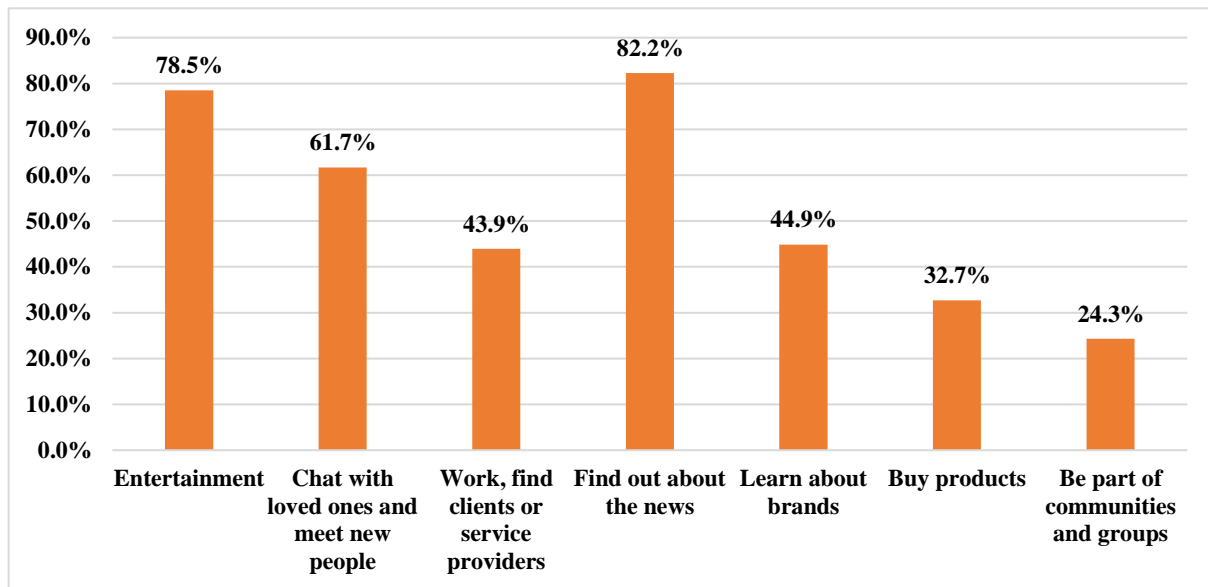
Question 3: What are the reasons for your use of these social networks? (many possible answers)

Table III.03: Reasons to use the social networks

	Frequency	Percentage
Entertainment	84	78.5%
Chat with loved ones and meet new people	66	61.7%
Work, find clients or service providers	47	43.9%
Find out about the news	88	82.2%
Learn about brands	48	44.9%
Buy products	35	32.7%
Be part of communities and groups	26	24.3%

Source: Developed using Excel data.

Figure III.11: Reasons to use the social network



Source: Developed using Excel data.

Comment: From this question, we found that the majority of respondents use social networks for either entertainment reasons or to learn about the news by 78.5% and 82.2% respectively. 61.7% of respondents from our sample use social networks to chat with loved ones and meet new people, 44.9% to learn about brands and products and 43.9% for work-related reasons. Finally, 32.7% use them to buy products and 24.3% use social networks to be a part of communities and groups.

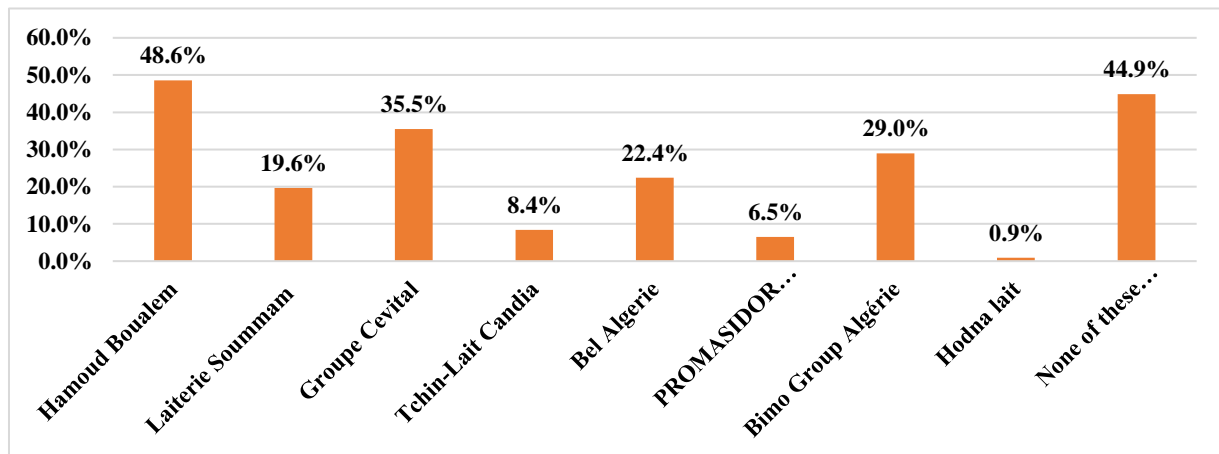
Question 4: What companies do you follow on social media? (many possible answers)

Table III.4: Companies followed on social media

	Frequency	Percentage
Hamoud Boualem	52	48.6%
Laiterie Soummam	21	19.6%
Groupe Cevital	38	35.5%
Tchin-Lait Candia	9	8.4%
Bel Algeria	24	22.4%
PROMASIDOR DJAZAIR	7	6.5%
Bimo Group Algérie	31	29.0%
Hodna lait	1	0.9%
None of these companies	48	44.9%

Source: Developed using Excel data.

Figure III.12: Companies followed on social media



Source: Developed using Excel data.

Comment: We notice that the number of respondents from our sample that follow brands on social media is small, as 44.9% of them follow none of the brands mentioned. Nevertheless, Hamoud Boualem is the most followed company in our sample by 48.6%, then Groupe Cevital in the second place by 35.5% and thirdly Groupe Bimo Algerie with 29%. Next is, Laiterie Soummam, a direct competitor to DDA, with 19.6% then Bel Algérie with 22.4%. Finally, Tchinq-lait Candia with 8.4% and Hodna lait with only 0.9%.

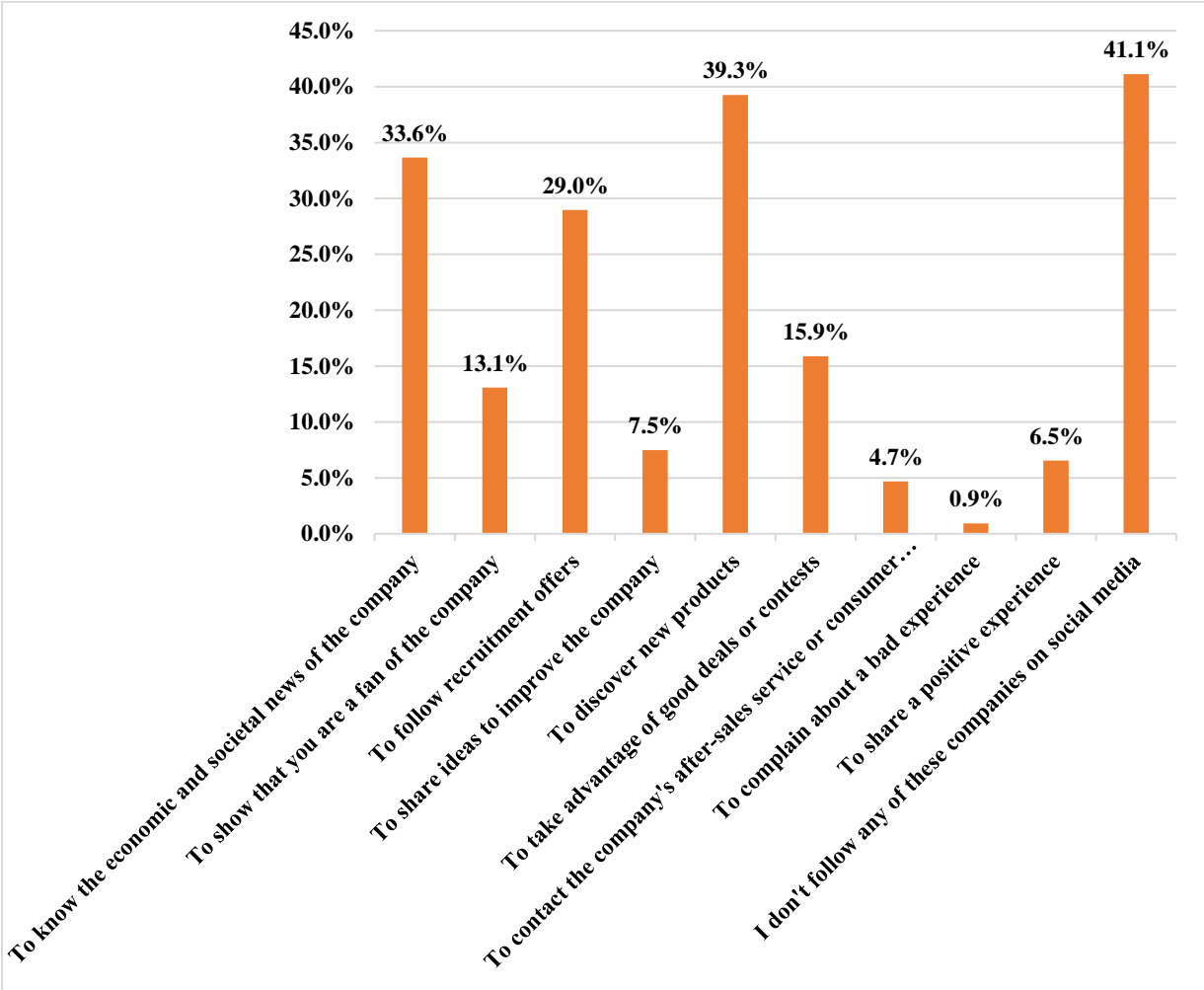
Question 5: Why do you follow these companies? (many possible answers)

Table III.5: Reasons of following the companies

	Frequency	Percentage
To know the economic and societal news of the company	36	33.6%
To show that you are a fan of the company	14	13.1%
To follow recruitment offers	31	29.0%
To share ideas to improve the company	8	7.5%
To discover new products	42	39.3%
To take advantage of good deals or contests	17	15.9%
To contact the company's after-sales service or consumer service	5	4.7%
To complain about a bad experience	1	0.9%
To share a positive experience	7	6.5%
I don't follow any of these companies on social media	44	41.1%

Source: Developed using Excel data.

Figure III.13: Reasons of following the companies



Source: Developed using Excel data.

Comment: From the 55% of people that do follow the brands on social networks, 39.3% of our sample follow a brand to learn about new products whereas 33.6% of them follow to know the economic and societal news of the company. 29% follow to know about job offers, 15.9% to take advantage of games and look for good deals, 13.1% express their loyalty as fans of the brands. Finally, 7.5 % of people follow to share ideas companies, which expresses the need to be heard, 4.7% to contact the sales or customer service and a total of 7.4% to either share a positive or complain about a bad experience.

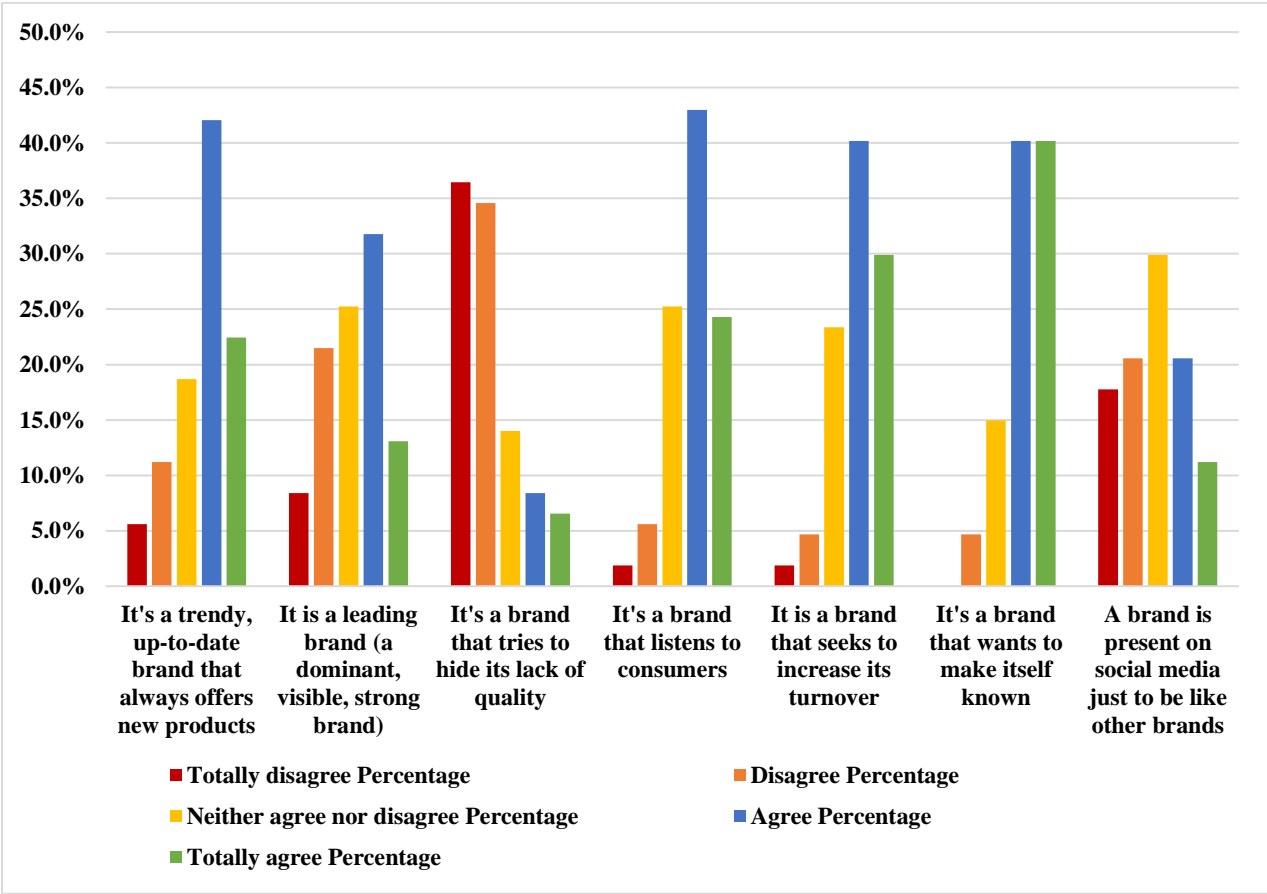
Question 6: A brand that is present on social networks means for you: (only one answer possible per line)

Table III.6 : The meaning of a brand's presence on social media

	Totally disagree		Disagree		Neither agree nor disagree		Agree		Totally agree	
	Fre	%	Fre	%	Fre	%	Fre	%	Fre	%
It's a trendy, up-to-date brand that always offers new products	6	5.6%	12	11.2%	20	18.7%	45	42.1%	24	22.4%
It is a leading brand (a dominant, visible, strong brand)	9	8.4%	23	21.5%	27	25.2%	34	31.8%	14	13.1%
It's a brand that tries to hide its lack of quality	39	36.4%	37	34.6%	15	14.0%	9	8.4%	7	6.5%
It's a brand that listens to consumers	2	1.9%	6	5.6%	27	25.2%	46	43.0%	26	24.3%
It is a brand that seeks to increase its turnover	2	1.9%	5	4.7%	25	23.4%	43	40.2%	32	29.9%
It's a brand that wants to make itself known	0	0.0%	5	4.7%	16	15.0%	43	40.2%	43	40.2%
A brand is present on social media just to be like other brands	19	17.8%	22	20.6%	32	29.9%	22	20.6%	12	11.2%

Source: Developed using Excel data.

