

Ecole des Hautes Etudes Commerciales



Thesis submitted in partial fulfillment of the requirements

For a Master's degree in commercial Sciences

Major: Marketing

Topic:

**The Efficiency of Digital Marketing Strategy in the
Implementation of a transportation network company in Algeria.**

Case study: OUIGO ALGERIE

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7th Promotion

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Dedication

This work is dedicated to GN

Acknowledgments.

I thank all who in one way or another contributed in the completion of this Master's dissertation. First, we give thanks to God almighty for protection and ability to do work.

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Thank you all.

Abstract:

The Companies and clients of today communicate interactively and instantly through social media, websites, mobile applications, and emails etc... The customer collects more information online about the brands available in order to be able to compare clearly the different products available in the market, and then choose the product which provides more satisfaction.

Transportation industry has changed radically through time; everybody today can call a private driver themselves at home easily using amazing and inexpensive Software with one simple click. Everything is digital, the transportation industry is almost entirely online and yesterday's ticket is replaced by today's phone click.

Years ago, people used to keep on waiting for transportation. Nowadays, they can track their transport and schedule accordingly. They are getting information about the traffic and delay time, which it can be used productively as well as traveling time, is calculated to arrive.

This Digital transformation has given power to track and monitor transportation, the Transport Industry Focuses more and more about the Digital Image, Number of Facebook, Instagram interactions, likes and Followers... website Subscribers and complains, and this is the main role of Digital marketing, getting as much Fan and good feedback as it can from the whole community to grow bigger, win market shares, and be closer to customers.

This Master's dissertation is divided into three chapters that speak mainly about the concept of digital marketing in the first one, Digital Marketing Tools in the second one and the last chapter deals with the efficiency of the digital marketing strategy in the implementation of a new TNC company in Algeria OUIGO ALGÉRIE.

Key Words:

Social networks, social media, digital marketing, web, digital tools, target, brand, efficiency, reputation, indicators, customers, TNC, SEO, transportation industry.

Résumé:

Les entreprises et les clients d'aujourd'hui communiquent de manière interactive et instantanée via les médias sociaux, les sites Web, les applications mobiles et les e-mails, etc... Le client recueille plus d'informations en ligne sur les marques disponibles afin de pouvoir comparer clairement les différents produits disponibles sur le marché, puis choisir le produit qui offre plus de satisfaction.

L'industrie des transports a radicalement changé au fil du temps; tout le monde aujourd'hui peut appeler un chauffeur privé lui-même à la maison facilement en utilisant un logiciel étonnant et peu coûteux en un simple clic. Tout est numérique, l'industrie du transport est presque entièrement en ligne et hier le ticket d'hier est remplacé par le clic téléphonique d'aujourd'hui.

Il y a des années, les gens attendaient toujours le transport. De nos jours, ils peuvent suivre leur transport et planifier en conséquence. Ils obtiennent des informations sur le trafic et le temps de retard, qui peuvent être utilisés de manière productive ainsi que le temps de trajet, calculé pour arriver. Cette transformation numérique a donné le pouvoir de suivre et de surveiller les transports, l'industrie du transport se concentre de plus en plus sur l'image numérique, le nombre de Facebook, les interactions Instagram, les likes et les suiveurs du site Web Abonnés et se plaignent, et c'est le rôle principal du marketing numérique, obtenir autant de fans et de bons commentaires que possible de la part de toute la communauté pour grandir, gagner des parts de marché et être plus proche des clients.

Cette thèse de Master est divisée en trois chapitres qui parlent principalement du concept de marketing digital dans le premier, les outils de marketing numérique dans le second et le dernier chapitre traite de l'efficacité de la stratégie de marketing numérique dans la mise en œuvre d'une nouvelle Société VTC en Algérie OUIGO Algérie

Mots clés:

Réseaux sociaux, Social media, marketing digital, Web, outils, cible, marque, efficacité, réputation, indicateurs, les fans, Label discographique, EDM, industrie de la musique

تتواصل الشركات والعملاء اليوم بشكل تفاعلي وفوري من خلال وسائل التواصل الاجتماعي والمواقع الإلكترونية وتطبيقات الجوال ورسائل البريد الإلكتروني وغيرها... يقوم العميل بجمع المزيد من المعلومات عبر الإنترنت حول العلامات التجارية المتاحة من أجل أن يتمكن من مقارنة المنتجات المختلفة المتاحة في السوق بشكل واضح ، ثم يختار المنتج الذي يوفر المزيد من الرضي.

تغير مجال المواصلات تغيرا جذريا عبر الزمن؛ فقد شهدت تجارة النقل تغيرا كليا. يمكن للجميع اليوم استدعاء سائق خاص بأنفسهم في المنزل بسهولة باستخدام برامج سهلة وغير مكلفة بنقرة واحدة بسيطة. كل شيء أصبح رقمي، صارت المواصلات كلها تقريبا على الانترنت حيث تم استبدال تذكرة الأمس بنقرة على الهاتف اليوم.

قبل سنوات، كان الناس يستمرون في انتظار وسائل النقل أما في الوقت الحاضر، فصار بالإمكان تتبع المواصلات والجدول الزمني وفقا لذلك. من الممكن الحصول على معلومات حول حركة المرور وتأخيرات المواصلات ، والتي يمكن استخدام وقت الانتظار بشكل منتج و فعال.

وقد أعطى هذا التحول الرقمي السلطة لتتبع ومراقبة النقل، و صارت شركات المواصلات تركز أكثر وأكثر حول الصورة الرقمية، وعدد ممتبعي الفايسبوك، والتفاعلات اينستاگرام، وما يحب المتابعين...الح، الموقع المشتركين ويشكو ، وهذا هو الدور الرئيسي للتسويق الرقمي ، والحصول على أكبر قدر من المعجبين وردود فعل جيدة كما يمكن من المجتمع بأكمله لتنمو أكبر ، والفوز بأسهم السوق ، ويكون أقرب إلى العملاء.

وتنقسم رسالة الماجستير هذه إلى ثلاثة فصول تتحدث بشكل أساسي عن مفهوم التسويق الرقمي في الأول ، أدوات التسويق الرقمي في الثاني ويتناول الفصل الأخير كفاءة استراتيجية التسويق الرقمي في إنشاء شركة جديدة للمواصلات في الجزائر.

الكلمات المفتاحية:

الشبكات الاجتماعية، التسويق الرقمي، شبكة، أدوات، هدف، عالمة، وسائل الاعلام الاجتماعية، فعالية، السمعة مؤشرات، الموسيقى، شركات النشر.

Abbreviation	Signification
TNC	Transportation Network Company (VTC in French)
NICT	New Information and communications technology.
SEO	Search Engine Optimization.
SEA	Search Engine Advertising.
SEM	Search Engine Marketing.
SMO	Social Media Optimization
POD	Points of Difference.
POP	Points of Parity.
API	Application Programming Interface.
CRM	Customer relationship management.
SWOT	Strength, Weaknesses, Opportunities, Threats.
ROI	Return On Investments.
GGGA	Give, Give, Give, And Ask.
KPI	Key Performance Indicators.

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INTRODUCTION

Introduction

In a world where consumers are becoming more and more demanding, and in an environment where their behavior is changing, companies have no other choice than to adapt in order to survive and increasingly capture the consumer's attention.

Today, the means of communication that exist are becoming digital. The emergence of the web 2.0 has changed and disrupted consumer behavior, turning them from passive and inactive spectators to information into active actors who can influence other consumers as well as business strategies. Communication is impacted by the digital revolution, we talk more about traditional one-way communication where companies spend their advertising spots on television channels or on paper media and whose efficiency is only calculated according to the turnover achieved. We have entered a whole new dimension, that of digital communication which allows companies to follow their communication companions in real time and gives them the possibility of carrying out maneuvers if necessary. Currently, the successful companies are those which have taken the step towards digitization and which have integrated the opportunities offered by the web in their digital marketing efforts.

The digital strategies of companies are becoming more and more sophisticated, and put the consumer at the center of their interests, which is how he obtained the status of Co-creator of value. Since digital marketing has made various tools available to its users, which are sometimes very inexpensive to attract and seduce, the ease of distributing messages allows marketers to find a place quickly by knowing how to use the appropriate tool. Therefore becomes indispensable and unavoidable in the life of organizations.

The competition in the transportation Industry is becoming harder, especially in the digital era as all the companies and their subsidiaries are becoming more and more digitalized and for a company to differentiate itself from its competitors, in today's digital transportation environment, the threat is high. Companies must not only compete with others about who becomes the leader and grow more. They also compete on who gets the satisfaction of the clients and acquire their loyalty because the conversion to competitors is just one click.

The purpose of our work is to try to understand the efficiency of digital marketing strategy in the implementation of a new transportation company in Algeria. To do so, we formulate the following central question:

How effective is the digital marketing strategy in the implementation of Transportation Network Company in Algeria?

To answer this central question we asked ourselves the following sub questions:

General Introduction

- Is the digital marketing approach the most efficient way in the implantation of a new Transportation Network Company?
- What is the most used digital tool by the Algerian customers?
- Does the digital marketing strategy allow developing an effective communicative relation with customers for a better understanding of their needs?

In order to provide some answers to these questions and based on our primary knowledge, we have proposed the following research hypotheses:

- H1: Digital marketing tools are more efficient than traditional marketing tools in the implementation of the transportation network company under study.
- H2: Social media is the most used tool by our sample of Algerian customers; in fact it's the most efficient tool for having more visibility online.
- H3: Digital marketing strategy allows developing an effective communicative relation with customers for a better understanding of their needs.

After presenting our research methodology and sequencing our survey, we will proceed to the analysis of the questionnaire and the treatment of the results.

Our work will be divided into three main chapters; each chapter will be divided into two sections.

We use in this work a descriptive approach for the theoretical chapters (1 and 2) of our study, through consulting articles, books and through examination of some appropriate documentation. For the last part of this work we use an analytical approach to analyze the implementation of theoretical concepts in the field during the internship, using a research tools which is a questionnaire by interviewing 220 individuals, the study will be made using the SPSS software that will help us analyzing data easily and quickly.

The first chapter will describe the necessity for the digital transformation of companies. We will also try to present in a detailed way the digital marketing, its definition and its evolution. We will also try to put the light on the emergence of digital marketing and its levers as well as the implementation of an effective digital marketing strategy.

The second chapter will allow us to discover the concept of digital strategy tools, first of all we clarify the emergence and generalities of levers used in the study by giving their presentation and all the benefits they can offer for individuals and companies. In addition, we will discuss their history until their appearance. We will also discuss their issues and the

General Introduction

Stages of setting up a digital strategy, and then we talk about measuring the effectiveness of the strategy on all levels.

The third chapter is titled "**The efficiency of digital marketing strategy in the implantation of Transportation Network Company in Algeria**", it will include the presentation of the company OUIGO, its website, and its presence on social media. We will highlight the methodological and practical approach of our study, as well as the results and conclusions to finish at the end with recommendations and suggestions that we propose for the company.

CHAPTER 1: DIGITAL MARKETING

Chapter 1: Digital Marketing

Introduction

Since the appearance of Internet, and through its massive use in our daily life, the world definitely changed, the online presence is a necessity for all firms... Currently, more and more companies are switching to a digital logic and try to exploit the huge potential of the web in their strategies... It is all about using the new information and communication technology (the famous NICTs¹) in every sector, at the service of a brand, a firm, a product ... etc. In this chapter, we will try to present in details the digital marketing, its definition, its evolution and its importance in today's world. We will see also how we structure the digital strategy and how we set goals and finally we will take a look at on how we measure the efficiency of the strategy.

1. Section 01: The emergence of digital marketing.

Through this section we are going to introduce digital, digital marketing, its definitions, history and its basic concepts, we will discuss the evolution and characteristics of digital marketing. Then, we will discuss about the impact of digital marketing strategy on the company. Finally, we will close this section with the 4Ps of Digital marketing.

1.1 Definition of Digital

The word digital comes from the English word “digit” which means number and means “digital”. The digital is information processing. The digital tools that allow us to process this information today are: computers, smartphones, tablets and smart TVs. Before we were in the analog era (TV, Radio or VCR), today we are in the digital era (PC, Smartphone, HD flat screen TV). The change from analog to digital is called digitization. The appearance of touchscreen phones with Steve Jobs' first was a real trigger for the digital revolution.²

The word "Digital" is mainly used in the communication and marketing sectors which are large users of Anglo-Saxon terms. Today, this term is part of our everyday language and more or less includes the same concepts as numerical; these two terms have extremely broad definitions.³

¹ NICT = New Information and communications technology

² <http://nattyseydi.com/cest-quoi-le-digital/> (28/02/2020, 09 :20)

³ <https://www.inboundvalue.com/blog/que-signifie-la-transformation-digitale-en-2000-mots> (28/02/2020, 09:30 h)

Chapter 1: Digital Marketing

According to the previous definitions we offer following definition:

The digital is the global and structured management of data flows within a company using tools. Consequently, a digital strategy consists in optimizing these flows by using existing numerical tools. This means in simple words that all exchanges of data represent a flux and that this exchange can register in a total logic and can be optimized. For instance, the feedbacks of the consumers, the management of the offer of job, the forms of requests customers, offer classes. All forms of rising and downward communications which exist within the firm.

1.1.1 The impact of digital on environment:

In 1998, we were talking about NICTs - New Information and Communication Technologies. In 2013, fifteen years later, some of these technologies continue to be seen as News while others have appeared and "Digital" has stolen the show and changed a lot of aspects on environment: ⁴

➤ **On the society:**

Digital revolutionized democracy and empowered the people, helping them to lead democratic revolutions, to develop social activism. The Digital gave power to the people => the people took it over => The Digital is then at the service of the new expectations of the people.

➤ **On the market:**

The Digital has given back the hand to the "Customer" , the Digital has given power to the "User" , and the Digital has opened areas of direct interaction with end customers:

As for Customers who are more informed and over-demanding, it is necessary to make and to speak plainly; The Company finds itself faced with the fundamentals of customer relations: giving, justifying and proving the value, meaning and quality of its products / services.

⁴ <https://www.journaldunet.com/ebusiness/expert/55826/le-digital--une-transformation-de-l-entreprise-au-service-d-une-vision-360.shtml> (28/02/2020, 10:35)

A new profile of Prospects has appeared: Users of brand digital tools. These Users can be considered as prospects already integrated into the worlds of brands: they are not consumers but they can prove to be true Fans or, conversely, they can oppose a brand. They intervene in the social and functional sphere of brands, give a point of view, like a photo, share a status, and download a mobile app...

for example : The user of a mobile app SOS Emergency, sponsored and produced by a health insurance which is not his.

Moreover, a B2B firm which has been operating with professionals, now has several possible direct contact points with the final customer, and can develop an approach B2B2C in a collaborative mode with his partners. eg: Via Website, its social networks... Digital is the end of the ostentatious advertising messages and broken commitments! It is a return to the values and to the respect of the customer defined henceforth as a member of a tense marketing territory, become a “Social territory”, where the brand must obtain that engagement itself and establishes close links on the networks.

The territory is wider while communication must be even finer to attract a more demanding user: one of the solutions is to personalize the relationship. This is where analytical tools come into play and new jobs are created to target communities or an individual directly. Digital is therefore a transformation of the company in the service of a 360 vision of the customer and of the user.

➤ **On the company:**

In terms of process and management, we are in a high-level technological environment where to help the user to better understand the tools, it is useful to be a technology expert yourself. To be able in this high-speed digital world to adapt, to understand, to seize innovation opportunities quickly and to be visionary.

Speed is a key success factor. Therefore heavy organizations with infinite processes and slow decision-making capacities must find solutions to adapt to the shortened time limits of “Time to Market”. Digital tools are the best way to improve speed in an organization. This speed is essential. If you do not stick or double the speed of change as the outside environment progresses, then this organization is reduced to survive until its next end.

1.1.2 The positioning of digital in the organization:

Today, the digital technology is invading every aspect of our society with a particular focus on business. It interferes and interacts everywhere. It cannot be left unchecked and without managerial guidance. Digital is a transformation of the company to the services with a 360 vision. This global transformation can be done gradually according to the businesses of the companies: whether it is integrated initially within Marketing Directions, of a DSI, or in transverse with relays within each department. Digital is a whole part “ecosystem” serving its own development objectives and serving the cross objectives of other departments. Digital therefore requires consistent resources like any organizational reorganization project. Digital Managers must be given the resources to bring together the key success factors: flexibility, speed, creativity, transversality and third-party skills, because the digital jobs are new, complex and more and more numerous and specific

Digital technology is also a source of cost reductions through the evolution and emergence of economic models of technology. For example: we reduce IT costs by paying for the use of “cloud services” rather than investing in heavy and expensive information systems to implement; for marketing, the online media are less expensive and also accessible to individuals, with reports almost in real time; storage is reduced by scanning archives etc ...⁵

1.1.3 The different digital generations:

Digital users are divided into 3 generations:⁶

➤ **Generation X:**

BBC (Born before Computer), which corresponds to the generation of our parents and grandparents. This generation was born before the advent of information and communication technologies. They are more comfortable with a pen and a piece of paper than with a keyboard and a touch screen.

➤ **Generation Y:**

The hybrid, which corresponds to my generation. We have known analog but the digital has been created under our eyes and we have adapted to what it used to be called NICT (**New Technology of Information and Communication**).

⁵ Ibid (29/02/2020, 10:46)

⁶ <http://nattyseydi.com/2016/08/07/cest-quoi-le-digital/> (29/02/2020, 12:17)

➤ **Generation Z:**

Digital Native, who was born with ICT. It is the generation of our little brothers and nephews.

1.1.4 Digital opportunities:

The digital advancement creates extraordinary opportunities, and the field of possibilities is very vast. Many companies still work without real digital strategy and use it only in a tactical way, when there are real challenges and many opportunities to seize! According to Xavier Campo (Director of Development of the Factory NPA, Marques Médias: the new challenges of digital), digital has generated new expectations and has profoundly changed the relationship between brands and their audience: *“Today customers / prospects expect a brand to be in permanent conversation with them, to answer all their messages”*⁷

This has been favored by the ease of publishing content, expectations are now growing. The media and their users have also multiplied, which has led to the specialization of Internet businesses (social marketing, e-commerce, e-marketing, etc.). Being present on social networks is an opportunity for companies. This improves its image as well as being close to the customer. Likewise, content is at the heart of a web marketing strategy. It allows to “improving the referencing, engaging the fans, in order to trigger sales”.

The need for more and more content necessitates a planning of publications and a thought out strategy in order not to be trapped by the budget. On the other hand permanent visibility is a must, indeed being present on the web; it is having a 24/h visibility.

Digital has therefore transformed the way of doing marketing. From now on, marketers are integrating into marketing strategies: dialogue, personalization, considering the customer journey, etc. The way of doing and thinking about marketing has changed. Now, the subject is to know how to set up and master new digital marketing techniques.

1.1.5 The digital use around the world:

The growth of Internet users is largely explained by the fall in the prices of Smartphones and data plans. Thus, more than 260 million people acquired their first mobile phone in 2019 and

⁷ ALIZEE DAO: What digital marketing strategy to put in place to increase the traffic of its website, professional license in management of organizations, e-business specialty, Claudbernard University IUT Lyon, 2014, p11.

two thirds of the inhabitants in the world, or 5.195 billion people, now own a mobile. ⁸

The global digital landscape is still evolving rapidly as we enter the second half of 2020, with the ongoing Coronavirus pandemic continuing to influence and reshape various aspects of people’s daily lives. Lockdowns may have been lifted across many countries, but many of the new digital behaviors that people adopted during confinement have endured, resulting in meaningful increases in various kinds of digital activity.

The use of social media also continues it’s growing gradually and the number of people using the social platforms in each country has increased by nearly 1 million per day over the past 12 months.

Almost 4 billion people around the world use social networks every month and 9 out of 10 access them via mobile devices.

Key digital indicators in 2020:

- More than half of the world now uses social media many digital habits formed during lockdown have endured, despite the easing of restrictions.
- The number of social media users in 2020 is 3.96 billion, an increase of 10,5% over one year .
- The number of mobile users in 2020 is 5.15 billion, up 2,4% over one year.

Figure 1: digital in the world in 2020.



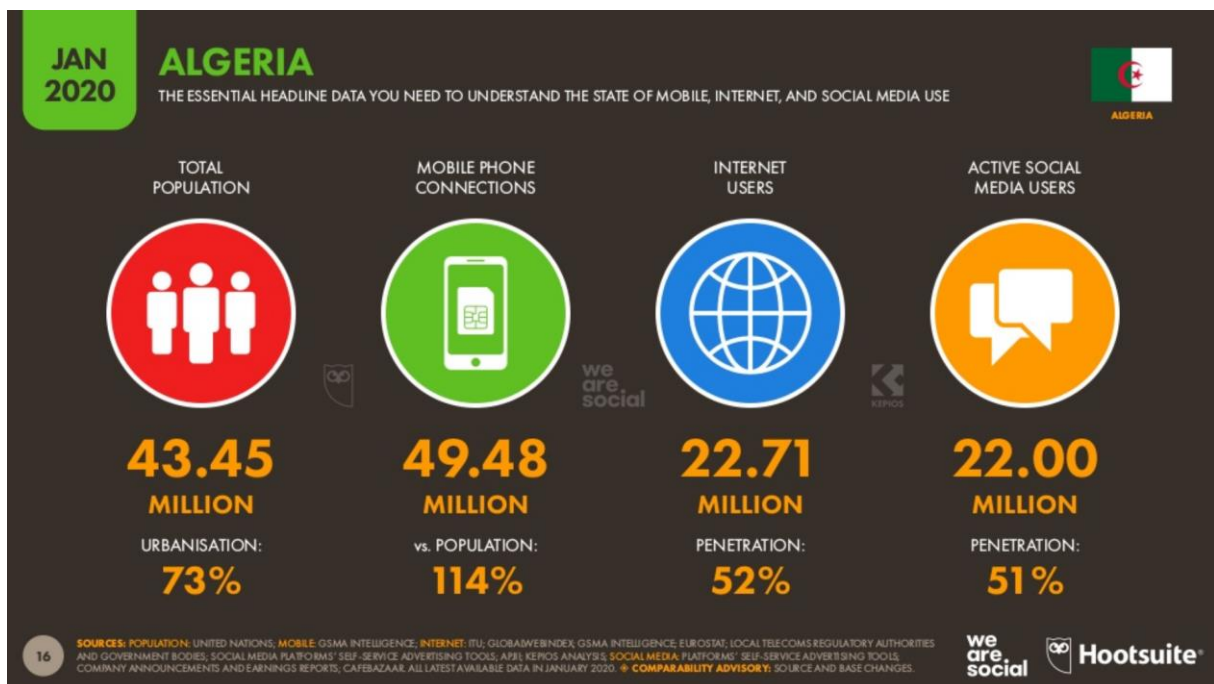
Source : <https://wearesocial.com/blog/2020/07/digital-use-around-the-world-in-july-2020> (13/03/2020, 9:15)

⁸ <https://wearesocial.com/blog/2020/07/digital-use-around-the-world-in-july-2020> (13/03/2020, 8:45)

1.1.6 Digital in Algeria:

According to the latest datareportal*⁹ statistics on digital in Algeria More than 72% of the population connected daily (43.45 million) of the total population, 22.71million internet users in Algeria with a rate of penetration 52% are connected to social networks and 51% of the population (22million) of Internet users use the internet on mobile generally between (18 years old and 45 years old).

Figure 2 : digital technology in Algeria 2020.