Figure III.14 : The meaning of a brand's presence on social media



Source: Developed using Excel data.

Comment: the answers about the meaning of a brand’s presence on social media to the respondents are the following:

- It's a trendy, up-to-date brand that always offers new products:** 42.1% of people from our sample agree that a brand that is present on social networks is trendy and up-to-date brand and 22.4% of them absolutely agree with this proposition. 18.7% are neutral, 11.2% disagree and 5.6% totally disagree with the proposition.
- It is a leading brand (a dominant, visible, strong brand):** 31.8% of people agree that a brand that is present on social networks is leader brand, 13.1% of them strongly agree, and 25.2% neither agree nor disagree. We note that 21.5% disagree with this proposition and 8.4% of them strongly disagree.

- **It's a brand that tries to hide its lack of quality:** we found from this question, that the respondents totally disagree with the proposition that a brand that is present on social networks means that it is a brand that tries to hide its quality thus representing 36.4% who strongly disagree and 34.6% for those who disagree. 14% of the respondents neither agree nor disagree, and 8.4% and 6.5% agree and totally agree respectively.
- **It's a brand that listens to consumers:** the majority of people think that a brand that is present on social networks is a brand that listens to consumers with 43% who agree and 24.3% who strongly agree. 25.2% neither agree nor disagree and 5.6% disagree and only 1.9% totally disagree.
- **It is a brand that seeks to increase its turnover:** a large number of answers of 40.2% agree that a brand present on social networks is a brand that seeks to increase its turnover, 29.9% of answers absolutely agree with this proposition and 23.4% neither agree nor disagree. Finally, 4.7% and 1.9% disagree and totally disagree respectively.
- **It's a brand that wants to make itself known:** Over 80% of respondents agree that a brand is on social networks to seek fame and to be known, the frequencies are equally divided into 40.2% for each of those who agree and those who totally agree. 15% of people neither agree nor disagree and only 4.7% disagree with no one totally disagreeing with this proposition.
- **A brand is present on social media just to be like other brands:** The majority of respondents disagree with this proposition that states that a brand is on social networks just to do like other brand or competitors, with 20.6% who disagree and 17.8% who strongly disagree. 29.9% of people from our sample chose to stay neutral, 20.6% agree and 11.2% strongly agree.

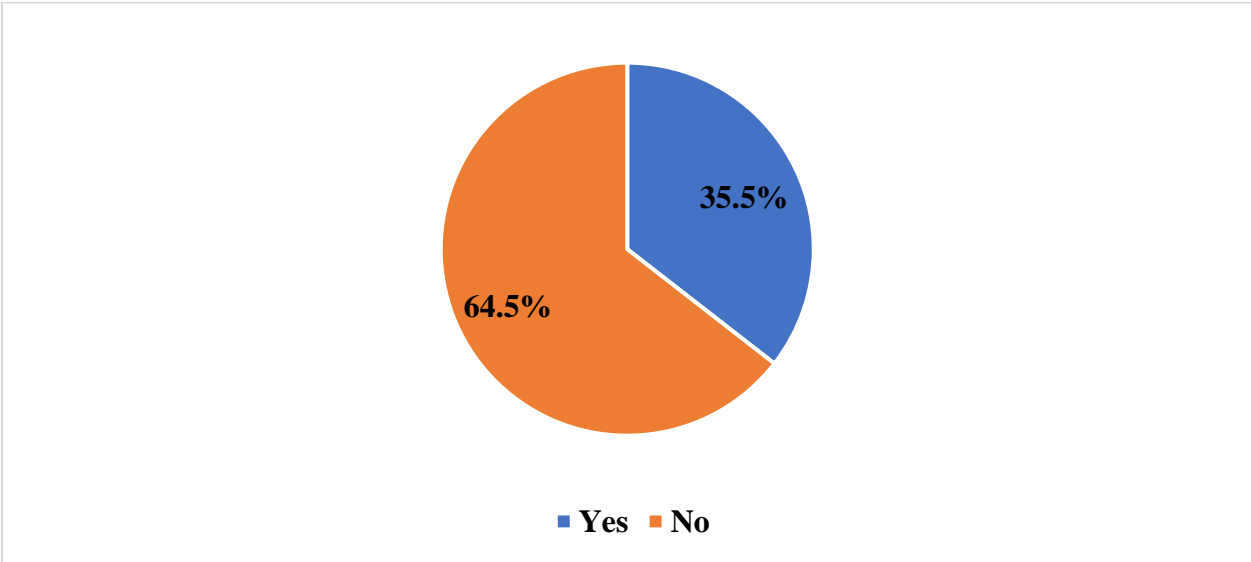
Question 7: Are you subscribed to the social networks of: Danone Djurdjura Algeria? (only one possible answer)

Table III.07: Following Danone Djurdjura Algérie on its social networks

	Frequency	Percentage
Yes	38	35.5%
No	69	64.5%
Total	107	100.0%

Source: Developed using Excel data.

Figure III.15: Following Danone Djurdjura Algérie on its social networks



Source: Developed using Excel data.

Comment: From this question, we find that that majority of our sample, 64.4%, do not follow DDA on its social networks. And 35.5% of them do follow DDA on social networks.

2. Section 02: Followers of DDA’s social networks

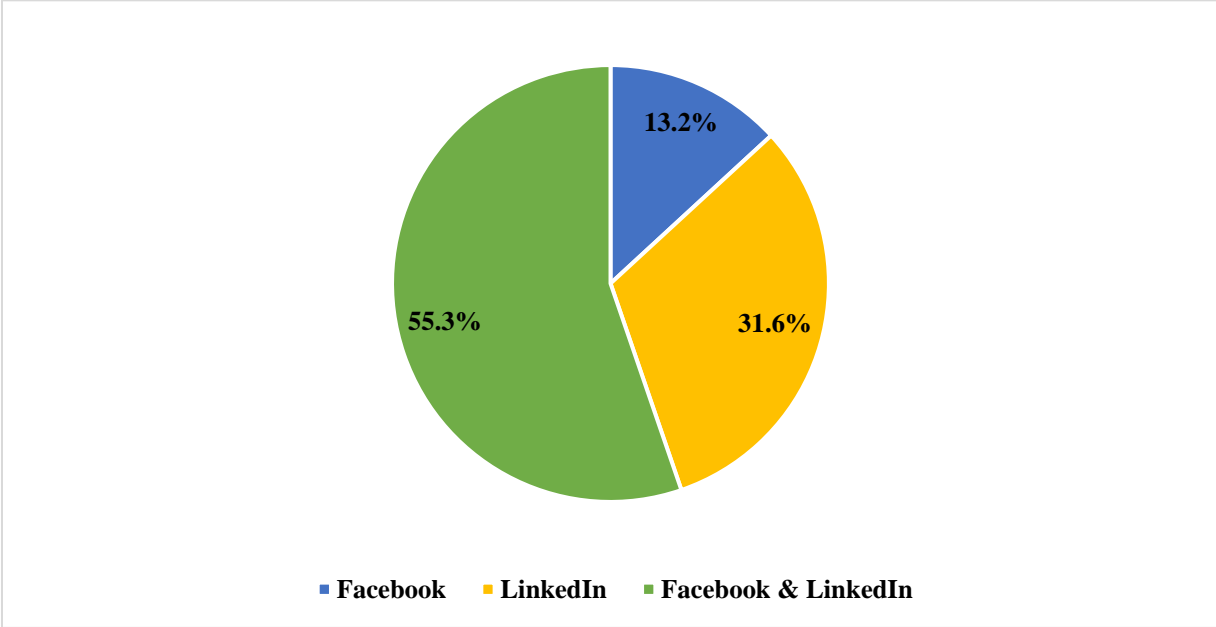
Question 8: Which of DDA’s social networks are you subscribed to? (only one possible answer)

Table III.08: Following DDA on which of its social networks

	Frequency	Percentage
Facebook	5	13.2%
LinkedIn	12	31.6%
Facebook & LinkedIn	21	55.3%
Total	38	100.0%

Source: Developed using Excel data.

Figure III.16: Following DDA on which of its social networks



Source: Developed using Excel data.

Comment: From the 38 respondents that follow DDA on its social networks, the majority follow DDA on both of its social networks at a rate of 55.3%. But 31.6% of the people from our sample follow DDA only on LinkedIn and 13.2% follow DDA only on Facebook.

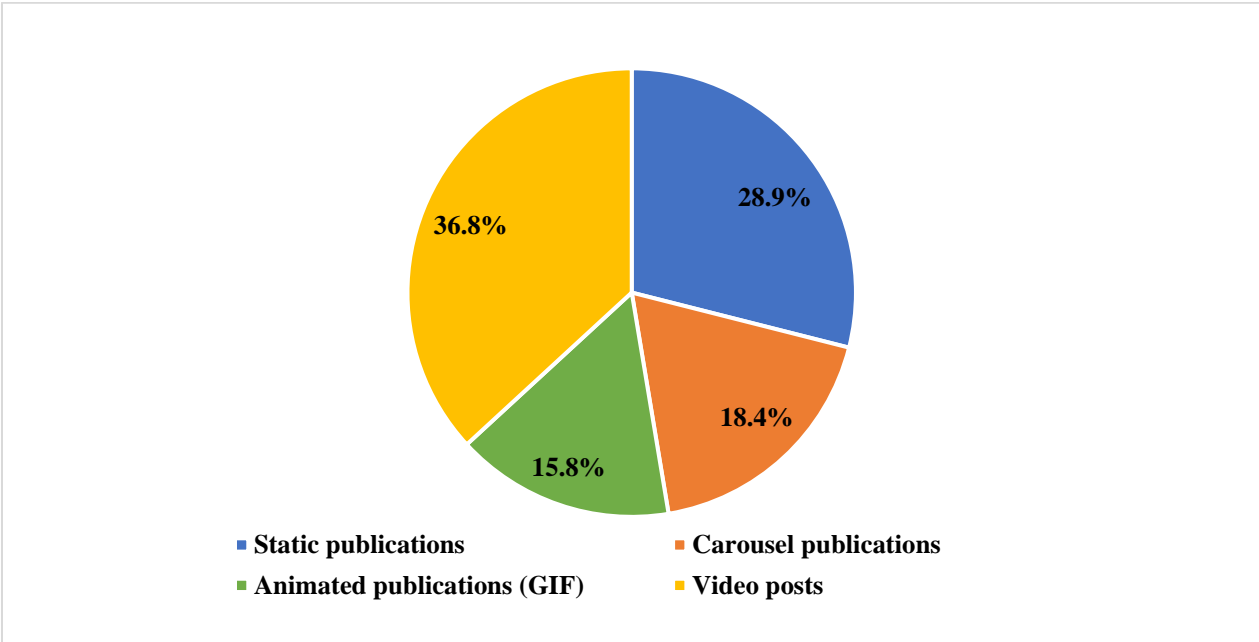
Question 9: What format of DDA’s publications do you like the most? (only one possible answer)

Table III.09: Most Liked format on DDA's social networks

	Frequency	Percentage
Static publications	11	28.9%
Carousel publications	7	18.4%
Animated publications (GIF)	6	15.8%
Video posts	14	36.8%
Total	38	100.0%

Source: Developed using Excel data.

Figure III.17: Most Liked format on DDA's social networks



Source: Developed using Excel data.

Comment: At a rate of 36.8%, the followers of DDA from our sample like the video format on DDA’s social networks the most. Then in the second place are static posts with 28.9%, third place are carousel posts 18.4% and lastly animated posts or GIFs with 15.8%.

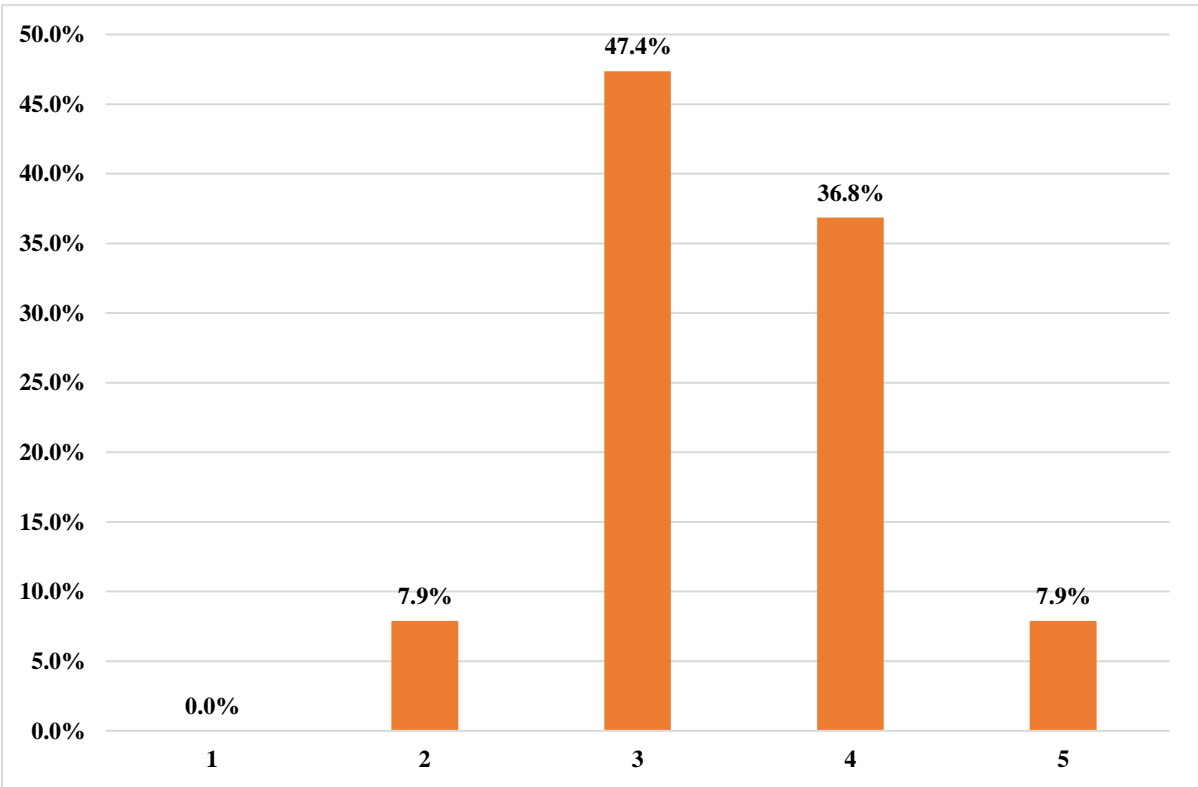
Question 10: On a scale of 1 (Not at all interesting) to 5 (Extremely interesting), could you rate the content of DDA?

Table III.10: Rating of DDA's content on its social networks

	1	2	3	4	5
Frequency	0	3	18	14	3
Percentage	0.0%	7.9%	47.4%	36.8%	7.9%

Source: Developed using Excel data.

Figure III.18: Rating of DDA's content on its social networks



Source: Developed using Excel data.

Comment: The majority of respondents, 47.4% people, rated on a scale of 1 being (Not at all interesting) to 5 being (Extremely interesting) the content on DDA’s social networks a 3, meaning neither not interesting nor interesting. Nevertheless, 36.8% of people find DDA’s content interesting thus giving it a 4 and 7.9% of the followers from our sample find it extremely

interesting which largely tops the 7.9% of people who gave a note of 2 meaning find it not interesting and, the 0% who find it not interesting at all.