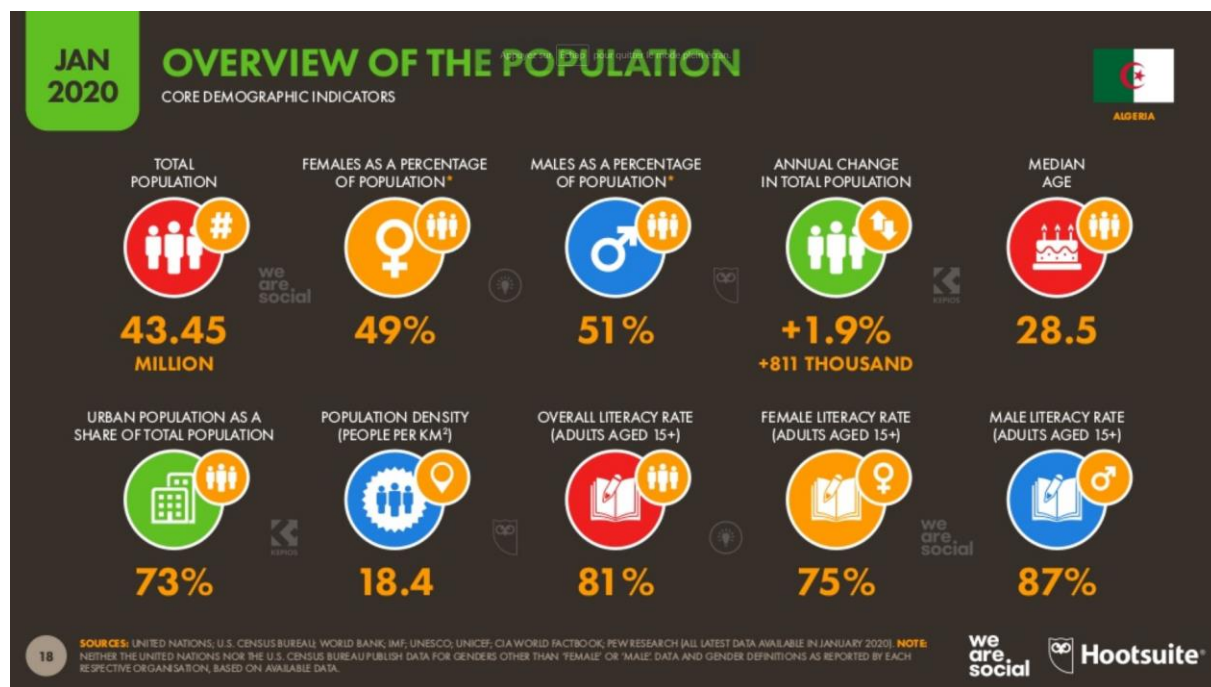


Source : <https://datareportal.com/reports/digital-2020-algeria> (13/03/2020, 15:02)

A population of 41.66 million (72%) of the total population of which 49.5% are men and 50.5% are women and an average age of 28.3 years with an annual change of 1.7% the size of the population in relation to the past year and 72% of the urban population including 73% literacy of women and 87% of men.

⁹ <https://datareportal.com/reports/digital-2020-algeria> (13/03/2020, 10:36)

Figure 3: demographic and economic indicators of digital in Algeria

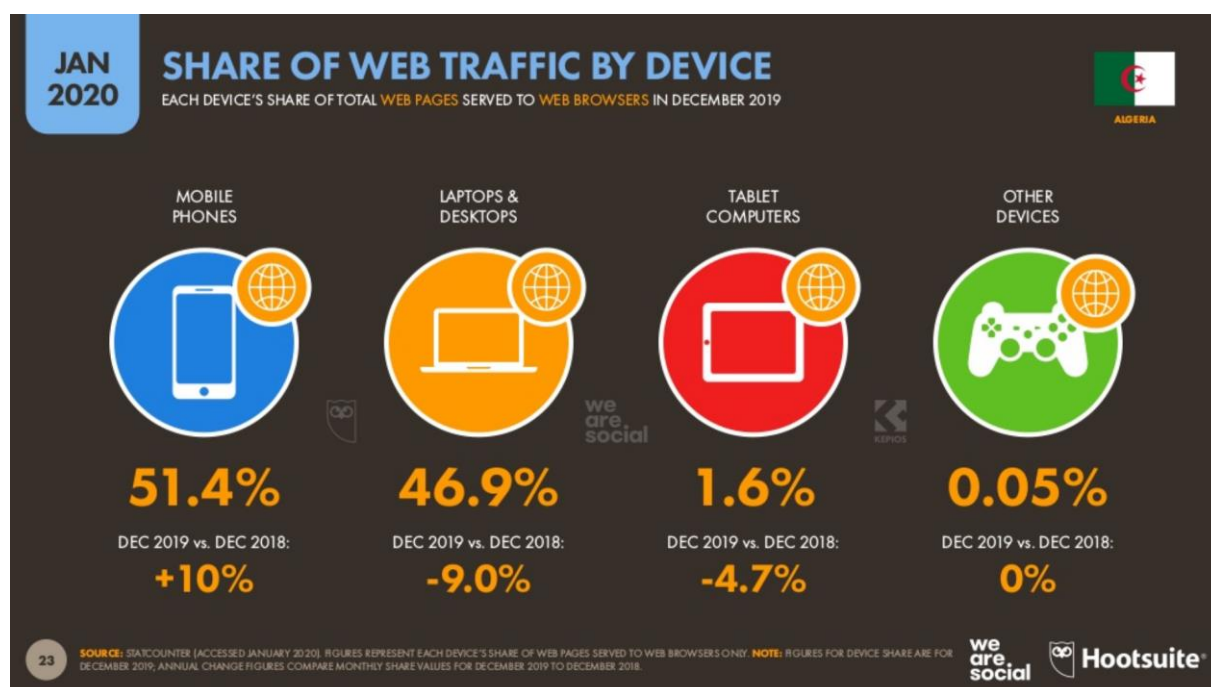


Source : <https://datareportal.com/reports/digital-2020-algeria> (13/03/2020, 15:30)

The most used devices by Algerians in 2020:

- Smartphones 51.4%, an increase of 10% over the past year.
- Laptops and Desktops 46.9%, a decrease of 9%, compared to the past year.
- Tablets 1.6%, a decrease of 4.7% compared to the past year.
- Other devices 0.05%.

Figure 4: The most used devices by Algerians 2020



Source : <https://datareportal.com/reports/digital-2020-algeria> (14/03/2020, 9:21)

Ranking of the most used websites in Algeria: the 10 most visited sites by Algiers are Google first, then Youtube, Ouedkniss, Facebook...Etc.

Figure 5: The Most used websites in Algeria 2020.

#	WEBSITE	TIME / VISIT	PAGES / VISIT
01	GOOGLE.COM	12M 09S	14.6
02	YOUTUBE.COM	11 M 44S	6.7
03	OUEDKNISS.COM	13M 45S	9.7
04	GOOGLE.DZ	5M 48S	8.8
05	FACEBOOK.COM	17M 48S	7.8
06	YAHOO.COM	4M 34S	4.4
07	BLOGSPOT.COM	3M 32S	2.7
08	ELBILAD.NET	4M 02S	2.1
09	WIKIPEDIA.ORG	3M 55S	3.0
10	GOOGLE.FR	5M 16S	4.6

Source : <https://datareportal.com/reports/digital-2020-algeria> (14/03/2020, 9:40)

1.2 Digital Marketing:

Digital marketing has many definitions, and the following ones are the most accurate and easiest to understand:

1.2.1 Definition 1:

“Digital marketing is an all-encompassing term that consists of digital channels, such as content marketing, SEO¹⁰, email marketing, social media marketing, mobile marketing and so on, to create elaborate strategies to reach and connect with prospects and customers. Apart from traditional marketing channels, such as television, newspapers, billboards, and so on, marketers use these digital channels to guide prospects through their purchase journey and keep in touch with their existing customers. .”¹¹.

1.2.2 Definition 2:

“Digital marketing is an integral part of all marketing activities. This includes PR, creative direction, brand, CRM, retention, product development, pricing, proposition, and communications – the entire marketing mix.”¹²

¹⁰ SEO : Search Engine Optimization.

¹¹ <https://www.martechadvisor.com/articles/content-marketing/what-is-digital-marketing/> (20/03/2020, 10:00)

¹² KINGSNORTH (S), *Digital Marketing Strategy*, Kogan Page, 1st Edition, London, 2016, P 07

1.2.3 Genesis of digital marketing:

A great digital marketing strategy has become the cornerstone of success for a lot of brands and businesses. We can trace the beginnings of this revolutionary form of customer engagement all the way back to the late 80s and early 90s. The history behind how we've come to engage in the online realm is fascinating. In this blog, we'll look at the evolution of digital marketing from the 1990s through to projections for this new decade.

a) Digital during the 1990's:

Noteworthy Achievements:¹³

- First use of the term 'digital marketing' | 1990
- Launch of the first search engine: Archie | 1990
- First Clickable web-ad banner | 1994
- Launch of Yahoo | 1995
- First e-commerce transaction over Netmarket | 1994
- Launch of first social media site: SixDegrees.com | 1997
- Birth of Google | 1998
- Launch of Microsoft's web search engine | 1998

In 1999, came the development of electronic Customer Marketing Management (eCRM). This version combined all CRM functions with the use of the internet and online storage of information — allowing businesses to store a huge volume of customer data online which can be updated when convenient. However, these businesses now faced a challenge — they had heaps of customer data but didn't have the means to make sense of it. This changed with the development of salesforce.com, the very first Software as a Service (SaaS) company. They created, what is now known as Marketing Cloud software: a platform that integrates customer data storage with analytics, brand boosting, community building and campaign tracking. This computing software served as a central point for the future of marketing technology.

b) Digital during the 2000's:

Noteworthy Achievements: ¹⁴

- First mobile marketing campaign by Universal Music | 2001
- Launch of LinkedIn | 2003
- Launch of WordPress | 2003
- Google becomes publicly listed; Gmail is launched | 2004

¹³ <https://www.wmegroup.com.au/marketing/brief-history-of-digital-marketing-1990-2020/> (20/03/2020, 10:40)

¹⁴ ibid

- Launch of Facebook | 2004
- Launch of YouTube | 2005
- Launch of Twitter | 2006
- Launch of Hulu | 2008
- Launch of iPhone | 2007
- Launch of Google's real-time search engine results | 2009
- Launch of WhatsApp | 2009

The 2000s saw a switch in customer behaviors'. Through the prominence of search engines like Google and Yahoo, many customers began researching products online before making a purchase. This left a lot of marketers confused as they couldn't quite understand the buying behavior of consumers.

This hurdle was solved by companies like Marketo, Act and Pardot when they introduced marketing automation platforms. This form of technology allowed marketing professionals to segment the market and attempt multi-channel campaigns (through email, websites etc.) as well as deliver personalized content especially for inbound marketing. It also had tools to schedule and track the performance of different mediums of marketing to get analytics for better understanding of consumers' buying behavior.

c) Digital during the 2010's:

Noteworthy Achievements;¹⁵

- Launch of Instagram | 2010
- Web-use overtakes percentage of TV viewership among youth demographic | 2011
- Launch of Snapchat | 2011
- 64% of advertisers expect to increase social media budget | 2013
- Amazon dominates e-commerce | 2013
- Launch of Facebook messenger app | 2014
- LinkedIn features tailored ads | 2014
- Mobile usage surpasses desktop browser traffic | 2014
- Rise of content marketing | 2015

This decade saw rapid changes in the way consumers operate online. One of the biggest changes was society's dependence on mobile phones. Individuals spent hours on mobile phones, whether it was for communicating with friends, taking photos, paying bills or

¹⁵ ibid

checking emails. The rise of apps for every aspect of life meant people spent an increasing amount of time on their Smartphones.

This in turn made marketers put a heavier focus on marketing online. These days you can't scroll social media without coming across an ad or promoted post. Facebook introduced mobile ads in 2012 and seven years later it accounts for 91% of their total advertising revenue. Business also needed to ensure their websites were compatible with Smartphones. Studies showed 50% of consumers will buy from businesses less often if the website isn't mobile-friendly – even if it's from a brand they like. In the same respect, 74% of users say they're more likely to return to a website that is mobile-friendly.