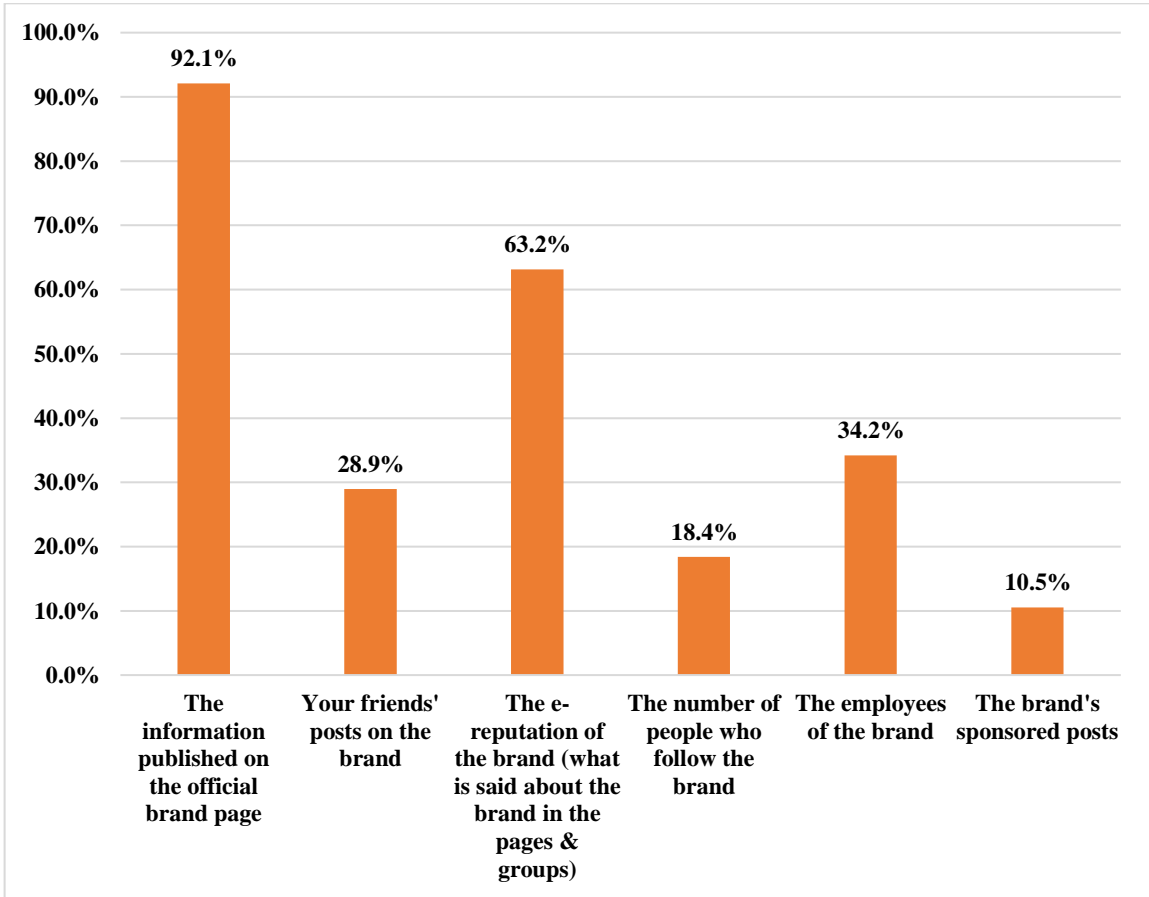
Question 11: Your perception of a brand is influenced by: (many possible answers)

Table III.11: Influences on the perception of a brand

	Frequency	Percentage
The information published on the official brand page	35	92.1%
Your friends' posts on the brand	11	28.9%
The e-reputation of the brand (what is said about the brand in the pages & groups)	24	63.2%
The number of people who follow the brand	7	18.4%
The employees of the brand	13	34.2%
The brand's sponsored posts	4	10.5%

Source: Developed using Excel data.

Figure III.19: Influences on the perception of a brand



Source: Developed using Excel data.

Comment: We understand from this question that the followers of DDA trust the information published on the official brand’s page with a rate of 92.1%. Next, 63.2% most likely to be influenced by the e-reputation and what is said online about the brand and the third factor with a frequency of 34.2% that could influence their perception of a brand is what the employees of a brand say about it. In addition, 28.9% are influenced by what their friends and family say about a brand, 18.4% by the number of people who follow the brand and lastly, only 10.5% by the sponsored posts of the brand.

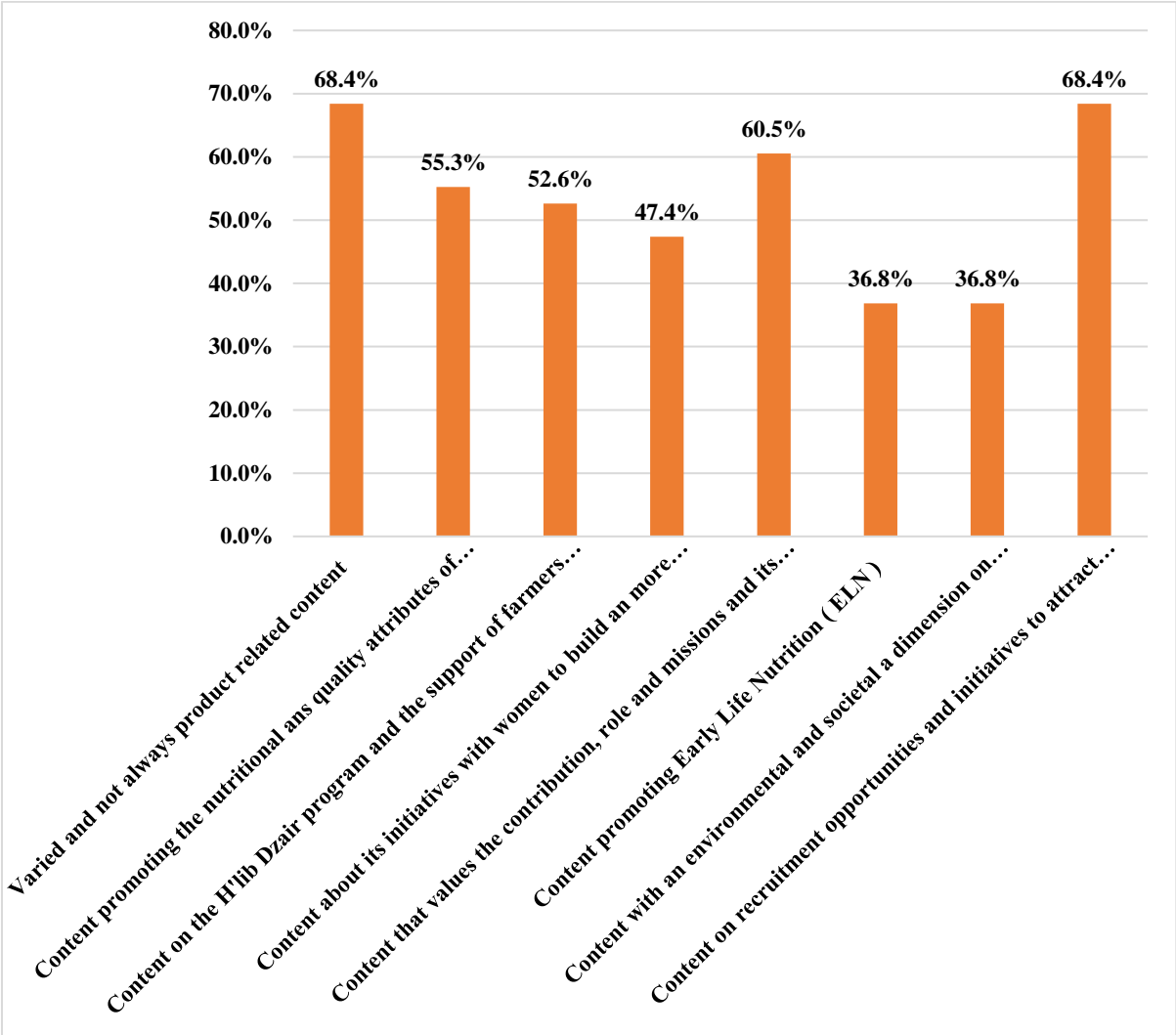
Question 12: What type of content published on DDA’s social networks interests you the most? (many possible answers)

Table III.12: Most interesting type of content on DDA's social networks

Most interesting type of content on DDA's social networks	Frequency	Percentage
Varied and not always product related content	26	68.4%
Content promoting the nutritional and quality attributes of existing and new products	21	55.3%
Content on the H'lib Dzair program and the support of farmers (Breeders)	20	52.6%
Content about its initiatives with women to build a more inclusive economy	18	47.4%
Content that values the contribution, role, and missions and its employees on daily basis	23	60.5%
Content promoting Early Life Nutrition (ELN)	14	36.8%
Content with an environmental and societal a dimension on collaborative and mutual aid actions	14	36.8%
Content on recruitment opportunities and initiatives to attract new talent	26	68.4%

Source: Developed using Excel data.

Figure III.20: Most interesting type of content on DDA's social networks



Source: Developed using Excel data.

Comment: People seem to be interested more and more by authentic and varied content. As it is the case for the share of followers of DDA from our sample. 68.4% of the answers state that varied and not products related content sparks their interest the most. At the same rate is content on recruitment opportunities, in the second place is content that values Danoners' roles at 60.5%. Next, is the content about the nutrition values and quality of products at a rate of 55.3%, content on then H'lib Dzair program at 52.6% and, content on women's empowerment with 47.4%. Finally at the same rate of 36.8% is content on environmental and social causes and ELN content.

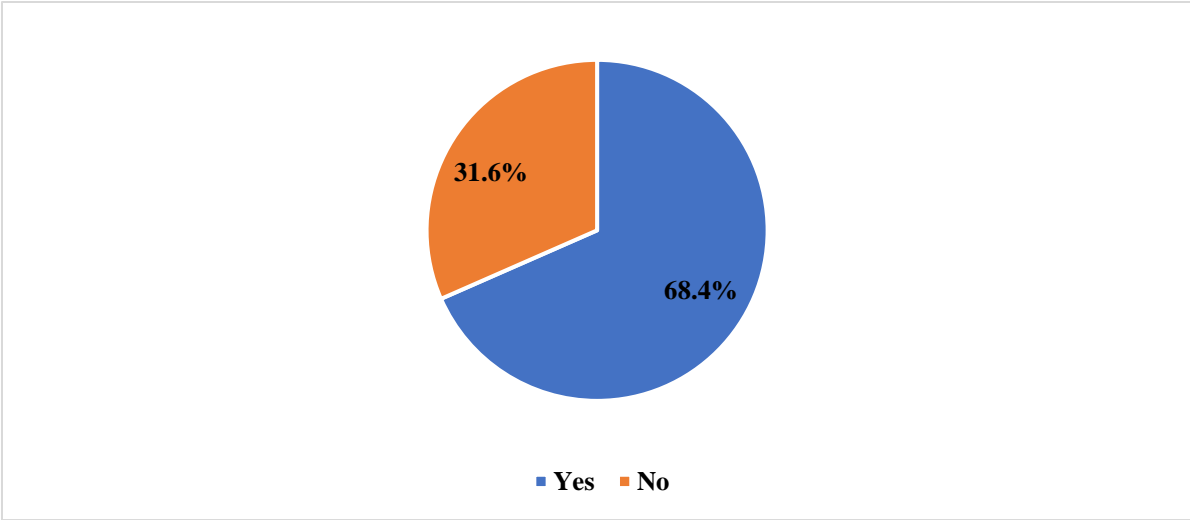
Question 13: Have you ever seen this post about DDA’s claim? “Our mission is to preserve the health of those who are dear to you” (one possible answer)

Table III.13 Seeing DDA's post on its new claim

	Frequency	Percentage
Yes	26	68.4%
No	12	31.6%
Total	38	100%

Source: Developed using Excel data.

Figure III.21: Seeing DDA's post on its new claim



Source: Developed using Excel data.

Comment: When asked about seeing the post of DDA of the new claim, 68.4% of the followers in our sample answered by yes and 31.6% of them answered that they didn’t see the post in question. This could mean that their new followers in our sample thus not seeing the post.

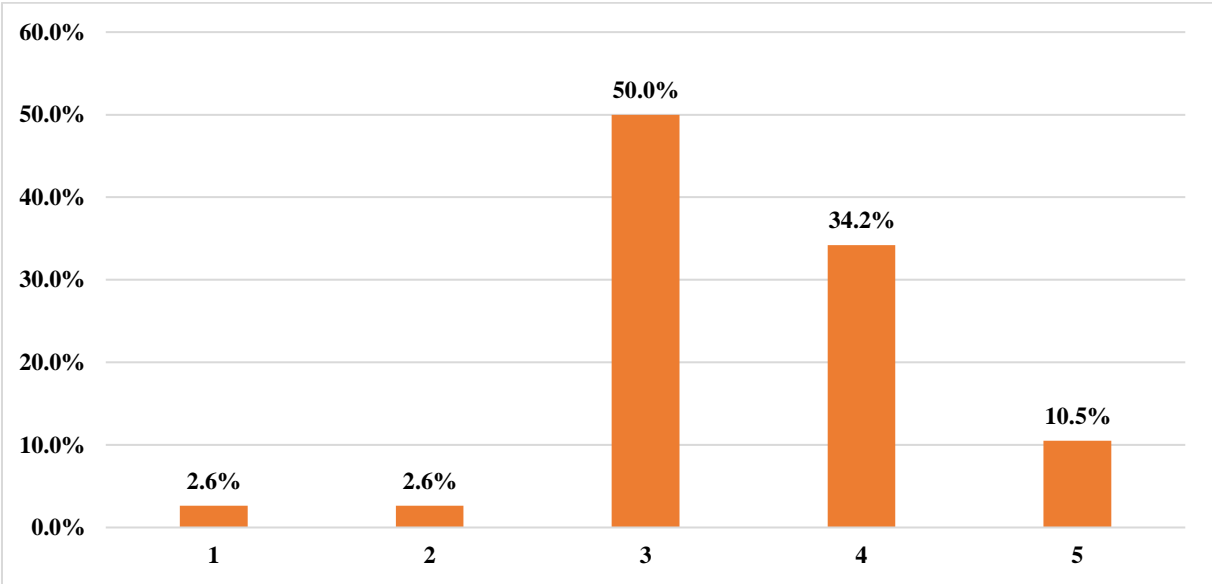
Question 14: On a scale of 1 (not faithful at all) to 5 (extremely faithful), what is, in your opinion, the degree of loyalty of DDA to this claim?

Table III.14: The degree of the faithfulness of DDA to the claim

	1	2	3	4	5
Frequency	1	1	19	13	4
Percentage	2.6%	2.6%	50.0%	34.2%	10.5%

Source: Developed using Excel data.

Figure III.22: The degree of the faithfulness of DDA to the claim



Source: Developed using Excel data.

Comment: When asked to rate on a scale of 1 (not faithful at all) to 5 (extremely faithful) the degree of faithfulness of DDA to this claim, the majority answered with 3, which means neither not faithful nor faithful. Only 2,6% answered by 1 (not faithful at all) and only 2,6% by 2 (not faithful), which makes DDA faithful to this claim in the eyes of respondents as 34.2% replied by 4 (faithful) and 10.5% replied by 5 (extremely faithful).