This decade also saw an influx of content marketing. From Instagram influencers and Twitter threads to Vines, Snapchats, Instagram stories and Facebook stories. As our lives picked up the pace, so did our desire for easy-to-consume content. This made marketers rethink their approach to content, focusing more on developing strategies for their online content posting.

d) Heading into the 2020s:

Digital marketing is now at its peak. Businesses need to make sure they have a good foot in with current practices to be able to gain the benefits of the advancements that are to come. From artificial intelligence in marketing to using social media for customer service, insight and data-driven marketing, as well as multilingual SEO — 2020 will see major innovations in the online sphere. The vastness and pace of digital technology can seem confusing and overwhelming, especially when you're navigating through it on your own.¹⁶

1.2.3.2 The evolution of digital marketing:

The way that consumers acquire and share information evolves in an exponential manner and thanks to the digital technologies which have unquestionably changed it.

At the beginning of Internet the users had a weak correlation not to say practically absent, but at present the internet users have a correlation more than considerable, they have a quick and limitless access to information. So traditional marketing has to adapt with this technological changes. So marketing went through five major events that marked its evolution:

¹⁶ Ibid

a) The advent of the World Wide Web (1991): On 08/06/1991 Sir Tim Berners-Lee launched the first ever website at CERN, the purpose of the small web site was mainly academic: (the world wide web W3, is an initiative to bring together information organized in hypermedia on an extended network, in order to allow universal access to a whole universe of documents.)

➤ **The Web 1.0:**

Web 1.0 was mainly a **read-only web**. Web 1.0 was static and somewhat mono-directional. Businesses could provide catalogs or brochures to present their productions using the web and people could read them and contacted with the businesses.

➤ **The Web 2.0:**

Web 2.0 is also known the **social web**, people-centric web, participative web, and read-write web. With reading as well as writing, the web could become bi-directional. The users of web 2.0 have more interaction with less control.

➤ **The Web 3.0:**

Web 3.0 is also known as **semantic web**. Semantic web is a web that can demonstrate things in the approach which computer can understand. The main important purpose of semantic web is to make the web readable by machines and not only by humans.

➤ **The Web 4.0:**

The intelligent web, it aims to immerse the individual in an increasingly prominent web environment. It pushes the path of personalization opened up by web 3.0 to its climax, but at the same time it poses many questions about the protection of privacy, and data control. ¹⁷

b) Email becomes a mass communication tool (1994): In 1971 the first email was delivered via ARPANET, between researchers from the University of California Los Angeles and Stanford Research Institute Palo Alto. After 1994, service providers such as YAHOO! HOTMAIL, AOL etc... have widely popularized emails.

c) The revolution of e-commerce (1994): Consumer purchases reached \$ 1,471 trillion (e-market) in 2014, with a growth rate of 20% that figure reached 2,827 trillion in 2019,

¹⁷ <https://medium.com/@tuhfatussalisah/world-wide-web-from-web-1-0-to-web-4-0-and-society-5-0-48690a43b776> (25/03/2020, 20:04)

according to the same source. Currently, any product is available on the internet. More and more customers are making their purchases directly from their mobile devices, they will represent 34.4% of total e-commerce revenue in 2019 (ABI Research).¹⁸

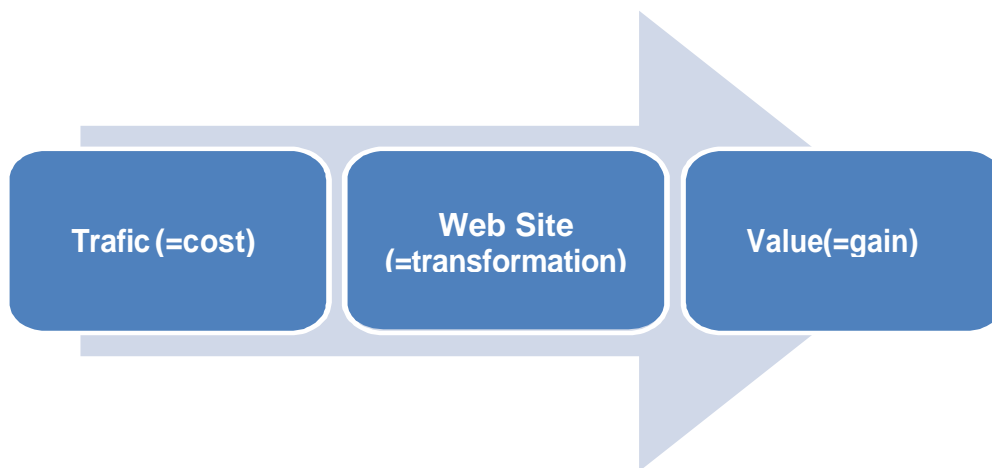
d) SEO according to Google (1998) : In 1998, Larry Page and Sergey Brin's indexing engine drastically shifted the focus to ranking research and customer data. Today, Google's search engine performs 7 up to 9 billion daily searches and top-performing companies can't take the risk of not appearing in the results. ¹⁹

e) The Age of Social Media (2002): Networks such as *Friendster* and *MySpace* attracted millions of users, before the age of Facebook network founded 2004, Twitter, Instagram etc... came to flip all expectations. The social media development fundamentally changed the way brands talk to their consumers and completes a cycle which consumer data is the real engine of the digital economy.

1.2.4 Creating value in digital marketing:

According to the authors of the book “Digital marketing: Developing your digital strategy”, digital marketing is based on the value creation model. As shown in the figure below:

Figure 6: The schema of value creation on the Internet.



Source : Scheid François; Renaud Vaillant ; Grégoire de Montaignu. Digital marketing: Developing your digital strategy. Eyrolles, 2012, p10.

The model proposed above is of type **(input / output)**. Input is the traffic that arrives at the website. the output is the value created by this traffic. The creation of traffic is a cost. The

¹⁸ <https://www.abiresearch.com/market-research/product/7778362-e-commerce-and-the-evolution-of-fulfillmen/> (25/03/2020, 20:51)

¹⁹ <https://ardorseo.com/blog/how-many-google-searches-per-day/> (26/03/2020, 00:26)

business carried out through the site due to this traffic constitutes the value created: that's the gain. The marketer must intervene at all levels of the value chain by deploying three generic modes of action: **attract, convert and retain**, which we will discuss in the following:

a) Attract:

It's about acquiring and generating traffic. This step is specific to digital marketing because it is considered by its nature, as pull marketing. The goal is both to attract the target to the desired digital media. Two strategies are generally used: acquisition strategies and generation strategies. As the authors explain, the main difference between these two strategies is in the way the cost can be calculated. Acquisition strategies are "*the set of online levers whose cost is directly correlated to traffic and the value obtained*"²⁰, while generation strategies "*include online levers for which the cost cannot be directly corrected to the traffic or the value obtained*". An example of acquisition strategies could be affiliation or an e-mailing campaign. The optimization of natural referencing or the creations of a Facebook page, for their part, are a generation strategy.

b) Convert:

It's turning traffic into value. After having been able to attract its target towards the desired digital media, it would be necessary to bring them to realize the planned action such as the online purchase, the visualization of a video or the signing of a position. The steps followed to achieve the desired act are grouped under the name conversion path. The latter is distinguished by its length defined by the number of steps to follow and its complexity determined by the number of actions to be carried out as well as their difficulty. In order to assess the performance of the conversion path, we often use the conversion rate which measures how many goals have been achieved given the selected digital media traffic.

c) Retain:

It is to repeat the value over time²¹. A target that performs the desired action without prolonging it over time is a loss for the company. Therefore it is necessary to retain consumers to ensure the future gains of the company. The indicator used here is the loyalty rate calculated by dividing the number of stable customers by the number of total customers. The word customer is used here to refer to the person who carried out the desired action.

²⁰ Scheid François; Renaud Vaillant ; Grégoire de Montaigu. Digital marketing: Developing your digital strategy. Eyrolles, 2012, p10.

²¹ Ibid, p20

1.2.5 Characteristics of Digital Marketing:

Digital marketing has specific characteristics and significant differences compared to traditional marketing due to the particularities of digital media such as the Internet, because they provide the approval of new forms of interactivity, development and information exchange. It also gives a greater possibility of customizing products or services and / or the relationship with the customer thanks to the intelligence of digital technologies:

a) Interactivity:

On the Internet, generally, it is the consumer who initiates contact with the site. This is actually called the reverse marketing approach, the e-consumer is active in his approach and the seller must learn to listen and be passive, so he must be fast, responsive and even proactive. The customer has become the marketer, that is, the roles are reversed. This has a significant impact on the customer's perception of the organization, brand or product. On social media, customers tell their friends (and the rest of the world) what they think about organizations, brands or products. And because they no longer trust marketing messages, customers trust other customers more.²²

We usually say that on the Internet we do not sell but that it is the consumer who buys (pull approach: communication approach when the company tries to attract the consumer). It is therefore important for the company to be in a good position on its path (search engines, portal sites). These elements promote the establishment of bilateral communication and exchange between the company and the consumer via the web site.

b) Knowing Customers:

*"...Each time the consumer loads the content of a page, that information is stored into the site and can be analyzed in order to establish how they interact with the web site. It is therefore possible to determine the preferences of Internet users and their behavior according to the data collected and the content that they are viewing..."*²³

The use of the internet allows companies to collect less costly marketing information relating mainly to consumer preferences. This information is easily collected thanks to the many tools including those used to measure the audience of sites and others related to the behavior of the web-consumer.

²² CHARLESWORTH (A), *Digital Marketing a Practical Approach*, Routledge, 3rd Edition, London, 2018, P6

²³ BRESOLLES Grégory, op-cit, p:12

c) Customization:

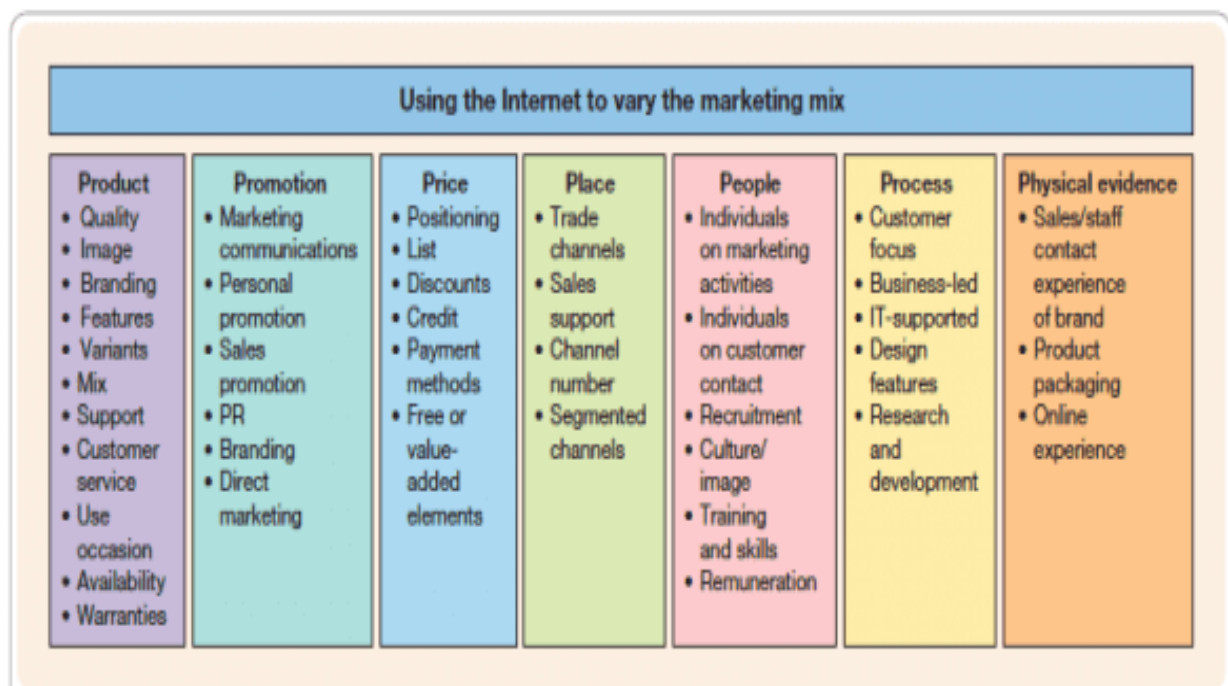
“Individualization is another important characteristic of digital media, which enables mass customization of the products or services offered to consumers. Of course, digital media also make it possible to customize the customer relationship online at a lower cost. This customization of the relationship with the consumer is based on the data collected during their navigation and stored in order to target and personalize the exchanges.”²⁴

Digital media make it possible to customize the products or services offered. On the other hand, they make it possible to individualize the customer relationship online at a lower cost.

1.2.6 How the Four P's of Marketing Apply to the Digital Marketing (Digital mix) :

Marketers are familiar with the Marketing Mix of the 4Ps or 7Ps, which provides a great framework for reviewing tactics to offer products and services to a company. It's a universal framework which can be usefully applied to businesses of all sizes. It was developed by Jerome McCarthy in 1960, but can still be used as a simple review of strategic marketing options. The advent of the Internet and digital marketing offers new opportunities to 're-mix' the mix as part of E-marketing strategy development which is known as the 'E-marketing mix'.

Figure 7: Internet affection to the marketing mix.²⁵



Source: Dave Chaffey: Digital Marketing: Strategy, Implementation and Practice, P35

²⁴ Ibid, P 13

²⁵ Dave Chaffey: Digital Marketing: Strategy, Implementation and Practice, P35

a) Product:

When the four Ps were created, this particular portion of the marketing mix framework referred to tangible, physical goods that were sold to customers. Back then, the competition was not as fierce and customers had an easier time spotting the key differences between products. Today, the idea of a product can refer to anything tangible, but also to a wide range of intangible services, global as well as local. The playing field has changed drastically, and there are now many different “products” out there that fit the same criteria, while their presence is the only thing that sets them apart.²⁶

Internet allows a company to better know its customers and prospects and to quickly obtain information on their preferences in order to offer them an individualized relationship and personalized products or services. Moreover, the consumer can directly be involved in the product development process and / or redevelop aspects of the latter to better meet his individual needs and preferences and the company can hope that the consumer will be more faithful because he will have invested time and efforts to personalize.²⁷

b) Place:

Considering the wider reach of modern brands, and the fact that so many digital businesses don't really have any real geographical borders when it comes to serving customers everywhere, placement has been redefined. Placing your service or products at its core refers to the idea of distribution. Each marketplace, physical as well as digital, carries its own risks and potential setbacks to anticipate and resolve so that your product can actually be found in the right place, at the right time. When focused on the digital alone, brands risk neglecting some of the most vital part of their logistics that make sure the customers get what they want and when they want it. To avoid setbacks in a business, it's vital to find supply chain finance solutions that fit the own organizational structure and enable to run business without any glitches. A trustworthy storage facility is also needed such as a warehouse and cutting-edge inventory management tools to make sure that “placement” is under control every step of the way, from start to finish. Traditional and digital have certainly become more entangled when it comes to this particular P of the bunch.²⁸

²⁶ <https://www.adlibweb.com/how-the-four-ps-of-marketing-apply-to-the-digital-marketing-world/>
(16/04/2020, 23:26)

²⁷ CHARLESWORTH (A), Op.cit, P9

²⁸ <https://www.adlibweb.com/how-the-four-ps-of-marketing-apply-to-the-digital-marketing-world/>
(17/04/2020, 01 :09)

c) Price:

The tipping point for any industry and any product, the price is what will ultimately affect the purchase decision of your customers. This single factor has so much importance, that many marketers decide against adding a new line of products that actually solves an issue if they know that the price will be unsuitable for their target audience. The need to strike that fine balance between price and value so that both your brand and your customers will benefit is more important than ever before. More than ever, brands need to justify the price they put on their products and services. With so many other options to choose from, and many brands that differentiate themselves clearly in the market. Making sure that customers know what they are paying for is a must in this digital marketing area. Thankfully, brands can utilize online coupons and personalized discounts to make their offers more alluring and attract more people initially.²⁹

d) Promotion:

Unlike what brands have done in the past, when this marketing mix was invented, modern-day brands need to go above and beyond to make each promotional statement count. We no longer use TV ads, radio ads, or billboards only, or as much as we did. Instead, we focus on social networks, websites, content creation, in-app ads, and the like.

Thanks to the many analytics tools at our disposal, Companies now have the power and the ability to make more flexible, data-based promotional decisions. They no longer need to make a commitment to a pointless series of advertisements if they fail to deliver on their desired ROI. They can quickly readjust the budget to allocate more of ad funds to social campaigns and email marketing instead. This greater control of the promotional landscape has allowed brands to maximize their digital and offline potential.³⁰

1.2.7 Benefits of digital marketing:

Digital marketing has several advantages and we find:³¹

- Personalization of messages that resonate with the centers of interest and consumer behavior.
- Targeting according to the profile of the consumer, but in his interest of the moment,

²⁹ ibid

³⁰ ibid

³¹ Kotler, Keller, Manceau, Marketing Management, 15th edition, 2015, p692

- Know how many unique visitors have seen the web page or the display, for how long, what they clicked and where they went next.
- Entrance cost reduced.

Digital marketing is quickly growing in popularity due to its effectiveness at engaging clients and leads through accessible means:

- **Cost-efficient:** easily plan a successful online marketing strategy within the budget by the use of digital marketing that offers an inexpensive technique in comparison to other advertising channels such as radio, TV and more. A well-planned and well-managed digital marketing campaign can reach a large audience at a lower cost than the traditional marketing methods.
- **Better exposure:** Reach numerous prospects by switching to a digital marketing campaign within a small investment. Be found where the audiences are looking for the company. notice long-term results by using digital marketing.
- **Save Time:** Digital marketing provides real time results within no time. Time is precious for all of us, so why waste even a Nano second. Digital marketing gives an opportunity to see the number of visitors to web sites, what is the conversion rate, what is the peak trading time, how many subscribers have added in a day and more.
- **Social currency:** Digital marketing gives a chance to create engaging campaigns using different types of media. These campaigns can go viral on social platforms, passing on from one person to another, hence gaining social currency.
- **Brand Building:** Brand building is what every business tries to accomplish and digital marketing helps develop the brands by promoting it on several platforms, the more viral brand goes, the more reputation brand will earn in the eyes of search engines as well as users.

1.2.8 Challenges facing digital marketers:

- Proliferation of digital channels. Consumers use multiple digital channels and a variety of devices that use different protocols, specifications and interfaces – and they interact with

those devices in different ways and for different purposes.³²

- Intensifying competition. Digital channels are relatively cheap, compared with traditional media, making them within reach of practically every business of every size. As a result, it is becoming a lot harder to capture consumers' attention.
- Exploding data volumes. Consumers leave behind a huge trail of data in digital channels. It is extremely difficult to get a handle on all that data, as well as find the right data within exploding data volumes that can help you make the right decisions.

1.2.9 The objectives of digital marketing:

The objectives of advertising on the net are the same as traditional advertising:

Notoriety and brand image. But the convergence of targeting possibilities and Internet user behavior analysis techniques have oriented digital advertising towards more operational objectives such as site traffic and sales.

We can thus, like Chatherine Viot said in her reference book "*e-marketing, the age of web 2.0*"; synthesize the objectives of advertising according to two major axes: **branding and performance**.

Very clearly, digital communication has the undeniable advantage of being able to group together all the objectives of a communication: image, notoriety (branding) and actions towards sales (performances).³³

³² <http://bluelinkjo.com/why-digital-marketing-is-important/> (17/04/2020, 20:46)

³³ CHATHERINE VIOT, *e-marketing, the age of web 2.0*, p21

2.Section 02: Setting up a Digital Strategy.

Marketing planning is also undergoing rapid development as the way of marketing communicating has changed forever. The increasing popularity of blogging, podcasting, and social networks enable customers to broadcast their views about a product or service to a potential audience of millions and the proliferation of Internet access gives everyone who wants to the tools to address issues with products and companies. The traditional communications paradigm, which relied on the classic promotional mix to craft Integrated marketing communications (IMC) strategies, must give way to an effective digital marketing planning framework which includes all forms of social media as potential tools in designing and implementing IMC strategies. Consequently, there needs to be a sophisticated process to develop and implement a digital marketing plan in the social media environment.

2.1 Definition of Digital Strategy:

A digital strategy, sometimes called a digital media strategy, is a plan for maximizing the business benefits of data assets and technology-focused initiatives. A successful digital strategy requires a cross-functional team with executive leadership, marketing and information technology (IT) members. It involves breaking down the silo between information technology leaders and those of other customer-facing departments to deliver a consistent digital customer experience.³⁴

According to “Incremental”: *“A digital strategy establishes the overall direction that a business will follow digitally. Key to the strategy is the definition of the digital vision – acting as a North Star for the business to follow, it provides digital purpose, aligns the organization and is fundamental to the digital ambition of the business. The digital strategy outlines the channels, assets, platforms and tools required to achieve these objectives and deliver the results.”*³⁵

2.2 Assess the strategic impact of digital:

Good digital strategy starts with a rich understanding of the competitive environment and how it’s likely to change. Because new technologies can radically reshape business

³⁴ <https://searchcio.techtarget.com/definition/digital-strategy> (19/04/2020, 15:31)

³⁵ <https://www.incremental.com.au/blog/what-is-a-digital-strategy/> (19/04/2020, 16:01)

economics, it's essential to think through the implications for your own organization and your broader ecosystem of customers, suppliers, and partners. What new offerings can digital enable? What new competitors can it empower?

The impact and opportunities of digital will vary by industry and by function. Core business processes can be reinvented; for example, supply chains are being reconfigured thanks to Industry 4.0, making it possible to operate smaller, more flexible facilities closer to customers that can rapidly deliver new products tailored to local demand patterns. Digital platforms and their related ecosystems can offer access to borderless global markets consider Airbnb. And digital services, often data driven, can radically enhance differentiation and lock in customers think predictive maintenance offerings to increase uptime of aircraft.

The key is to open the mind to the full range of strategic possibilities—and risks—that digital brings. What are the essential technologies and their cost implications? What new capabilities could be required? What new and advantaged positions could you occupy in the future?

Consider Domino's Pizza. Digital wouldn't replace pizza, but the company realized that digital could strengthen its advantage in speed and convenience. Its consumer-facing mobile app streamlined the steps for ordering and receiving a pizza (and capturing happy-customer feedback). An interesting fact: Domino's and Google both went public in 2004. ³⁶