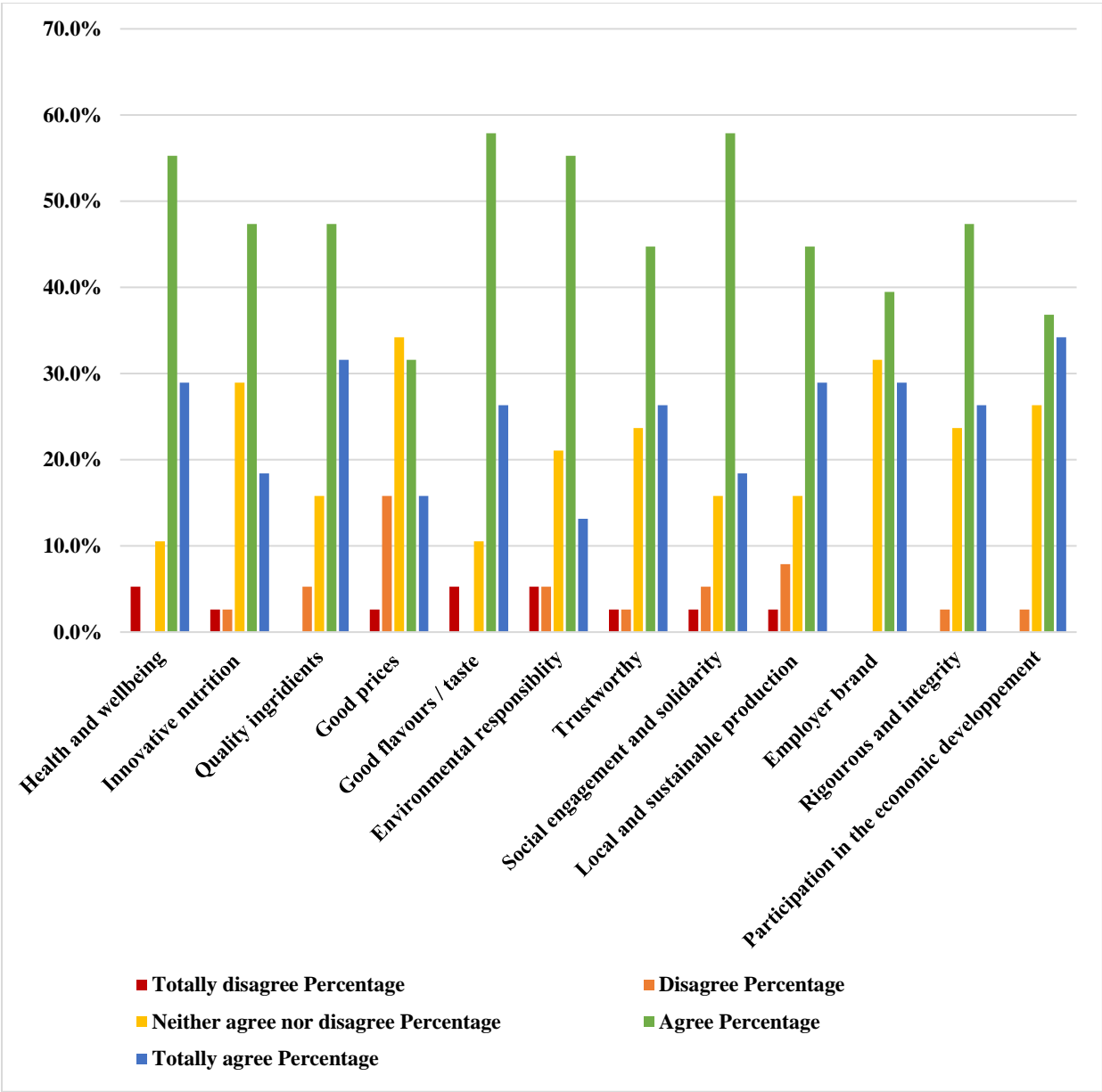
Question 15: Please indicate below your level of agreement or disagreement with the themes associated with Danone Djurdjura Algeria: (only one answer possible per line)

Table III.15: Rating of the associated themes to DDA according to the degree of agreement

	Totally disagree		Disagree		Neither agree nor disagree		Agree		Totally agree	
	Fre	%	Fre	%	Fre	%	Fre	%	Fre	%
Health and wellbeing	2	5.3%	0	0.0%	4	10.5%	21	55.3%	11	28.9%
Innovative nutrition	1	2.6%	1	2.6%	11	28.9%	18	47.4%	7	18.4%
Quality ingredients	0	0.0%	2	5.3%	6	15.8%	18	47.4%	12	31.6%
Good prices	1	2.6%	6	15.8%	13	34.2%	12	31.6%	6	15.8%
Good flavours / taste	2	5.3%	0	0.0%	4	10.5%	22	57.9%	10	26.3%
Environmental responsibility	2	5.3%	2	5.3%	8	21.1%	21	55.3%	5	13.2%
Trustworthy	1	2.6%	1	2.6%	9	23.7%	17	44.7%	10	26.3%
Social engagement and solidarity	1	2.6%	2	5.3%	6	15.8%	22	57.9%	7	18.4%
Local and sustainable production	1	2.6%	3	7.9%	6	15.8%	17	44.7%	11	28.9%
Employer brand	0	0.0%	0	0.0%	12	31.6%	15	39.5%	11	28.9%
Rigorous and integrity	0	0.0%	1	2.6%	9	23.7%	18	47.4%	10	26.3%
Participation in the economic development	0	0.0%	1	2.6%	10	26.3%	14	36.8%	13	34.2%
Total	11	2.4%	19	4.2%	98	21.5%	215	47.1%	113	24.8%

Source: Developed using Excel data.

Figure III.23: Rating of the associated themes to DDA according to the degree of agreement



Source: Developed using Excel data.

Comment: the respondents were asked about their degree of agreement with associating DDA to the following themes:

- **Health and wellbeing:** 55.3% of people that follow DDA in our sample associate health and wellbeing to DDA and 28.9% totally agree to associating

health and wellbeing to DDA. 10.5 % neither agree nor disagree, 5.3% totally disagree and 0.0% disagree as well.

- **Innovative nutrition:** 47.4% of respondents agree with associating innovative nutrition to DDA, 28.9% neither agree nor disagree and, 18.4% totally agree. On the other hand, 2,6% disagree and 2,6% totally disagree as well.
- **Quality ingredients:** 47.4% of answers agree with associating quality ingredients to DDA, 31.6% totally agree and, 15.8% neither agree nor disagree. 5.3% disagree with this association and 0.0% totally disagree.
- **Good prices:** the majority of 34.2% neither agree nor disagree with this association of good prices to DDA, and 15.8% disagree and 2,6% totally disagree. But, at the rate of 31.6% people agree and at the rate 15.8% totally agree, making it, overall, agreeing that DDA offers good prices.
- **Good flavours / taste:** the majority agree with the association of good flavour/ taste to DDA by 57.9% and 26.3% totally agree. 10.5% of people neither agree nor disagree, 0.0% disagree and 5.3% strongly disagree.
- **Environmental responsibility:** for associating this theme to DDA, 55.3% of DDA's followers from our sample agree and 18.4% totally agree. 13.2% chose to be neutral in this regard but 5.3% disagree and 5.3% strongly disagree.
- **Trustworthy:** 44.7% agree to associating trustworthy to DDA, 26.3% totally agree and 23.7% neither agree nor disagree. 2.6% disagree and strongly disagree for each.
- **Social engagement and solidarity:** respondents globally agree with this associations at a rate of 57.9% and totally agree at the rate of 18.4%. 15.8% are neutral, 5.3% disagree and finally, 2.6% totally disagree.
- **Local and sustainable production:** for this theme, 44.7% agree to associating it to DDA 28.9% strongly agree and 15.8 neither agree nor disagree. 7.9% disagree and only 2.6% totally disagree.
- **Employer brand:** the associations for this theme were totally positive, 39.5% agree and 28.9% totally agree and, 31.6% are neutral with 0.0% for each of disagree and totally disagree.
- **Rigorous and integrity:** the results for this theme are also globally positive as people agree with a rate of 47.4%, strongly agree with a rate of 26.3% and, are

neutral at a rate of 23.7% which leaves only 2.6% to disagree and 0.0% to absolutely disagree.

- **Participation in the economic development:** similar to the previous association, the results are globally positive with 36.8% agreeing, 34.2% absolutely agreeing and, 26.3% neither agreeing nor disagreeing and only 2.6% disagreeing, leaving 0.0% to totally disagree.

Question 16: Do you have any comments or suggestions regarding the Danone Djurdjura Algeria pages on Facebook or LinkedIn?

Comment: We grouped the comments and suggestions we had into the following categories:

- Nothing
- Complaints about the customer service
- More transparency and consideration towards the Algerian market
- More videos
- I am a fan of DDA
- DDA's customer service is not available

3. Section 03: Non followers of DDA’s social networks

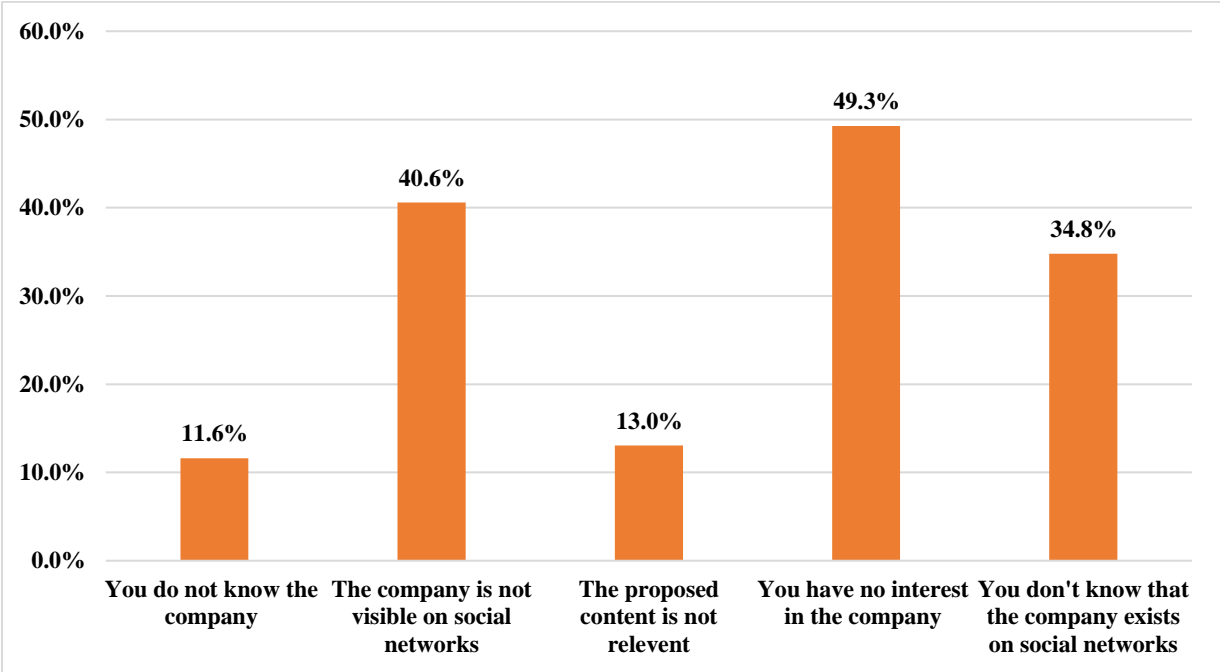
Question 17: What are the reasons why you don't follow Danone Djurdjura Algérie on social networks? (many possible answers)

Table III.16: Reasons for not following DDA on its social networks

	Frequency	Percentage
You do not know the company	8	11.6%
The company is not visible on social networks	28	40.6%
The proposed content is not relevant	9	13.0%
You have no interest in the company	34	49.3%
You don't know that the company exists on social networks	24	34.8%

Source: Developed using Excel data.

Figure III.24: Reasons for not following DDA on its social networks



Source : Developed using Excel data.

Comment: We understand from this question that the 69 people from our sample that do not follow DDA on its social networks because 49.3% of them have no interest in the

company, 40.6% of them find DDA to not be visible on social networks and 34.8% don't that the company is present on social networks. Finally, 13% find the content of DDA not interesting and 11.6% don't know the company.

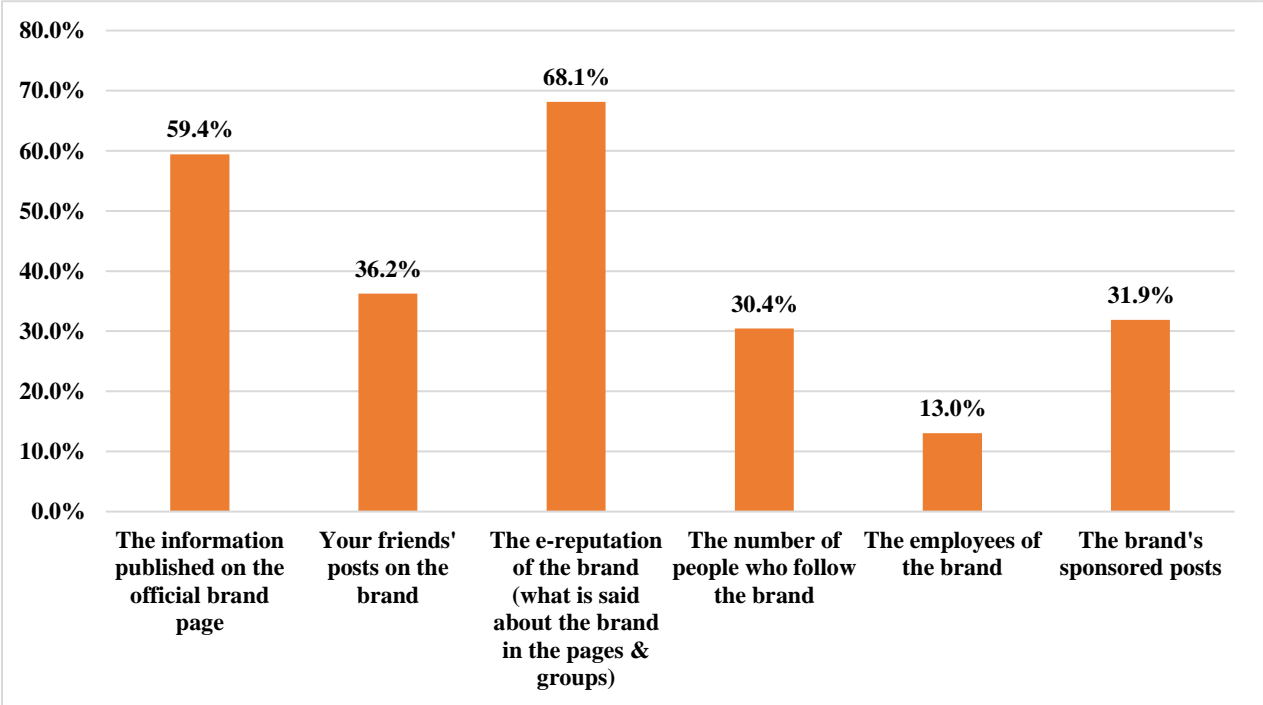
Question 18: Your perception of a brand is influenced by: (many possible answers)

Table III.17: Influences the perception of a brand

	Frequency	Percentage
The information published on the official brand page	41	59.4%
Your friends' posts on the brand	25	36.2%
The e-reputation of the brand (what is said about the brand in the pages & groups)	47	68.1%
The number of people who follow the brand	21	30.4%
The employees of the brand	9	13.0%
The brand's sponsored posts	22	31.9%

Source: Developed using Excel data.

Figure III.25: Influences the perception of a brand



Source : Developed using Excel data.

Comment: in this question we understand the factors that could influence the perception of the non-followers of DDA. Contrary to the followers, at a rate of 68.1%, the majority are influenced by the e-reputation and what is said online about the brand then comes the information published on the official brand page with a rate of 59.4%. The third factor with a frequency of 36.2% that could influence their perception of a brand is what their friends and family say about a brand. In addition, 31.9% by the brand’s sponsored posts, 30.4% by the number of people who follow the brand and lastly, only 13% influenced by what the employees of a brand say about it.