2.3 The Main Stages in Developing an Effective Digital Marketing Plan:

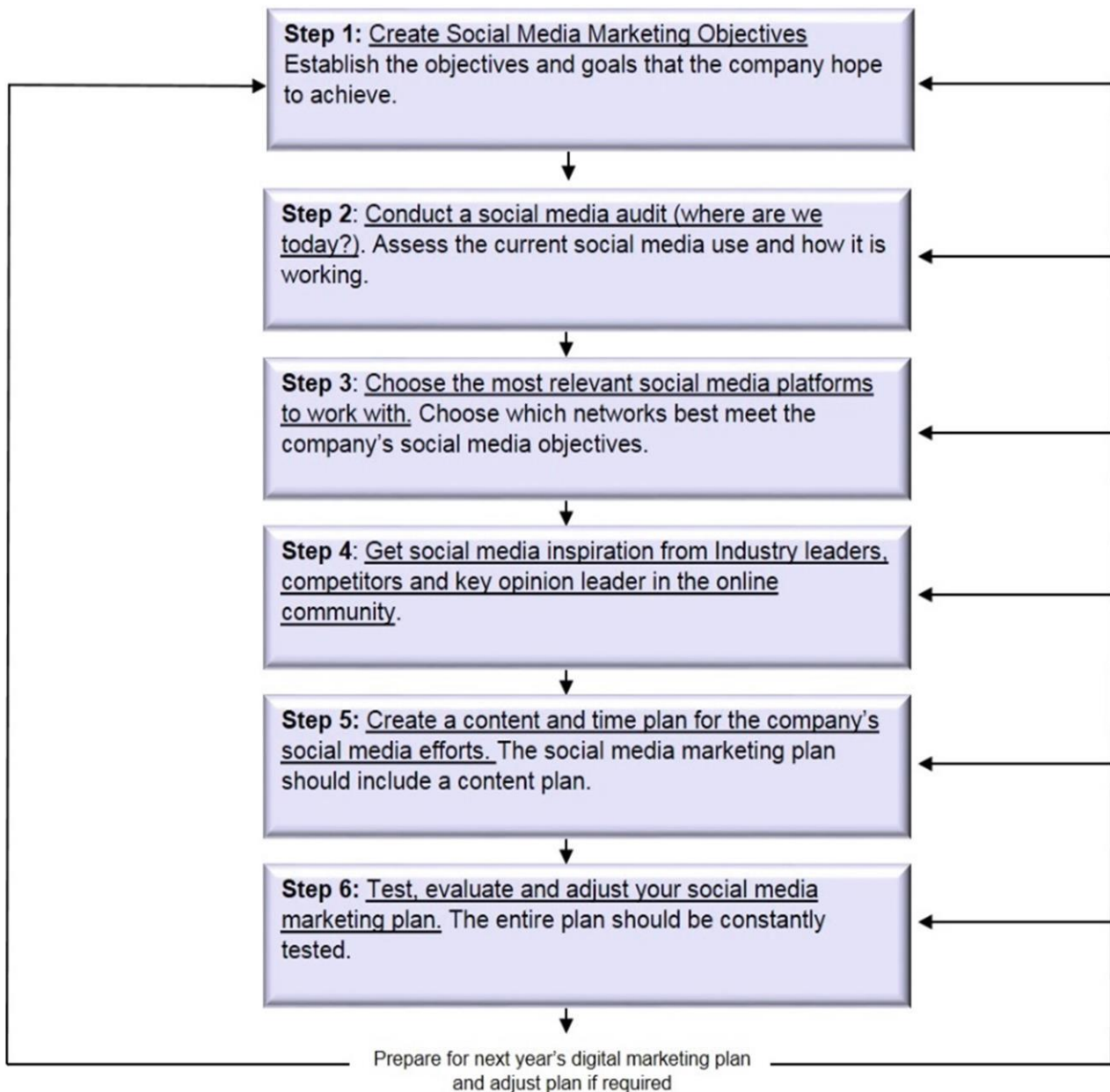
A social media marketing plan is the summary of everything the company plan to do in social media marketing and hope to achieve for the business using social networks. This plan should comprise an audit of where the customers are today, goals for where you want them to be soon, and all the social media tools that the company wants to use to get there. ³⁷

In general, the more specific the company can get with their plan, the more effective they will be in the plan's implementation. It is important to keep it concise. The plan will guide the company's actions, but it will also be a measure by which to determine whether the company is succeeding or failing. **Figure 08** illustrates the several stages that should be gone through to arrive at a digital marketing plan:

³⁶ <https://www.bcg.com/publications/2019/five-rules-digital-strategy> (19/04/2020, 17:40)

³⁷ Opresnik M.O. (2018) Effective Social Media Marketing Planning

Figure 8: The stages of building a digital marketing plan



Source: Hollensen, S., Opresnik, M.: Marketing: Principles and Practice, 1st edn. Opresnik Management Consulting, Lübeck (2017)

2.3.1 Step 1: Create social media marketing objectives:

The first step to any social media marketing strategy is to establish the objectives and goals that the company hope to achieve. Having these objectives also allows the company to quickly react when social marketing media campaigns are not meeting the company's expectations. Without objectives, the company has no means of evaluating success or proving their social media Return On Investment (ROI). These goals should be aligned with the broader marketing strategy, so that the social media efforts drive toward the business objectives. If the social media marketing plan is shown to support the overall business objective, the company is more likely to get executive and employee buy-in and investment.

The company should try to go beyond popular metrics such as Retweets and Likes. Focus should be more on advanced metrics such as ‘number of leads generated’, web referrals, and con-version rate. The company should also use the SMART framework when setting their objectives:

- Specific – target a specific area for improvement.
- Measurable – quantify or at least suggest an indicator of progress.
- Achievable – Agreed and aligned with corporate goals.
- Realistic – state what results can realistically be achieved, given available resources.
- Time-related – specify when the result(s) can be achieved.

Example: ‘In Social Publishing we will share photos that communicate our company culture. We will do this by posting a total of ten photos a week on any of the photo sharing social media sites. The target for each week is at least in total 100 likes and 30 comments.’

A simple way to start the social media marketing plan is by writing down at least three social media objectives.

2.3.2 Step 2: Conduct a social media audit (where are we today?)

Prior to creating your social media marketing plan, the company needs to assess their current social media use and how it is working. This means figuring out who is currently connecting with the company and its brand via social media, which social media sites the company target market uses, and how the social media presence compares to the competitors. For this purpose, the following social media audit template can be used: ³⁸

Table 1 : Social Media Audit template (current situation)

Presence on Social media platform	URL	Internal responsible for maintaining social media	Social media mission	Current number of followers	Main competitor’s number of followers
etc.					

Source: Kotler, Hollensen and Opresnik, 2017

³⁸ Kotler, P., Hollensen, S., Opresnik, M.: Social Media Marketing – A Practitioner Guide. 2nd edn. Opresnik Management Consulting, Lübeck (2017)

Once the audit is conducted the company should have a clear picture of every social media platform representing the business, who runs or controls them, and what purpose they serve. This audit should be maintained regularly, especially as the company scale up their business (Figure 09).

It should also be evident which social media platforms (accounts) need to be updated and which need to be deleted altogether. If the audit uncovers for example a fake branded Twitter profile, it should be reported. Reporting fake accounts will help ensure that people searching for the company online only connect with the accounts that are managed by the company itself.³⁹

As part of the social media audit the company may also want to create mission statements for each social media platform (network). These one-sentence declarations will help to focus on a very specific objective for Instagram, Facebook, or any other social media network. They will guide the actions and help guiding back on track if the efforts begin to lag .

Example of Mission statement for a presence on the Snapchat platform: ‘We will use Snapchat to share the CSR side of our company and connect with younger prospect customers among 15–40 years old.’

The company should be able to determine the purpose of every social media platform it has, for example Snapchat. If it cannot determine the mission for each social media platform, the platform & profile should probably be deleted.

Before it is possible to determine which social media platforms are right for the business, the company should find out who the audience is for each platform and what they want. The company should know which tools to use to gather demographic and behavioral data, and how to target the customers it wants.

2.3.3 Step 3: Choose the most relevant social media platforms to work with

Once you’ve finished with your social media audit, it is time to choose the online presence. Choose which networks best meet the company’s social media missions and objectives. If there is not already a social media profile on each network/platform the company focuses on, it should build them from the ground up with the broader mission and audience in mind. Each

³⁹ Hollensen, S., Opresnik, M.: Marketing: Principles and Practice, 1st edn. Opresnik Management Consulting, Lübeck (2017)

social network has a unique audience and should be treated differently. If the company has some existing platforms, it is time to update and refine them to get the best possible results.⁴⁰

Optimizing profiles for SEO (Search Engine Optimization) can help to generate more web traffic to the company's online social media platforms. Cross-promoting social platforms can extend the reach of content. In general, social media profiles should be filled out completely, and images and text should be optimized for the social network in question.

2.3.4 Step 4: Get social media inspiration from Industry leaders , competitors and key opinion leader in the online community

If the company is not sure what kinds of content and information will get the most engagement, then the company, for inspiration, can look to what others in the industry are sharing. The company can also use social media listening to see how it can distinguish itself from competitors and appeal to an audience it might be missing.

Opinion leaders among consumers ('market mavens') can also offer social media inspiration, not only through the content that they share but in the way that they phrase their messages. The company can try and see how its target audience writes Tweets, and it could strive to write in a similar style. It can also learn their habits - when they share and why - and use that as a basis for the social media marketing plan. A final source of social media inspiration is industry leaders. There are giants who do an incredible job of social media marketing, from Red Bull and Taco Bell to Turkish Airlines. Companies in every industry imaginable have managed to distinguish themselves through advanced social media strategies. The company can follow industry leaders and see if they have shared any social media advice or insight elsewhere on the web.

2.3.5 Step 5: Create a content and time plan for the company's social media efforts

The social media marketing plan should include a content marketing plan, comprised of strategies for content creation, as well as an editorial calendar (time plan) for when the content should be shown online. Having great content to share and the right timing will be essential to succeeding at social media marketing.

⁴⁰ Op-cit Kotler, Hollensen and Opresnik, 2017

The content marketing plan should answer the following questions:⁴¹

- What types of content the company intends to post and promote on social media?
- Who will create the content?
- How often will the company post content?
- What is the target audience for each type of content?
- How you the company promote the content?

The editorial calendar lists the dates and times the company intends to publish blogs, Instagram and Facebook posts, Tweets, and other content that is planned to use during the social media campaigns.

The company can create the calendar and then schedule their messaging in advance rather than updating constantly throughout the day. This gives it the opportunity to work hard on the language and format of these messages rather than writing them on the fly whenever company employees have time. The company should make sure that the content reflects the mission statement that are assigned to each social media profile/platform. If the purpose of the LinkedIn account is to generate leads, the company should make sure that it is sharing enough lead generation content. The company can establish a content matrix that defines what share of the social media platform is allocated to different types of posts.

2.3.6 Step 6: Test, evaluate and adjust your social media marketing plan

To find out what adjustments need to be made to your social media marketing strategy, you should constantly be testing. Build testing capabilities into every action you take on social networks. For example, you could track the number of clicks your links get on a particular platform using URL shorteners. Furthermore, it is possible to measure track page visits driven by social media with Google Analytics. Record and analyze your successes and failures, and then adjust your social media marketing plan in response.⁴²

Surveys are also a great way to gauge success - online and offline. The company can ask their social media followers, email list, and website visitors how they are doing on social media. This direct approach is often very effective. Then ask your offline customers if social media had a role in their purchasing. This insight might prove invaluable when you look for areas to improve.

⁴¹ Ibid

⁴² Hollensen, S., Opresnik, M.: Marketing – A Relationship Perspective, 2nd edn. Vahlen, München (2015)

The most important thing to understand about the social media marketing plan is that it should be constantly changing. As new networks emerge, the company may want to add them to their plan. As the company is attaining missions and objectives for each social media platform, it will need to set new targets. Unexpected challenges will arise that is needed to address. As the company is scaling up its business, it might need to add new roles or grow the social presence for different products or regions. The company should rewrite its social media marketing plan to reflect its latest insights, and make sure that the team is aware of what has been updated.⁴³

2.4 The different forms of online presence:

There are a many forms of online presence that the company can use exclusively or jointly by combining them, this will depend on the objectives that we have previously mentioned and the e-business model that have chosen the company, Dave Chaffey identifies five forms of online presence which are:

- **The transactional site:** it's a sales site which aims to increase turnover.
- **The relational site:** which provides relevant information to customers in order to stimulate their offline purchases and build a lasting relationship with them; it aims to strengthen customer loyalty.
- **The experiential site:** which aims to provide a unique experience of the brand online and which aims to improve brand equity, the products can also be available there.
- **Portal or media sites:** which offer information and content on a wide range of subjects and which also refer to various sites, blogs or social networks. It aims to improve notoriety.
- **The social or community site:** in other words, these are the accounts on social networks which promote the interaction between brands and their consumers and where we can meet objectives such as loyalty, personalization of the relationship, integration of consumer opinions and expectations into R&D.⁴⁴

2.5 The Strategic priorities:

We previously have defined the framework of the strategic approach for online marketing by emphasizing mainly the notion of value creation. Establishing objectives for the marketing plan aims precisely to identify, in the value chain, what are the main issues for the

⁴³ Op-cit : Hollensen and Opresnik, 2017

⁴⁴ Gregory BRESSOLLES, Digital marketing, 2nd edition 2016, P16-17

organization, which will make it possible to specify what are the strategic priorities, in other words what are the actions that should be primarily deployed by the organization to create value. These actions will necessarily be in close relation with one of the three general levers of action in online marketing: attract (acquire / generate), convert, retain. As an example, here are some possible strategic priorities:

Table 2: Strategic priorities.