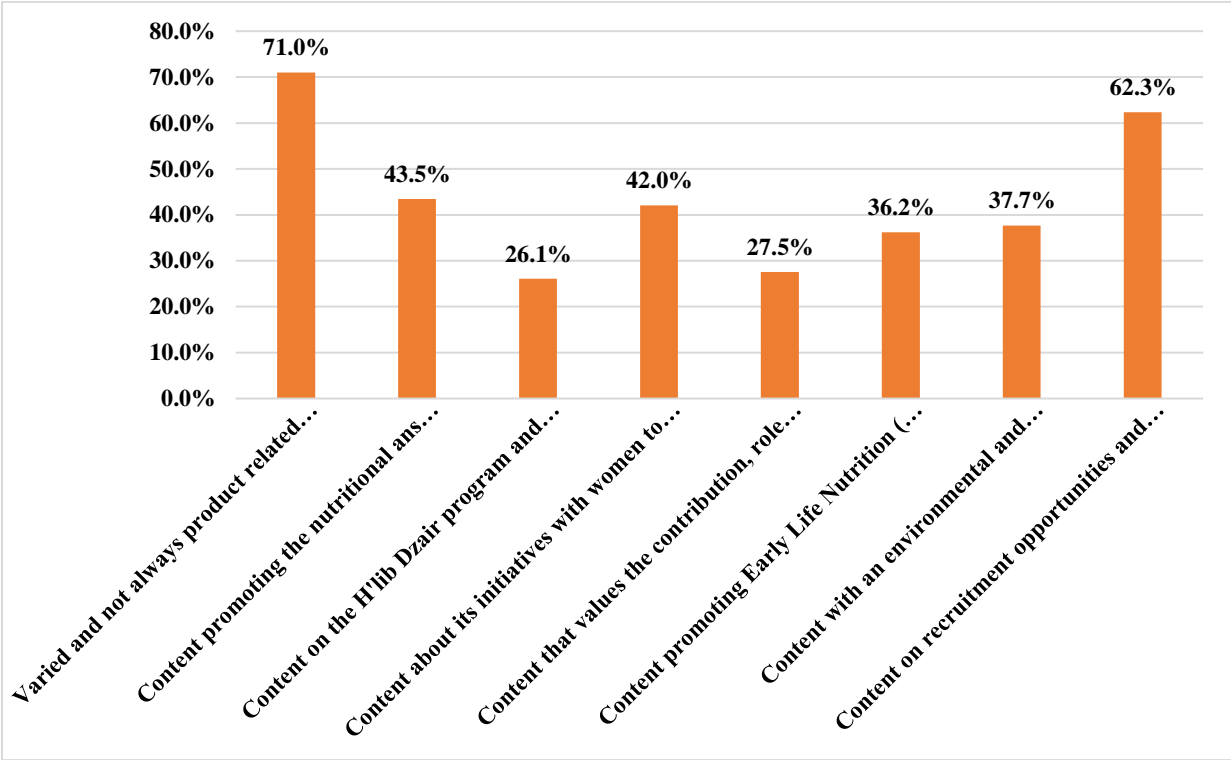
Question 19: What type of content published on DDA’s social networks interests you the most? (many possible answers)

Table III.18: Most interesting type of content on DDA's social networks

	Frequency	Percentage
Varied and not always product related content	49	71.0%
Content promoting the nutritional and quality attributes of existing and new products	30	43.5%
Content on the H'lib Dzair program and the support of farmers (Breeders)	18	26.1%
Content about its initiatives with women to build a more inclusive economy	29	42.0%
Content that values the contribution, role and missions and its employees on daily basis	19	27.5%
Content promoting Early Life Nutrition (ELN)	25	36.2%
Content with an environmental and societal a dimension on collaborative and mutual aid actions	26	37.7%
Content on recruitment opportunities and initiatives to attract new talent	43	62.3%

Source: Developed using Excel data.

Figure III.26: Most interesting type of content on DDA's social networks



Source: Developed using Excel data.

Comment: Similar to the followers, the non-followers seem to be also interested in authentic and varied content. 71% of the answers state that varied and not products related content sparks their interest the most. Following is the content on recruitment opportunities at a rate of 62.3%, in the third place is content about the nutrition values and quality of products at a rate of 43.5%. Right after 42.0% with content on women’s empowerment, 36.8% is content on environmental and social causes, 27.5% is content that values Danoners’ roles. Finally, at the lowest rate, is content about the H’lib Dzair program.

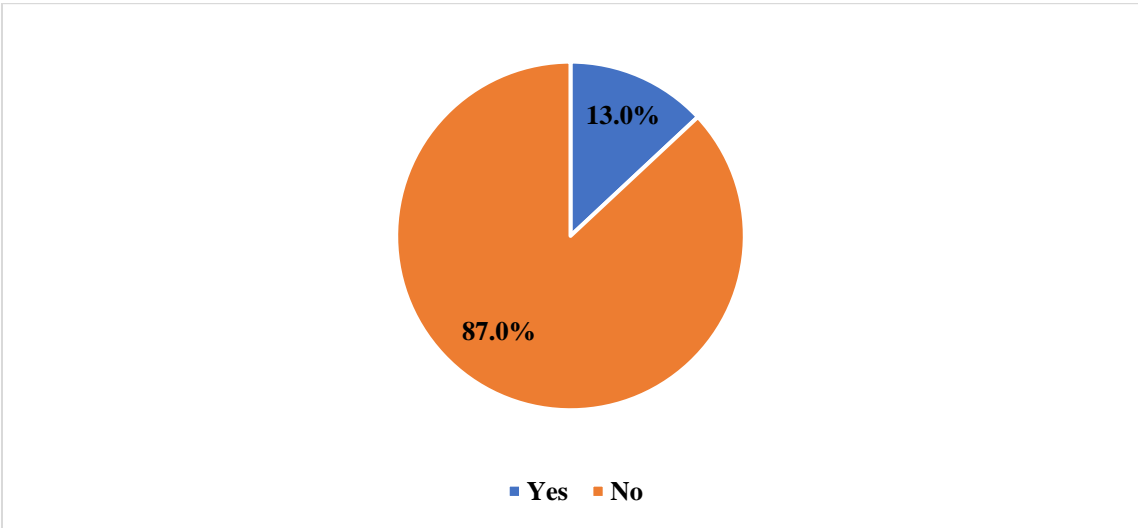
Question 20: Have you ever seen this post about DDA’s claim? “Our mission is to preserve the health of those who are dear to you” (one possible answer)

Table III.19: Seeing DDA's post on its new claim.

	Frequency	Percentage
Yes	9	13.0%
No	60	87.0%
Total	69	100%

Source: Developed using Excel data.

Figure III.27: Seeing DDA's post on its new claim.



Source: Developed using Excel data.

Comment: When asked about seeing the post of DDA of the new claim, 87.0% of the non-followers in our sample answered by no. Nevertheless, a small portion of 13% did see the post, this could be related to either the sponsoring of this post on social networks, noticing the claim on other posts of DDA or hearing about the claim in HR related events such as job and internship salons.

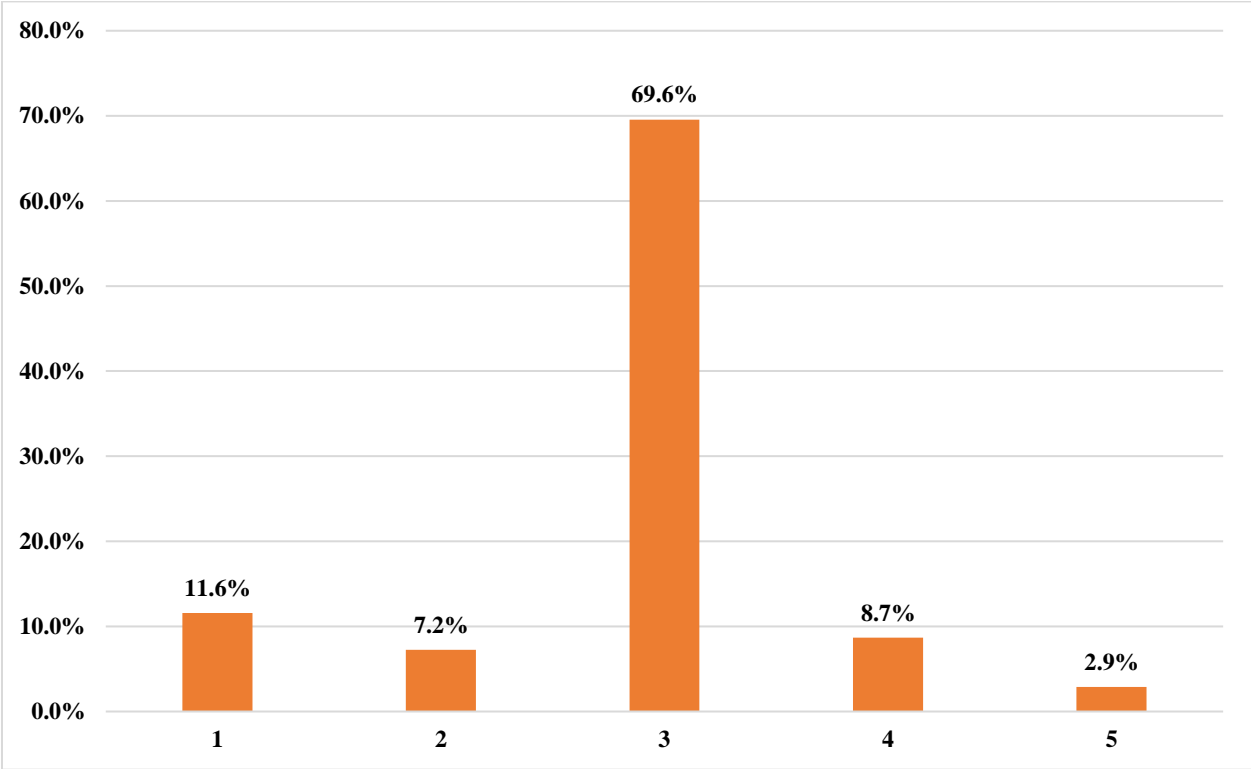
Question 21: On a scale of 1 (not at all faithful) to 5 (extremely faithful), what is, in your opinion, the degree of loyalty of DDA to this claim?

Table III.20: The degree of the faithfulness of DDA to the claim.

	1	2	3	4	5
Frequency	8	5	48	6	2
Percentage	11.6%	7.2%	69.6%	8.7%	2.9%

Source: Developed using Excel data.

Figure III.28: The degree of the faithfulness of DDA to the claim.



Source: Developed using Excel data.

Comment: When asked to rate on a scale of 1 (not faithful at all) to 5 (extremely faithful) the degree of faithfulness of DDA to this claim, the majority answered with 3, which means neither not faithful nor faithful. Only 2,6% answered by 5 (extremely faithful) and 8,7%% by 4 (faithful), which makes DDA unfaithful to this claim in the eyes of the non-followers since 7,2% replied by 2 (not faithful) and 11,6% replied by 1 (not faithful at all).

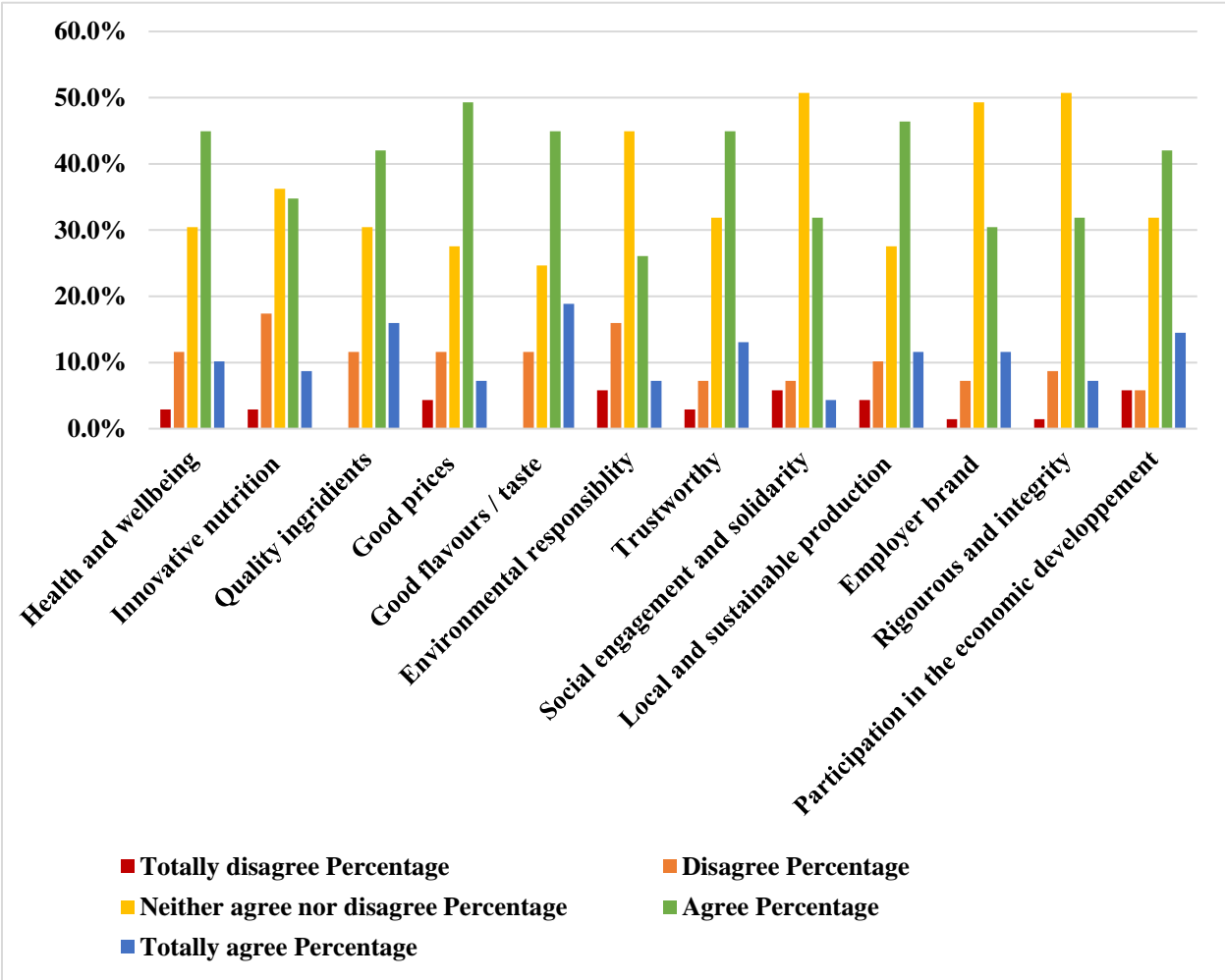
Question 22: Please indicate below your level of agreement or disagreement with the themes associated with Danone Djurdjura Algeria: (only one answer possible per line).

Table III.21: Rating of the associated themes to DDA according to the degree of agreement

	Totally disagree		Disagree		Neither agree nor disagree		Agree		Totally agree	
	Fre	%	Fre	%	Fre	%	Fre	%	Fre	%
Health and wellbeing	2	2.9%	8	11.6%	21	30.4%	31	44.9%	7	10.1%
Innovative nutrition	2	2.9%	12	17.4%	25	36.2%	24	34.8%	6	8.7%
Quality ingredients	0	0.0%	8	11.6%	21	30.4%	29	42.0%	11	15.9%
Good prices	3	4.3%	8	11.6%	19	27.5%	34	49.3%	5	7.2%
Good flavours / taste	0	0.0%	8	11.6%	17	24.6%	31	44.9%	13	18.8%
Environmental responsibility	4	5.8%	11	15.9%	31	44.9%	18	26.1%	5	7.2%
Trustworthy	2	2.9%	5	7.2%	22	31.9%	31	44.9%	9	13.0%
Social engagement and solidarity	4	5.8%	5	7.2%	35	50.7%	22	31.9%	3	4.3%
Local and sustainable production	3	4.3%	7	10.1%	19	27.5%	32	46.4%	8	11.6%
Employer brand	1	1.4%	5	7.2%	34	49.3%	21	30.4%	8	11.6%
Rigorous and integrity	1	1.4%	6	8.7%	35	50.7%	22	31.9%	5	7.2%
Participation in the economic development	4	5.8%	4	5.8%	22	31.9%	29	42.0%	10	14.5%
Total	26	3.1%	87	10.5%	301	36.4%	324	39.1%	90	10.9%

Source: Developed using Excel data.

Figure III.29: Rating of the associated themes to DDA according to the degree of agreement



Source: Developed using Excel data.

Comment: the respondents, who do not follow DDA, were asked about their degree of agreement with associating DDA to the following themes:

- Health and wellbeing:** 44.9% of people agree with associating health and wellbeing to DDA and 10.1% totally agree to associating health and wellbeing to DDA. 30.4 % neither agree nor disagree, 11.6% disagree and 2.9% totally disagree as well.
- Innovative nutrition:** 34.8% of respondents agree with associating innovative nutrition to DDA, 36.2% neither agree nor disagree and, 8.7% totally agree. On the other hand, 17.4% disagree and 2.9% totally disagree as well.

-
- **Quality ingredients:** 42.0% of answers agree with associating quality ingredients to DDA, 15.9% totally agree and, 30.5% neither agree nor disagree. 11.6% disagree with this association and 0.0% totally disagree.
 - **Good prices:** the majority of 49.3% agree with the association of good prices to DDA, 27.5% neither agree nor disagree and 7.2% totally agree. This leaves 11.6% people to disagree and 4.3% to totally disagree.
 - **Good flavours / taste:** the majority agree with the association of good flavour/ taste to DDA by 44.9% and 18.8% totally agree. 24.6% of people neither agree nor disagree, 11.6% disagree and 0.0% strongly disagree.
 - **Environmental responsibility:** for associating this theme to DDA, 44.9% of DDA's non followers from our sample agree and 7.2% totally agree. 44.9% chose to be neutral in this regard but 15.9% disagree and 5.8% strongly disagree.
 - **Trustworthy:** 44.9% agree to associating trustworthy to DDA, 13.0% totally agree and 31.9% neither agree nor disagree. 7.2% disagree and 2.9% strongly disagree.
 - **Social engagement and solidarity:** respondents agree with this associations at a rate of 31.9% and totally agree at the rate of 4.3%. 50.7% are neutral, 7.2% disagree and finally, 5.8% totally disagree.
 - **Local and sustainable production:** for this theme, 46.4% agree to associating it to DDA 11.6% strongly agree and 27.5% neither agree nor disagree. 10.1% disagree and only 4.3% totally disagree.
 - **Employer brand:** the associations for this theme were of 30.4% that agree and 11.6% totally agree and, 49.3% are neutral. For this disagreement are 7.2% who disagree and 1.4% totally disagree.
 - **Rigorous and integrity:** the results for this theme are 31.9% of people who agree, a rate of 7.2% who strongly agree and the people who chose to be neutral are at a rate of 50.7% which leaves 8.7% to disagree and 1.4% to absolutely disagree.
 - **Participation in the economic development:** 42.0% of people agree with this association, 14.5% absolutely agree and, 31.9% neither agree nor disagree. Finally, 5.8% disagree and totally disagree for each.

Question 23: Do you have any comments to add?

Comment: We grouped the comments and suggestions we had into the following categories:

- Nothing
- I am fan of DDA, it is brand that understands the needs and how to satisfy its consumers.
- I am a fan of Soummam, who is 100% Algerian and a leader on the market.

4. Section 04: Personal Information

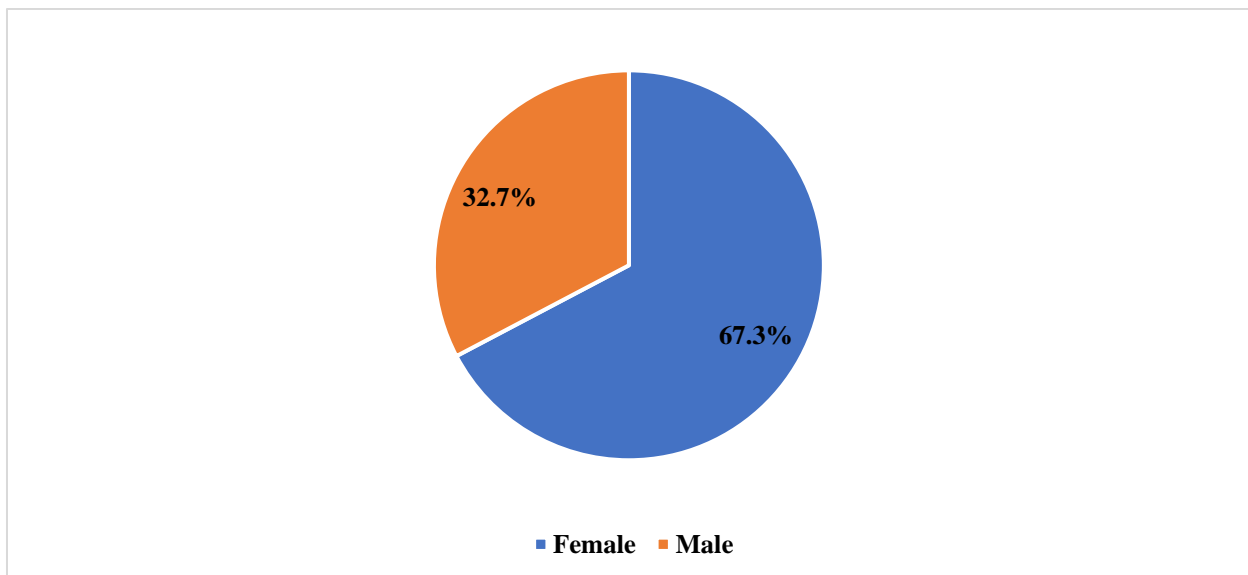
Question 24: What is your gender?

Table III.22: Gender distribution

	Frequency	Percentage
Female	72	67.3%
Male	35	32.7%
Total	107	100.0%

Source: Developed using Excel data.

Figure III.30: Gender distribution



Source: Developed using Excel data.

Comment: Out of a total of 107 people questioned, women represent the most dominant part with a rate of 67.3% while men represent 32.7% of our sample.

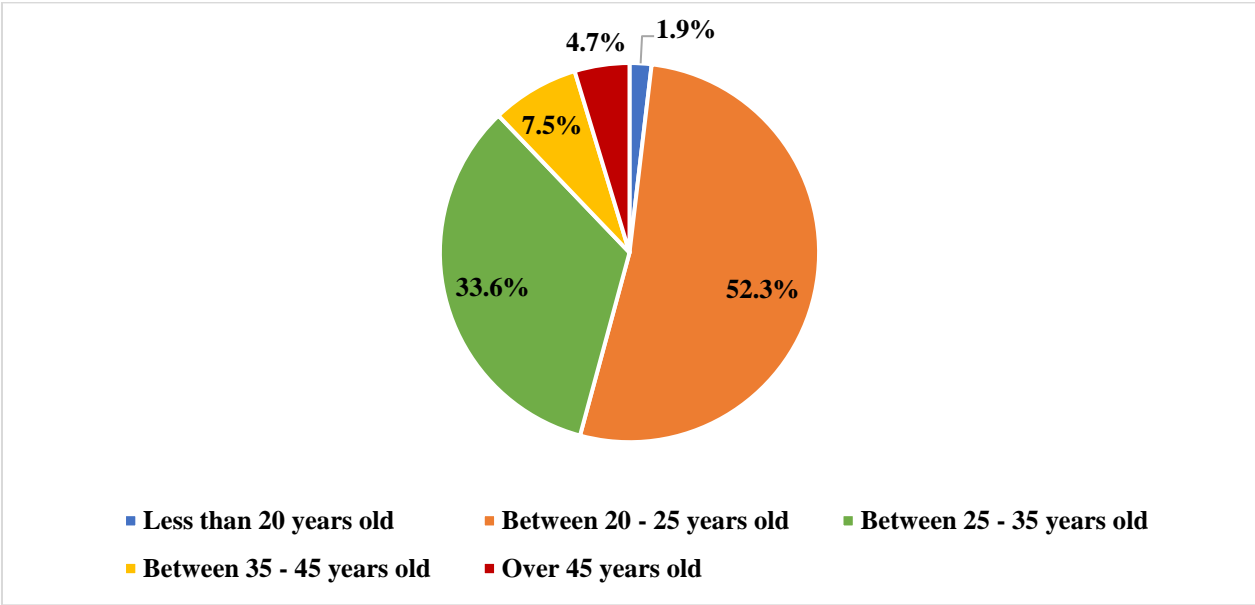
Question 25: What age group are you in?

Table III.23: Age distribution

	Frequency	Percentage
Less than 20 years old	2	1.9%
Between 20 - 25 years old	56	52.3%
Between 25 - 35 years old	36	33.6%
Between 35 - 45 years old	8	7.5%
Over 45 years old	5	4.7%
Total	107	100.0%

Source: Developed using Excel data.

Figure III.31: Age distribution



Source: Developed using Excel data.

Comment: 52.3 % of the people questioned are young people between 20 and 25 years old followed by people between 25 and 35 years old with a rate of 33.6%, while the category of 35 to 45 years old represents 7.5%. Finally, people aged over 45 with a rate of 4.7% of the sample and those less than 20 years old with 1.9%.

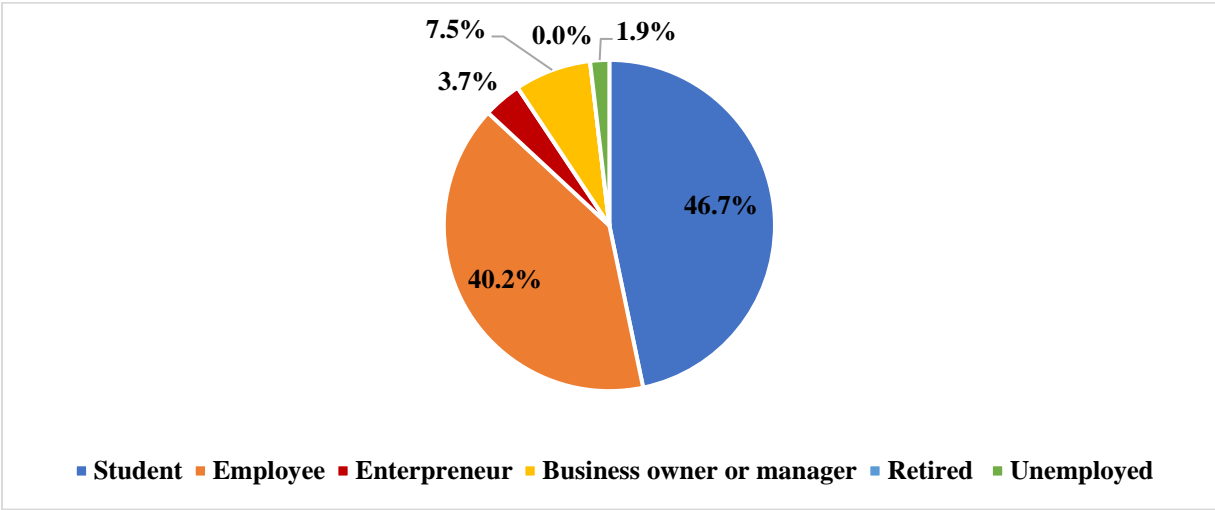
Question 26: What is your social status?

Table III.24: Social status distribution

Profession	Frequency	Percentage
Student	50	46.7%
Employee	43	40.2%
Entrepreneur	4	3.7%
Business owner or manager	8	7.5%
Retired	0	0.0%
Unemployed	2	1.9%
Total	107	100.0%

Source : Developed using Excel data.

Figure III.32: Social statuts distribution



Source: Developed using Excel data.

Comment: As previously noted, most of the people interviewed are young people. Following the distribution illustrated in the figure above, we note that students represent the majority with a rate of 46.7%, followed by employees with a rate of 40.2% while Business owners and managers represent 7.5%. Furthermore, 3.7% are entrepreneurs, 1.9% are unemployed and 0% are retired.

B. Cross sorting

Question 12: What type of content published on DDA's social networks interests you the most?

Question 15: The level of agreement or disagreement with the themes associated with DDA

(see appendix N °17)

Comment: We notice a variety of degrees of agreement from the people that follow DDA. But globally the respondents that are interested by different types of content, that carry the brand messages of DDA, agree with themes associated with the brand at a rate of 58%.

The small portion of people who disagree with the associations to DDA are of only 13%.

Question 12: What type of content published on DDA's social networks interests you the most?

Question 15: The level of agreement or disagreement with the themes associated with DDA

(see appendix N °18)

Comment: For the non-followers of DDA, we notice that the percentage of respondents that are interested by different types of DDA's content and agree with themes associated with the brand is at a rate of 45%, thus lower than the those of the followers of DDA that is at a rate of 58%.

The portion of people who disagree with the associations to DDA are of 20% which is relatively higher than the 13% of DDA's followers.

III. Interpretation of results and recommendations

A. Summary of the results

Out of the 107 respondents:

- 63% are females.
- 86% are young adults between 20 to 35 years old.
- 47% are students and 41% are employees.

In terms of social networks, we found the following results:

- 94% of respondents spend at least 1 hour per day on social networks.
- All respondents have at least one account on social networks, with Instagram being the most used at 82%, then Facebook at 62% then LinkedIn at 60%.
- At least 70% of people use social networks to either keep up with the news or for entertainment reasons. And over 40% of them use them to either work, have news about brands and/or products and, to make purchases, which proves the great importance of social networks for companies.
- Almost half of our sample do not follow any of the brands mentioned. But 49% of the sample follow the company Hamoud Boualem, 35% Cevital and 29% Groupe Bimo Algeria. We notice the absence of direct competitors of DDA on the top 3.
- At least 30% follow these brands to discover new offers and to keep up with the news of the company, another portion of 29% follow them to know about job offers.
- Most of the respondents confirm that they have a positive perception of a brand when it is present on social networks, thus agreeing that a brand that is present on social media means that it is trendy and up to date, that it wants to accompany its consumers and to listen, and 80% agreed that it seeks notoriety and to be known.
- In addition, to the positive perception a brand's presence on social media, 70% disagreed with the proposition that states: a brand is present on social media to hide its lack of quality and 38.5% disagreed that it is imitating competitors by its presence.

In terms of DDA's presence on social networks, we found the following results:

- **Followers of DDA:**

- The followers of DDA on its social networks represent 35% of our sample.
- Most people follow DDA on both of its networks.
- The video format is the most liked format on DDA's social network.
- 92% of people find DDA's content on its social networks interesting.
- The followers of DDA in our sample have faith in brands thus 90% are influenced by what is on a brand's page and over 35% of them by what their employees say.
- The content that interests our sample the most on DDA's networks is the varied content and not always products related (usually healthy lifestyle or international days content) and recruitment and HR initiatives thus both obtaining a rate of 68%.
- We notice that the least interesting content, thus the least engaging, is Early Life nutrition content and the content about the company's social responsibility actions.
- 30% of the followers in our sample did not see the post about DDA's new claim.
- 45% of them find that DDA is faithful to the claim.
- The associations made to the brand, DDA, by the followers are positive. The sum of ratings, according to the degree of agreement, are of 72% for those who agree with the associations. Thus, making the perceived brand image of DDA close to the desired brand image.
- When crossing the interest of posts with the degree of agreement, we found that 58% of respondents that are interested in different types of content, that carry the brand messages of DDA, agree with themes associated with the brand.