Strategic priority	Associated lever	Tactics
Attract visitors looking for “good deals”	Attract (acquire)	Bring new visitors to the site by offering promotional offers. Give an exclusive aspect to the offers offered.
Make the brand known to the targeted customer	Attract (generate)	Be present continuously near the target customer. Associate the brand with highlights, rewarding for the target.
Increase the brand value to the targeted customer	Convert	Shorten the conversion funnel. Implement raises on abandoned cart.
Increase customer loyalty	Retain	To use customers as ambassadors of the brand.
Increase online sales in the small segment	Attract Convert Retain	Launch SEM campaigns (search engine marketing) on the theme of the small segment. Improve the content of product sheets to maximize transformation. Identify in the customer base those having an appeal for this type of product and offer them a dedicated offer.

Source: Scheid François; Renaud Vaillant ; Grégoire de Montaignu. Digital marketing: Developing your digital strategy. Eyrolles, 2012, p12.

The formulation of a strategic priority must be simple and orientate the action. It can be accompanied by a complementary explanation in a three points giving more precision on the tactical deployment of the priority.

A marketing plan should not include more than five strategic priorities, at the risk of losing readability for those in charge of executing or controlling it.

Conclusion:

Digital is everywhere. In the space of just a few years, it has completely changed our behavior as well as marketing practices and strategies, digital communication for its part inaugurate a way of relationship between brands and customers that is very different from

that of traditional. Digital channels modify the behavior of consumers who are permanently connected, in any place and from any medium. Internet offers the latter a practical and continuous access to information, entertainment and communication, and thus contributes to reinforce their power towards brands, thanks to access to a lot of information on products and brands. In addition, the tools that web2.0 offers through different channels promote the generation of content and the constant interaction between Internet users. In response to these changes, companies are trying to keep up with the situation thanks to digital marketing, in order to optimize customer value and the relationship with the latter. A better knowledge of this allows more targeted marketing actions and a personalization of messages and offers. As a result, digital marketing have become essential tools for businesses.

The importance that the advancements and development of ICT and the web have taken in the world of marketing, and the privileged place that these digital strategies have taken in the world in which we live, especially that of (company and how they were able to change our lifestyles and our behaviors, were the pillars and the sources of the interest that we have granted to digital strategies and that we have tried to trace during this first chapter by addressing the concept of these multiple facets and that we have tried to identify as well as possible

To conclude, this Section 2 has allowed us to become familiar with the notion digital strategy, it is now becoming clear that the efficiency indicators used must be directly in line with the intended objectives. That is why a large range of indicators are also provided, whether it is a website, user, consumer, media and advertisement, to evaluate the impact of the digital strategy that has been implemented. The most delicate task is to select the most relevant KPIs are those integrating the dashboard. Gathering a set of indicators, will allow drawing an analysis of the situation to be able to act and deploy actions in order to adjust and improve the efficiency of its operation.

**CHAPTER 2:
DIGITAL STRATEGY DIMENSIONS**

Introduction:

Technological innovation has grown at an unprecedented rate over the past couple of decades, creating multiple opportunities for marketing in online settings. Using the internet, social media, mobile apps, and other digital communication technologies has become part of billions of people's daily lives. For instance, the current rate of internet use among American adults is about 87% and is closer to 100% for demographic groups such as college-educated and higher-income adults.

The digital marketing industry has introduced various digital marketing levers, which helps marketers target the right audience and attract them towards the product or service being marketed. The proliferation of these levers helps customers become more empowered and engaged in their brand interactions, while also providing them with new tools in their search, evaluation, choice and purchases of marketing offerings. Consequently, these developments are influencing marketing practices, both strategically, and tactically. For this reason, it is important to understand not just what digital marketing can offer to companies but also the scope of various digital marketing channels and how best to utilize these channels of digital marketing. For a digital marketing campaign to be rock solid and perform as well as expected, it is important to recognize the digital marketing tools through which a brand needs to be marketed for; not every tool or digital marketing platform is relevant for businesses and brands across industries and markets. The right digital marketing tool for a brand or business also depends on the brand's business goals. For example if the goal is to generate leads for the business and its a B2B brand, it makes more sense to use platforms that are business centric and have features that will help you generate leads.

In this chapter we will speak about the different digital marketing levers (definition, types and features included in each one of them), then we will see how efficient a digital marketing strategy using those tools, several steps to take and the techniques to use and finally we see how to measure the performance of a social media strategy using a well-defined KPIs.

1. Section 01: Digital strategy levers :

Nowadays, social media has developed in an essential part of marketing strategy for its ability to generate co-created value. For more than a decade, marketing academic and practitioners have focused on the intersection between consumer behavior and interactive marketing, offering a wide range of conceptual and empirical research papers, as well as online marketing case studies. Many researchers emphasize the necessity to study and examine the impact of different social media platforms (i.e. Facebook, YouTube, Instagram, Twitter,

LinkedIn) on the return on investments of marketing expenditure in the form of promotional activities aimed at reaching targeted customers. Thus, social media is an essential part of marketing strategy in online settings and organizations need allocate the necessary resources to manage their online brand communications, regardless if these discussions come from third-party experts or consumers' perceptions and reviews.

1.1 The emergence of social media:

A network facilitates all kinds of interactions between individuals or brands (messages, discussions, sharing of images, music, videos) but these interactions are not defined, nor even controlled by the brands. Social networks represent a new environment for brands and a new field of study and action for marketing, which can profoundly affect the policies carried out.

1.1.1 Definitions of social media:

- **Definition 1:** As said by Matthew Hudson: *“Social media refers to websites and applications that are designed to allow people to share content quickly, efficiently, and in real-time. While many people access social media through smartphone apps, this communication tool started with computers, and social media can refer to any internet communication tool that allows users to broadly share content and engage with the public.”*⁴⁵

- **Definition 2:** said MAYA E. DOLLARHIDE: *“Social media is computer-based technology that facilitates the sharing of ideas, thoughts, and information through the building of virtual networks and communities. By design, social media is internet-based and gives users quick electronic communication of content. Content includes personal information, documents, videos, and photos. Users engage with social media via computer, tablet or smartphone via web-base software or web application, often utilizing it for messaging.”*⁴⁶

- **Definition 3:** Emmcnuel LAZEGA (2014): Social networks are like a set of relationships that can exist between different actors in different knowledge environments (political, social, cultural, economic...) ⁴⁷ _Within the framework of a marketing approach, the term of social networks generally denotes the entire Internet sites allowing constituting a network of friends or professional knowledge and providing their members with tools and interfaces of interactions, presentation and communication.

⁴⁵ <https://www.thebalancesmb.com/what-is-social-media-2890301> (07/05/2020, 14:21)

⁴⁶ <https://www.investopedia.com/terms/s/social-media.asp> (07/05/2020, 14:43)

⁴⁷ Amel SAIDANI-ABDERAHMAI, Ethnological approach applied to the study of brand communities on social networks, Revue des sciences commerciale, EHEC, N 23-2017, p172

1.1.2 The Chronological History of Social Media:

The history of social networks is as follows: ⁴⁸

- **In 1995**, the “**Classmates**” network enabled Americans to reunite with their former school friends.
- **In 1997**, birth of one of the first social networks: **Sixdegrees**, It can be considered as the first modern social network site, with the creation of profiles and the possibility of creating a network between users.
- **In 1998**, **Open Diary** allows its users to publish their journals online publicly or privately without having any HTML knowledge. For the first time, users can also add their comments.
- **In 2002**, the **Friendster** social network was the first site to reach one million users!
- **In 2003**, three major sites are emerging and will revolutionize our way of using the web, whether in the private and professional spheres: **MySpace**, **WordPress** and of course **LinkedIn**.
- **In 2004**, Mark Zuckkerberg launched **TheFacebook.com** from his dorm room in Harvard. The same year, the **Flickr** team launched their photo-sharing site.
- **In 2005**, it was the videos that were honored with the launch of **YouTube**.
- **Since 2006**, we have taken the habit of writing 140 characters with **Twitter**.
- **In 2007**, **Tumblr** allows its subscribers to quickly and easily share photos, texts, notes and links with their communities.
- **In 2010** was the emergence of **Instagram** would shake up the social media scene, yet another important step in the evolution of social media platforms was the launch of Instagram in 2010. A US-based photo and video sharing platform, Instagram is today one of the biggest social media sites in the world.
- More recently still, Google wanted to compete with social networks like Facebook and Twitter and created **Google+ in 2011**.
- Finally, the most recent is **Pinterest**, created **in 2012**, as a social network dedicated to the image.
- **In 2016**, the now incredibly popular social media platform, **TikTok**, was first launched by Douyin for the Chinese market; it was later launched on iOS and Android outside of China.
- **Parler** is one of the newest kids on the block when it comes to social media platforms and apps. Launched **in 2018**, Parler describes itself as an unbiased, free-speech social media platform dedicated to protecting its users' rights above all other concerns.

⁴⁸ <https://interestingengineering.com/a-chronological-history-of-social-media> (07/05/2020, 19:31)

1.1.3 Social media typologies:

Seeing the popularity and power of Social Media Channels, businesses and marketers look for different types of Social Media networks that they can use to target and convert their audiences.⁴⁹ In this table, we shall deep dive into all the different types of Social Media Marketing networks that can optimize your reach and brand awareness on the web.

Table 3: typologies of social networks.

	Description	Examples	Main features
Mass Social networks	Networks of people connected by systems of friends, fans.	Facebook, Myspace, LinkedIn, Friendster	Network of people sharing content Entertainment, exploration
Discussion Forums (Social News)	Content sites whose front page and important content are chosen by the community	Digg, Reddit, Scoopeo, Fuzz, Wikio, TapeMoi	Impactful and entertaining content that makes the headlines Offer friends network systems
Bookmarking & Content Curation Networks	Sites that store, organize, identify, manage and search for bookmarks	Delicious, Diigo, Stumbleupon, Pearltrees	Give meaning to bookmarks through tags and comments
Social media sharing Networks	Sites that allow the publication of content generated (videos, photos, etc.) by users	Vidéos : Youtube, Dailymotion Photos : Wikipedia	React to real-time news Channels as important as TV

Source: <https://www.digitalvidya.com/blog/types-of-social-media/> (09/05/2020, 09:01).

According to Philip Kotler There are three types of social media platforms classified as follows:⁵⁰

⁴⁹ <https://www.digitalvidya.com/blog/types-of-social-media/> (09/05/2020, 08:45)

⁵⁰ Philip Kotler, Kevin Keller and Delphine Manceau: Marketing management, 15th edition, Pearson, 2015, p.699.

a) Online communities and forums:

Most are created by individuals with no business purpose or relationship with companies. Others are sponsored by brands to promote communication between fans and with the brand, through messages and chats on subjects related to the products. The creation of individual or collective activities is one of the success factors of online communities by strengthening emotional commitment to the brand. Combined with the intensity of participation, it also promotes brand loyalty. These communities allow companies to know the perceptions of customers and to disseminate information to them; they can thus access data difficult to obtain by the traditional methods of market research.

b) Blogging platforms:

Blogs have become a big word of mouth. There are several million of them, of very diverse nature: some mainly intended for relatives, family and friends, others designed to address a large audience. In any case, they have the advantage of bringing together individuals who share common centers of interest. Bloggers are influential opinion leaders on subjects as diverse as fashion or environmentally friendly products. Companies create their own blogs and follow what is written on other people's blogs. At the other end, some Internet users use blogs to denounce brands to deficient products or disastrous services.

c) Social networks:

Today they are an essential component of marketing, both in B to B and B to C. Each social network corresponds to specific uses and marketing managers are still learning how to best use them. Social buckets and their colossal audience are continuing to grow. Given their non-commercial nature, it is not always easy to attract the attention of Internet users and to disseminate persuasive messages to them. But having a presence on social networks is almost essential for brands; moreover that it is the reach of all the companies, even the smallest.

1.1.4 Social networks versus social media:

Today, there is a multitude of social platforms that bring together several million, even several billion users. A common mistake is to use the terms social media and social networks interchangeably in order to denote community sites and social functions of the Web. The term social media covers sites and social features of the Web, mobile applications, or features that

encourage people to collaborate, create, modify and evolve content. All these actions allow the development of conversational and social interactions between Internet users with a response varying according to the type of content and medium.⁵¹ Among the technologies that are touching the field of social media, we find RSS feeds, blogs (Tumblr), wikis, photo or video sharing (Instagram or YouTube), podcasts, social networks (Facebook, Viadeo, LinkedIn), collaborative bookmarking (Pearltrees), content curation tools (ScoopIt), virtual worlds (Second Life), micro-blogs (Twitter), etc. Social networks then become a tiny part of social media and can be defined as a subset of them. Their primary purpose is to enable Internet users to create a profile, to establish contact, by offering them opportunities for sharing or networking. Blogs, discussion boards or wikis, on the other hand, belong to social media but are different from social networks. For example, unlike a blog, the primary purpose of a social network is not publication, but rather connecting members with common interests.