- **Non-followers of DDA:**

- The non-followers of DDA on its social networks represent 65% of our sample.
- Almost half of the respondents do not follow DDA because they have no interest in the company and at least 30% don't because they find DDA not visible, or they don't know it is present on social networks.
- Contrary to the followers of DDA, the perception of the non-followers of DDA on a brand is influenced mostly by the e-reputation of the latter by a rate of 68%, then

by what is said on the pages of the company at a rate of 59%. It is important to note that 32% said their perception can be influenced by the sponsored posts of a brand.

- Similar to the fans of DDA from our sample, the varied content and HR and job opportunities content both ranked on top of content that sparks the interest, or could interest, the non-followers of DDA with a rate of 62% each.
- The least interesting, therefore engaging content, for them is H'lib Dzair content and content about the roles of Danoners, these two interested a maximum of 27% people each. As opposed to the followers, where at least 52% of them find the two types of content interesting.
- There's 13% of non-followers who have seen the post of DDA on its new claim, this could be related to the sponsoring of the post since it had an estimated reach of +1.5M.
- A total 18% of the non-followers of DDA from our sample find it to not be faithful to this claim and only 12% of them find it faithful.
- Only 50% of them agree with the associations made to DDA as opposed to 72% from the followers.
- When crossing the interest of posts with the degree of agreement, we found that the 45% of the non-followers of DDA agree, thus lower than the 58% of the followers of DDA.
 - Also, when crossing the same questions, the portion of people who disagree are of 20% which is relatively higher than the 13% of DDA's followers. Thus, the messages within the content of DDA isn't effectively delivered to them.

B. Validation of the hypotheses

Taking into consideration the summary of the results of the quantitative survey, we can see how a social media communication is an opportunity for companies, they are ought to start, that is if they haven't already, to integrate the digital factor in their communication strategies. Companies must understand the importance of building the perfect combination of levers and channels headed by a structured strategy to reach their objectives and to reach their specified target audiences. Not only that, but digital communication on social media allows companies to improve their brand image and to be in touch with their consumers by listening and adapting their offers and thus communication accordingly. Next, we will shed the light on our various research hypotheses:

Hypotheses	Results	Validation
Hypothesis 1: Social media communication positively influences the perceived brand image.	Based on the answers of the questionnaire, we conclude that adopting a social media communication brings the brand closer to its consumers on many levels thus positively influencing their perception of the brand.	<i>Accepted</i>
Hypothesis 2: Social media communication is effective in delivering the brand message.	Based on the cross-sorting analysis and the comparison between the replies of followers and non-followers of DDA, we found that social media communication is effective in delivering the brand messages through its content.	<i>Accepted</i>
Hypothesis 3: Social media communication anchors brand values in the minds of audiences.	The results of the questionnaire do not qualify as enough to confirm that social media communication contributes to positively anchoring brand values in the minds of consumers.	<i>Rejected</i>

C. Suggestions and recommendations

- Nowadays, it's necessary for companies to integrate digital in their communication, in particular social media since not only it has become the first point of contact for a large number of people, but it also provides customers with an opportunity to interact with the brand and it gives them a chance to share their opinions.
- With the fast development of the digital field, it is important for brands to explore different levers and channels and format (e.g.: video format) in order to keep up with the changes and reach their targets.
- DDA's big challenge is to translate the vision OPOH, via its claim, and connect it to the Algerian context and make it story that resonates with Algerians. This can be done by building an authentic and emotional connection to make the brand more liked and develop its brand image.
- The potential targets of DDA are influenced by the e-reputation of the brand so it is necessary to monitor the various social media platforms and spot the posts about DDA as well as work to create opportunities to be on the owned and shared media.

- The missions of DDA are multiple, which explains variety of brand messages. This is why following a structured editorial calendar contributes to delivering the right messages to the right targets in the right time.
- Reduce the pace of themes that seem less engaging such as ELN and rather support them with targeted sponsorship.
- We found that the targets and potential targets of DDA are present on other platforms, so we must ensure that the brand is present on other social media like YouTube, Instagram.
- We also found that DDA does not own a website at the moment, website serve as a great tool for trust between consumers and a brand, they provide clear and structured information about the company, its values, and its mission. That is why DDA should invest in website.
- At DDA, people are at the centre of its concerns. Therefore, it is important to highlight DDA in terms of quality, employer brand, CSR and mutual aid, the communication themes to which the DDA community seems very receptive.
- From the comment section of the questionnaire, we noticed the lack of a customer service line. DDA should provide a reliable line, this is to preserve the e-reputation of the brand by avoiding bad ratings and. limiting bad buzz possibilities

CONCLUSION

In the recent years, consumption patterns have changed profoundly. Today, the digital field is becoming more and more prominent and is considered a powerful communication channel. For companies, being present online has become essential. Social media have now become an ally of companies' communication strategies. To this end, brands are increasingly relying on modern communication policies, using new channels to be known and loved by their customers.

To stand out from the crowd of companies, the brand needs to identify the touch points along the target's journey where the brand can make the strongest connection. The case of Danone Djurdjura Algeria is proof of this, the presence of this company on social networks has enabled it to meet the expectations of its customers quickly and to develop a lasting relationship by strengthening its sympathy capital.

It is for this reason that we found it interesting to address the subject of our research theme: the impact of digital communication via social media on brand image. The objective was to highlight the impact its role in delivering brand messages and anchoring brand values. We then developed our work plan in order to respond to the main problematic of our research theme which is "How does social media communication affect a company's brand image?"

Based on the results obtained from the study that we carried out, we were able to detect the importance of a digital communication, particularly on social media, for companies. And the role of a social media plan for a famous and authentic brand, that is a leader in its sector, and its impact on the perceived brand image.

Thus, we can evaluate our hypotheses through the analysis and interpretation of the results:

Hypothesis 1: Social media communication positively influences the perceived brand image.

Referring to the quantitative study, we could see that social networks play a key role for companies, the impact they have on the perceived image of the brand is considerable, thus including them in a digital communication has become imperative. It really reflects the brand's values and messages as it helps to build a lasting relationship the brand and customers.

Hypothesis 2: Social media communication is effective in delivering the brand message.

According to DDA's 2021 social network presence and the quantitative study, we can say that choosing the right communication themes make social media communication effective in delivering the brand message, thus reinforcing the right associations with the brand.

Hypothesis 3: Social media communication anchors brand values in the minds of audiences.

From the first hypothesis we understand that social media communication positively influences the perceived brand image and reflects brand values. But the results of our survey don't qualify as significant to know whether or not the values are anchored in the minds of audiences.

Overall, we can say that the presence of DDA on Facebook and LinkedIn has reinforced the image conveyed by the brand, reflected in the interactions between fans and the page, as well as in the different themes of the publications shared by the brand.

Nevertheless, during our internship, we encountered many difficulties that contributed to the limitations of our research work, such as:

- The host organization is a communication agency, so we were faced with a lack of information about the client.
- The difficulty of communication to reach our target of study (the different targets of corporate communication) when launching the questionnaire.

Digital communication has an impact on several variables, consumer behaviour, purchase decision, sales, reputation ... etc. Thus, constituting a very broad field of study. We hope that the ideas presented in this thesis remain open to other enrichments and research work to improve or further complete this modest work.

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Appendix N °01: Section 01 of the questionnaire.

L'impact de la communication digitale via les réseaux sociaux sur l'image de marque

Dans le cadre de la préparation d'un mémoire de fin de cycle en vue de l'obtention d'un Master en Sciences Commerciales, option Marketing à l'École des Hautes Études Commerciales d'Alger, portant sur "L'impact de la communication digitale via les réseaux sociaux sur l'image de marque".

Nous vous prions de bien vouloir consacrer quelques minutes de votre temps pour répondre à ce questionnaire. Les données recueillies sont confidentielles et anonymes et seront uniquement utilisées dans le cadre d'un mémoire académique.

Nous vous remercions d'avance pour votre précieuse collaboration à la réalisation de cette étude.

 kenza.zlr@gmail.com (non partagé) [Changer de compte](#)

 Brouillon restauré

*Obligatoire

1. Quel est le nombre d'heure(s) que vous passez par jour sur les réseaux sociaux ? (une seule réponse possible) *

- Moins d'une heure
- Entre une heure et 3 heures
- Entre 3 heures et 6 heures
- Entre 6 heures et 9 heures
- Plus de 9 heures

2. Quels réseaux sociaux utilisez-vous le plus? (plusieurs réponses possibles) *

- Facebook
- Instagram
- LinkedIn
- Twitter
- Snapchat
- Tiktok
- Youtube

3. Quelles sont les raisons de votre utilisation de ces réseaux sociaux ?
(plusieurs réponses possibles) *

- Divertissement
- Discuter avec les proches et faire de nouvelles rencontres
- Travailler, trouver des clients ou des prestataires
- S'informer sur les actualités
- Se renseigner sur des marques
- Acheter des produits
- Faire partie des communautés et des groupes

4. Quelles sont les entreprises que vous suivez sur les réseaux sociaux ? *
(plusieurs réponses possibles)

- Hamoud Boualem
- Laiterie Soummam
- Groupe Cevital
- Tchir-Lait Candia
- Bel Algérie
- PROMASIDOR DJAZAIR
- Groupe Bimo Algérie
- Hodna lait
- Aucune de ces entreprises

5. Pourquoi suivez-vous ces entreprises ? (plusieurs réponses possibles) *

- Connaître l'actualité économique et sociétale de l'entreprise
- Montrer que vous êtes fan de l'entreprise
- Suivre les offres de recrutement
- Partager des idées pour améliorer l'entreprise
- Découvrir de nouveaux produits
- Profiter de bons-plans ou de jeux concours
- Contacter le service après-vente ou le service consommateur de l'entreprise
- Se plaindre d'une mauvaise expérience
- Partager une expérience positive
- Je ne suit aucune de ces entreprises sur les réseaux sociaux

6. Une marque qui est présente sur les réseaux sociaux signifie pour vous : (une seule réponse par ligne) *

	Pas du tout d'accord	Pas d'accord	Ni en désaccord ni d'accord	D'accord	Tout à fait d'accord
C'est une marque tendance, d'actualité et qui propose toujours des nouveautés	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C'est une marque leader (une marque dominante, visible, forte)	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C'est une marque qui cherche à cacher son manque de qualité	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
C'est une marque à l'écoute des consommateurs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
C'est une marque qui cherche à augmenter son chiffre d'affaires	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
C'est une marque qui veut se faire connaître	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Une marque est présente juste pour être comme les autres marques	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Êtes-vous abonnés au réseaux sociaux de : Danone Djurdjura Algérie ? (une seule réponse possible) *

- Oui
- Non

Suivant

[Effacer le formulaire](#)

Appendix N °02: Section 02 of the questionnaire.

Cas de Danone Djurdjura Algérie : Vous êtes abonné

Nous vous prions de bien vouloir répondre aux questions suivantes :

8. Vous êtes abonné sur quels réseaux sociaux de : Danone Djurdjura Algérie ? *
(une seule réponse possible)

- Facebook
- LinkedIn
- Facebook & LinkedIn

9. Quel format de publications de Danone Djurdjura Algérie appréciez vous le plus? (une seule réponse possible) *

- Les publications statique
- Les publications en carrousel
- Les publications animée (GIF)
- Les publications en vidéo

10. Sur une échelle de 1 (Pas du tout intéressant) à 5 (Extrêmement intéressant), *
pourriez-vous évaluer le contenu de Danone Djurdjura Algérie ?

- 1 2 3 4 5
- Pas du tout intéressant Extrêmement intéressant

11. Votre perception d'une marque est influencé par : (plusieurs réponses possibles) *

- Les informations publiées sur la page officielle de la marque
- Les publications de vos amis sur la marque
- Le-réputation de la marque (ce qui se dit sur la marque dans les pages & groupes)
- Le nombre de personnes qui suivent la marque
- Les employés de cette marque
- Les publications sponsorisées de la marque

12. Quel est le type de contenu publié sur les réseaux sociaux de Danone Djurdjura Algérie qui suscite votre intérêt ? (plusieurs réponses possibles)



Contenu varié et pas toujours lié aux produits



Contenu valorisant les attributs nutritionnels et qualité des produits existents et des nouveaux produits



Contenu sur le programme H'lib Dzair et l'accompagnement des éleveurs



Contenu sur ses initiatives avec les femmes pour contribuer à construire une économie plus inclusive



Contenu valorisant la contribution, le rôle et les missions de ses employés au quotidien



Contenu valorisant la nutrition infantile saine



Contenu à dimension environnementale et sociétale sur des actions collaboratives, de sensibilisation et d'entraide



Contenu sur les opportunités de recrutement et initiatives pour attirer de nouveaux talents

13. Avez vous déjà aperçu cette publication sur le claim (la déclaration) " Notre mission est de préserver la santé de ceux qui vous sont chers " : (une seule réponse possible)



Danone Djurdjura Algérie (DZ) ✓

28 mars 2021 · 🌐

...

مهمتنا هي الحفاظ على صحة الناس الأقرب إلى قلوبكم والعناية بهم. بتجلى التزامنا كل يوم من خلال منتجات الألبان الطازجة وكذا تغذية الرضع والتغذية الطبية.

La mission que nous nous sommes donnée est d'entretenir et de prendre soin de la santé de ceux qui vous sont chers. Notre engagement se manifeste chaque jour à travers nos produits laitiers frais ainsi qu'à travers la nutrition infantile et médicale.

[Voir la traduction](#)



Oui

Non

14. Sur une échelle de 1 (Pas du tout fidèle) à 5 (Extrêmement fidèle) , quel est, selon vous, le degré de fidélité de Danone Djurdjura Algérie à cette déclaration ?

1

2

3

4

5

Pas du tout fidèle

Extrêmement fidèle

15. Veuillez indiquer ci-dessous votre degré d'accord ou de désaccord avec les thématiques associées à Danone Djurdjura Algérie : (une seule réponse par ligne)

	Pas du tout d'accord	Pas d'accord	Ni en désaccord ni d'accord	D'accord	Tout à fait d'accord
Santé et bien être	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Alimentation innovante	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ingrédients de qualité	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Bon prix	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Saveurs / goût	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responsabilité environnementale	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Confiance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Engagement societal et solidaire	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Production locale et durable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Marque employeur	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Rigueur et intégrité	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Participation au développement économique	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

16. Avez vous des remarques ou des suggestions concernant les pages de Danone Djurdjura Algérie sur Facebook ou LinkedIn ?

Votre réponse

[Retour](#)

[Suivant](#)

[Effacer le formulaire](#)

Appendix N °03: Section 03 of the questionnaire.

Cas de Danone Djurdjura Algérie : Vous n'êtes pas abonné

Nous vous prions de bien vouloir répondre aux questions suivantes :

8. Quelles sont les raisons pour lesquelles vous ne suivez pas Danone Djurdjura Algérie sur les réseaux sociaux? (plusieurs réponses possibles) *

- Vous ne connaissez pas l'entreprise
- L'entreprise n'est pas visible sur les réseaux sociaux
- Le contenu proposé n'est pas pertinent
- Vous n'avez aucun intérêt pour l'entreprise
- Vous ne savez pas que l'entreprise existe sur les réseaux sociaux

9. Votre perception d'une marque est influencé par : (plusieurs réponses possibles) *

- Les informations publiées sur la page officielle de la marque
- Les publications de vos amis sur la marque
- L'e-réputation de la marque (ce qui se dit sur la marque dans les pages & groupes)
- Le nombre de personnes qui suivent la marque
- Les employés de cette marque
- Les publications sponsorisées de la marque

10. Quel est le type de contenu publié sur les réseaux sociaux de Danone Djurdjura Algérie qui pourrait susciter votre intérêt ? (plusieurs réponses possibles)



Contenu varié et pas toujours lié aux produits



Contenu valorisant les attributs nutritionnels et qualité des produits existents et des nouveaux produits



Contenu sur le programme H'lib Dzair et l'accompagnement des éleveurs



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Contenu valorisant la contribution, le rôle et les missions de ses employés au quotidien



Contenu valorisant la nutrition infantile saine



Contenu à dimension environnementale et sociétale sur des actions collaboratives, de sensibilisation et d'entraide



Contenu sur les opportunités de recrutement et initiatives pour attirer de nouveaux talents

11. Avez vous déjà aperçu cette publication sur le claim (la déclaration) " Notre mission est de préserver la santé de ceux qui vous sont chers " : (une seule réponse possible)



Danone Djurdjura Algérie (DZ)

28 mars 2021

مهمتنا هي الحفاظ على صحة الناس الاقرب إلى قلوبكم والعناية بهم. يتجلى التزامنا كل يوم من خلال منتجات الألبان الطازجة وكذا كعذية الرضع والكعذية الطبية.

La mission que nous nous sommes donnée est d'entretenir et de prendre soin de la santé de ceux qui vous sont chers. Notre engagement se manifeste chaque jour à travers nos produits laitiers frais ainsi qu'à travers la nutrition infantile et médicale.

Voir la traduction



Oui

Non

12. Sur une échelle de 1 (Pas du tout fidèle) à 5 (Extrêmement fidèle), quel est, selon vous, le degré de fidélité de Danone Djurdjura Algérie à cette déclaration ?

1 2 3 4 5

Pas du tout fidèle

Extrêmement fidèle

13. Veuillez indiquer ci-dessous votre degré d'accord ou de désaccord avec les thématiques associées à Danone Djurdjura Algérie : (une seule réponse par ligne)

	Pas du tout d'accord	Pas d'accord	Ni en désaccord ni d'accord	D'accord	Tout à fait d'accord
Santé et bien être	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alimentation innovante	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ingrédients de qualité	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bon prix	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Saveurs / goût	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responsabilité environnementale	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Confiance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Engagement societal et solidaire	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Production locale et durable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marque employeur	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rigueur et intégrité	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participation au développement économique	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Avez-vous des commentaires à ajouter ?

Votre réponse _____

[Retour](#)

[Suivant](#)

[Effacer le formulaire](#)

Appendix N °04: Section 04 of the questionnaire.

Informations personnelles

Nous vous prions de bien vouloir nous communiquer les informations suivantes :

17. Genre *

Femme

Homme

18. A quelle tranche d'âge faites-vous partie? *

Moins de 20 ans

Entre 20 - 25 ans

Entre 25 - 35 ans

Entre 35 - 45 ans

Plus de 45 ans

19. Quelle est votre catégorie socio-professionnelle? *

Etudiant(e)

Employé(e)

Entrepreneur(se)

Chef d'entreprise ou cadre

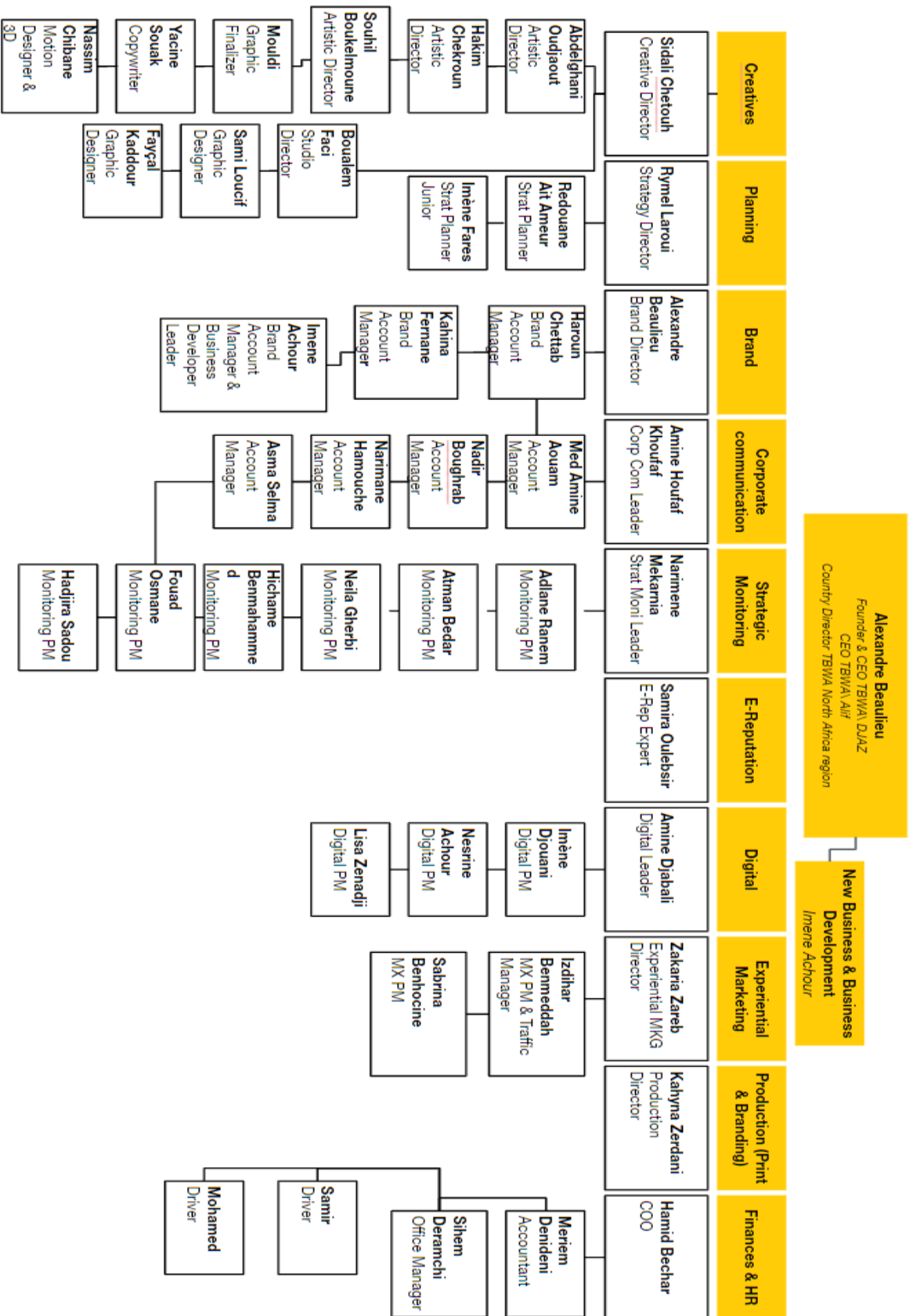
Retraité

Sans emploi

Fin du questionnaire, nous vous remercions pour vos réponses.

[Retour](#) [Envoyer](#) [Effacer le formulaire](#)

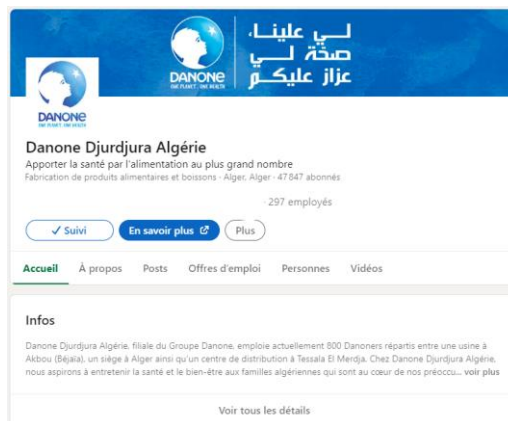
Appendix N °05 : TBWA/ DJAZ's organisation chart.



Appendix N °06: DDA's Facebook Page.



Appendix N °07: DDA's LinkedIn Page.



Appendix N °8: DDA'S post on its new claim



Appendix N °09: Example of DDA's content (HR)

 Danone Djurdjura Algérie (DZ) ***
23 septembre 2021 · 🌐

Chez Danone Djurdjura Algérie, chaque collaborateur a une chance égale d'apprendre et de se développer, quelque soit son poste et son niveau. Trouvez votre stage et venez rejoindre nos équipes en déposant votre cv sur 📧
recrutement.algerie@danone.com

عند دانون جرجرة الجزائر ، يتمتع كل موظف بفرصة متساوية للتعليم والتطوير ، مهما كان موقعه ومستواه.
👉 بحث عن تدريبك وانضم إلى فريقنا من خلال نشر سيرتك الذاتية على
recrutement.algerie@danone.com

#OnePlanetOneHealthByYou #LifeAtDanone #stage #DanoneDz
[Voir la traduction](#)



Appendix N °10: Example of DDA's content (varied content)

 Danone Djurdjura Algérie (DZ) ***
24 janvier 2021 · 🌐

من المهم أن تنتبه إلى نظامنا الغذائي ، خصوصاً في هذا الوقت من السنة عندما نميل لأكل كثيراً . حافظوا على رطوبتكم وركزوا على الفواكه التي تعتبر مصادر مهمة للفيتامينات والألياف.
Il est important de faire attention à notre alimentation, surtout en cette période de l'année où l'on a tendance à beaucoup manger. Hydratez-vous et privilégiez les fruits qui sont des sources importantes de vitamines et de fibres
#OnePlanetOneHealth #DanoneDz .fibres

[Voir la traduction](#)



Appendix N °11: Example of DDA's content (Danoners' roles)



Appendix N °12: Example of DDA's content (H'lib Dzair)



Appendix N °13: Example of DDA's content (ELN)



Appendix N °14: Example of DDA's content (Quality)



Appendix N °15: Example of DDA's content (CSR)

Danone Djurdjura Algérie (DZ) 11 août 2021

تم إطلاق حملة واسعة لتوزيع الأغذية والمنتجات الصيدلانية في المناطق المتضررة. نود أن نشكر جميع الأطراف المشاركة على دعمهم ومساعدتهم القيمة.

Une campagne d'acheminement de denrées alimentaires ainsi que des produits pharmaceutiques vient d'être lancée dans les régions sinistrées. Nous tenons à remercier l'ensemble des intervenants pour leur soutien et l'aide précieuse apportée.

#DanoneDz #Sa7atLa3zaz

Voir la traduction



Appendix N °16: Example of DDA's content (Women's empowerment)

Danone Djurdjura Algérie (DZ) 13 septembre 2021

Les équipes de H'lib Dzair sont très fières de participer au projet Women's empowerment du Fonds Danone pour l'écosystème. Nous sommes heureux de célébrer ensemble les 27 femmes qui contribuent à construire une économie plus inclusive et durable dans le monde. Découvrez ici le témoignage de Nesrine Abderrahim, conseillère technique agricole dans le programme H'lib Dzair.

<https://bit.ly/3goX9yM>

تعز فرح حليب دزير بالمشاركة في مشروع "تمكين المرأة" التابع لصندوق دانون للنظم البيئية. ويسرنا أن نحتفل معاً بـ 27 امرأة يساعدن على بناء اقتصاد أكثر شمولاً واستدامة في جميع أنحاء العالم. اكتشفوا هنا شهادة نسرين عبد الرحيم، مستشارة تقنية في برنامج حليب دزير.

<https://bit.ly/3goX9yM>

#DanoneDz #HlibDzair #womenempowerment #danone

Voir la traduction



Appendix N °17: Cross sorting N °01

Table: cross-sorting of the most interesting content and the degree of agreement with the associations to DDA for the followers of DDA.

The level of agreement or disagreement with the themes associated with DDA		What type of content published on DDA's social networks interests you the most?																					
		Content with an environmental and social dimension on collaborative and mutual aid actions	Content on the H1ib Dzair program and the support of farmers (Breeders)	Content on recruitment opportunities and initiatives to attract new talent	Content about its initiatives with women to build a more inclusive economy	Content that values the contribution, role, and missions and its employees on daily basis	Content promoting Early Life Nutrition (ELN)	Content promoting the nutritional and quality attributes of existing and new products	Varied and not always product related content	Total													
Agree	Neither agree nor disagree	Disagree	Totally disagree	Totally agree	Total	Fre.	%	Fre.	%	Fre.	%	Fre.	%	Fre.	%	Fre.	%	Fre.	%				
13	7	4	1	5	30	13	39,4%	19	57,6%	24	72,7%	17	51,5%	19	57,6%	12	36,4%	18	54,5%	23	69,7%	145	38%
19	15	7	2	8	51	19	57,6%	15	57,7%	6	66,7%	3	33,3%	5	55,6%	4	44,4%	5	55,6%	7	77,8%	41	11%
24	19	6	2	14	65	24	72,7%	19	73,1%	14	70%	1	33,3%	1	33,3%	1	33,3%	1	33,3%	2	66,7%	11	3%
17	11	3	1	9	41	17	51,5%	11	42,3%	9	45%	1	33,3%	1	33,3%	6	30%	10	50%	14	70%	79	21%
19	15	5	1	13	53	19	57,6%	15	57,7%	13	65%	1	33,3%	1	33,3%	1	33,3%	1	33,3%	2	66,7%	11	3%
12	10	4	1	6	33	12	36,4%	10	38,5%	6	30%	1	33,3%	1	33,3%	6	30%	10	50%	14	70%	79	21%
18	15	5	1	10	49	18	54,5%	15	57,7%	10	50%	1	33,3%	1	33,3%	10	50%	10	50%	14	70%	79	21%
23	17	7	2	14	63	23	69,7%	17	65,4%	14	70%	2	66,7%	2	66,7%	14	70%	14	70%	14	70%	79	21%
145	109	41	11	79	385	145	38%	109	28%	79	21%	11	3%	11	3%	79	21%	79	21%	79	21%	385	

Appendix N °18: Cross sorting N °02

Table: cross-sorting of the most interesting content and the degree of agreement with the associations to DDA for the non-followers of DDA.

		What type of content published on DDA's social networks interests you the most?																
		Content with an environmental and societal dimension on collaborative and mutual aid actions	Content on the Hlib Dzair program and the support of farmers (Breeders)	Content on recruitment opportunities and initiatives to attract new talent	Content about its initiatives with women to build a more inclusive economy	Content that values the contribution, role, and missions and its employees on daily basis	Content promoting Early Life Nutrition (ELN)	Content promoting the nutritional and quality attributes of existing and new products	Varied and not always product related content	Total								
		Fre.	%	Fre.	%	Fre.	%	Fre.	%	Fre.	%	Fre.	%	Fre.	%			
The level of agreement or disagreement with the themes associated with DDA																		
Agree	21	38,9%	15	27,8%	37	68,5%	23	42,6%	16	29,6%	20	0,37	23	42,6%	41	75,9%	196	32%
Neither agree nor disagree	24	0,4	16	26,7%	36	0,6	24	0,4	18	0,3	22	36,7%	26	43,3%	44	73,3%	210	34%
Disagree	9	0,31	7	24,1%	15	51,7%	11	37,9%	8	27,6%	9	0,31	11	37,9%	21	72,4%	91	15%
Totally disagree	3	0,25	4	33,3%	5	41,7%	3	0,25	4	33,3%	2	16,7%	3	0,25	11	91,7%	35	6%
Totally agree	7	25,9%	7	25,9%	21	77,8%	8	29,6%	7	25,9%	7	25,9%	10	0,37	22	81,5%	89	14%
Total	64	10,3%	49	7,9%	114	18,4%	69	11,1%	53	8,5%	60	9,7%	73	11,8%	139	22,4%	621	

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