1.1.5 The characteristics of social media:

According to Bernard COVA⁵² (2008): social networks make it possible to move from interaction to the creation of value. The author focuses on the following problem: how can brands create value with social media? He therefore defines social networks according to an ethno sociological approach which poses (4) criteria to characterize a social media: Heterogeneous individuals but interrelated by the same subjectivity, the second one is the conscience of its members to form a separate group, the third one is the moral obligation of mutual aid between members and the last one is the existence of rituals and traditions.

The author (MICHEL, 2009) explains that these criteria must be present on the social media if the brands want to create value by facilitating the link between members and by supporting the rituals of the various social networks.⁵³

1.1.6 The advantages of social media:

Among several advantages, we can mention the following four:⁵⁴

- **Develop Brand awareness and Brand reputation:** Through a policy of acquiring fans, friends or followers, the use of social networks can considerably

⁵¹ HOSSLER (M), OLIVIER (M), JOUANNE (A), marketing on social networks: 12 modules to build your social media strategy, 2014, pp 12,13,14.

⁵² Bernard Cova is Senior Professor of Marketing KEDGE Business School since 1990.

⁵³ Amel SAIDANI-ABDERAHMAI, op-cit, p173

⁵⁴ <https://www.nibusinessinfo.co.uk/content/advantages-and-disadvantages-using-social-media> (10/05/2020, 01:09)

increase the reach and visibility of a company. The messages disseminated are aimed at a wider audience, with almost infinite potential. Fans recommend this or that page, the company benefiting from a development of its audience. Hence the interest in working on the creation and distribution of rich and interesting content. In addition, the social networks are a place of communication part, allowing maintaining another type of dialogue with the customers, partners and suppliers. A dialogue creating proximity, exchange and therefore trust.

- **Customer interaction:** You can deliver improved customer service and respond effectively to feedback. Positive feedback is public and can be persuasive to other potential customers. Negative feedback highlights areas where you can improve. The brand and the consumer interact directly, so it is possible to exploit this proximity to better understand the consumer and send him messages adapted to his lifestyle. Once again, social networks herald the end of mass marketing
- **Cost effective and Website traffic:** It can be much cheaper than traditional advertising and promotional activities. The costs of maintaining a social media presence are minimal. If you choose to invest in paid advertising, you can spend as much or as little as your budget allows. Also Social content can boost traffic to your website. This can lead to increased online conversions such as sales and leads.
- **The ability to evaluate performance:** The last advantage to social media marketing is the ability to assess your performance. Whenever you run a marketing campaign, you want to know how it's performing. Social media platforms make it easy for you to track your campaign to see if you're driving valuable results. It is easy to measure how much website traffic you receive from social media. You can set up tracking to determine how many sales are generated by paid social advertising.

1.1.7 Social CRM:

Considered as the connecting fabric between social media and internal and external communication systems of the company, in the minutely fluid and moving universe of social media, Social CRM is not the latest trendy marketing concept but rather the next step of the

progressive adaptation of communication and of the organization of companies and brands to the new deal of the relationship with consumers.

It is difficult to find a definition of Social CRM that achieves consensus, but the often adopted definition of Social CRM which allows a better understanding of the initiatives in the matter and the means to take full advantage of them. This is the definition of Paul Greenberg, one of the pioneers of Social CRM: ⁵⁵

“Social CRM is a corporate philosophy and strategy, based on a technological platform, rules, processes and social characteristics. Its goal is to focus on engaging with consumers through collaborative conversations, in order to create benefits for both parties in an environment of trust and transparency. Ultimately, it is the company's response to the consumer's takeover of the conversation”.

Beyond the communication dimension, Social CRM in fact renews all the relation of the company with its customers. It is based both on an in-depth change in the attitude of brands and on new relational modalities emphasizing in particular this notion of conversation.

Social CRM comes in response to consumer behavior. What was only a subject of communication also becomes a stake of organization for any company claiming to be customer-centric. It places the customer at the center of the strategy of the company by using social media as a vector of this new approach. Going well beyond the perspectives of Social Marketing, it therefore no longer encourages the faithful only through transactional or marketing means but also through relational and conversational power. Each company can have its own Social CRM policy depending on its internal characteristics (organization, culture, resources, targets, overall communication and marketing strategy, etc.), and external characteristics (expectations, conversations, supports). There are therefore no practices applicable to all structures indiscriminately and also there are no absolute rules in terms of organization.

1.1.8 Main Social Media:

Often used to get information, to be in contacted with other people, or simply for entertainment. Social media can also be seen as a real marketing lever. This lever help to gain visibility and credibility develop business opportunities, and even hiring. A wide choice of social media is offered to the company to develop its strategy, which leads us to make a presentation of the main social networks used in the world and in Algeria:

⁵⁵ Paul Greenberg, Social CRM Comes of Age, White Paper Oracle, 2009, p.8.

Facebook: is one of the most known and recognizable web pages in the world. For a bit more than ten years it grew amazingly big, it's still the most used social platform with nearly 2.45 billion monthly active users in 2020. Although, back in 2004 it was a closed Internet community created by the student from Harvard University: ⁵⁶

The success of Facebook can be related to its simplicity. The ordinary Internet user does not need to know anything about programming or coding to create a Facebook account. The possibility to spread and share different forms of content, including text, links and pictures attract businesses to be present on Facebook. To begin a successful story in Facebook the business should attract the user and gain more followers for its page after the profile was created and the package of first information was added to it. To create traffic and to build recognition, the company can start with already existing customer base through invitation them to follow the company's page. As per usual, when the business has loyal customers the word-of-mouth spreads and already subscribed users start to invite their friends, relatives, and other connections to view the page. Not only news and updates can be fast spreading when the company is registered and active on Facebook. The client communication and dialogue can speed up as well. Taking into consideration the fact that people are more limited with the time available and like simplicity in everything, it is wise to consider that some people would prefer to ask questions or leave comments when they are looking through their News Feed, than go the company's website, log into webmail or make a call.

The biggest advantage of Facebook is that there is no need to wait until the customer will come and show the interest in company or brand, but the company can go directly to the customer with the selected content and not bother or distract him or her. To obtain more followers the company should have a visible tendency in its publishing as it was stated in the paragraph above. However, it is not wise to talk only about goods or services, while networking through social media. It could be explained by communicating and interactive nature of Facebook. As an example, interesting company events, guidance, campaigns, competitions and even stories can be used as relevant and valuable reminders to the subscribers.

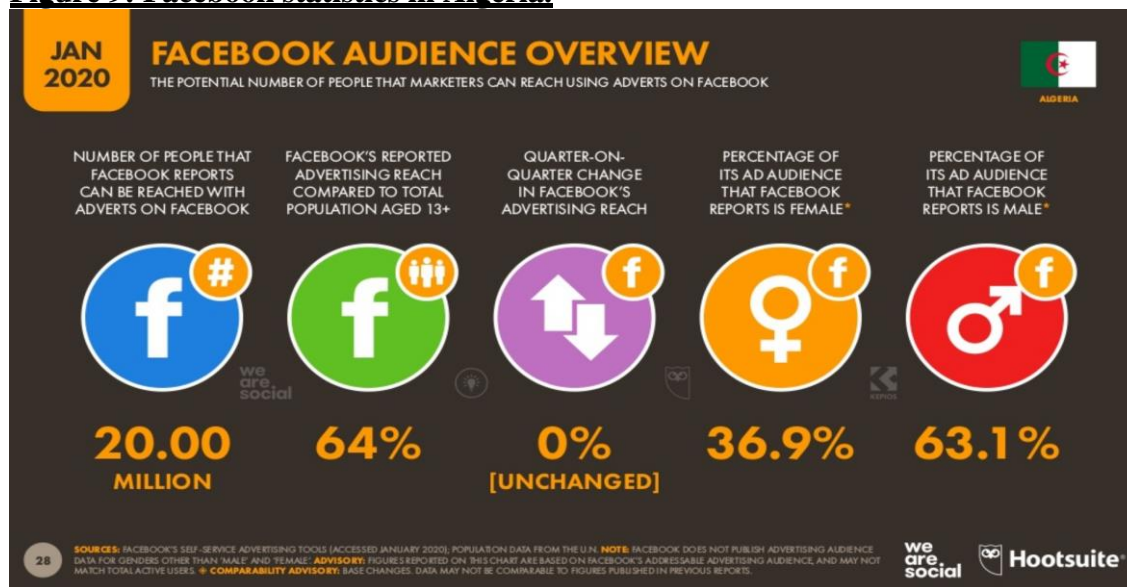
It is believed that overall company's image and perception matters the most; though, it also should be noticed what the brand creates itself. The smallest details can play the biggest and sometimes very tricky role in what customer thinks about the business. Company's information, name and the page content should be written properly, without mistakes,

⁵⁶ Anastasiia Sotnikova Bachelor's thesis :THE APPLICATION OF DIGITAL MARKETING STRATEGIES TO INCREASE PROFITS OF THE ORGANIZATION, P23

pictures have to be of the highest resolution and the general view should represent quality. When everything is on the desired level the business can consider web address requesting, which is generally looking like this - 'facebook.com/company-name'. It simplifies the company search for the Internet users and helps to correlate it with other online marketing means. Despite the already mentioned necessity for frequent publishing, the company's should also be very careful with the content it provides. Updates are not good when they are not adding any value to the customer and are done just because it was decided to do it weekly. The enthusiastic attitude and passion should be added to any content emitted because it makes the statement more powerful as “love” makes the food tastier.

Facebook also has more business directed services such as Facebook Adverts and Adverts Manager. These means allow business to target the audience not blindly, but consciously, selecting targeting groups based on gender, age, physical location and reaching out those of nine hundred million daily visiting, for whom the advertisement might be meaningful. After selection of targeted group, the company can decide on budgeting and spending limits, which will be set on daily or per campaign basis. To manage campaigns effectively Facebook offers to use Adverts Manager, which can be accessed even through smartphones and tablets.

Figure 9: Facebook statistics in Algeria.



Source: <https://datareportal.com/reports/digital-2020-algeria> (15/05/2020, 15:53)

- 22 million monthly active users in Algeria.
- 20 million Users are potential reach of advertising.
- Facebook Messenger App is the most downloadable.
- Facebook App is the second most downloadable.
- 97.2% of Facebook users access it on mobile.

Instagram: Another social media channel, which stated its popularity in the world-wide range, is Instagram. It is impossible to say that all the people, but those who are using Facebook use Instagram and other social media channels are more likely to register in Instagram under the influence of connections and friends. The channel has around 1 billion monthly active users worldwide in 2020: ⁵⁷

The platform is slightly focusing on the images and short videos. The headwaters of Instagram take place in the mobile network. Ideally, Instagram is about once personality, daily routine or exciting moments, but at the same time, it can be considered as a valuable platform for marketing and doing business more and more. The suitability of this social media channel for doing business can be explained by looking at its simple for use structure and the number of users, who willingly spend their time posting and looking through the updates.

Instagram is not only simple to use, but also very easy in profile creation. The limited amount of information is required for registration of an account. Apart from main profile picture, few descriptive words about the user (individual, business entity or brand) are available at the profile. Even though, according to Instagram restrictions, links are not allowed on the platform, there is a possibility to add one clickable link of the web page to profile information. The same way as Twitter, Instagram allows usage of hashtags, which are helping to match photos of users to a particular topic. The better tagging is done, the more users are able to find the picture. Not only hashtags are helping to increase the picture views and likes, but description plays a significant role in it too. In case, when few words of description are intriguing, inspiring or catchy other users and subscribers will remember the photo better this means that for the business it will bring greater brand identification.

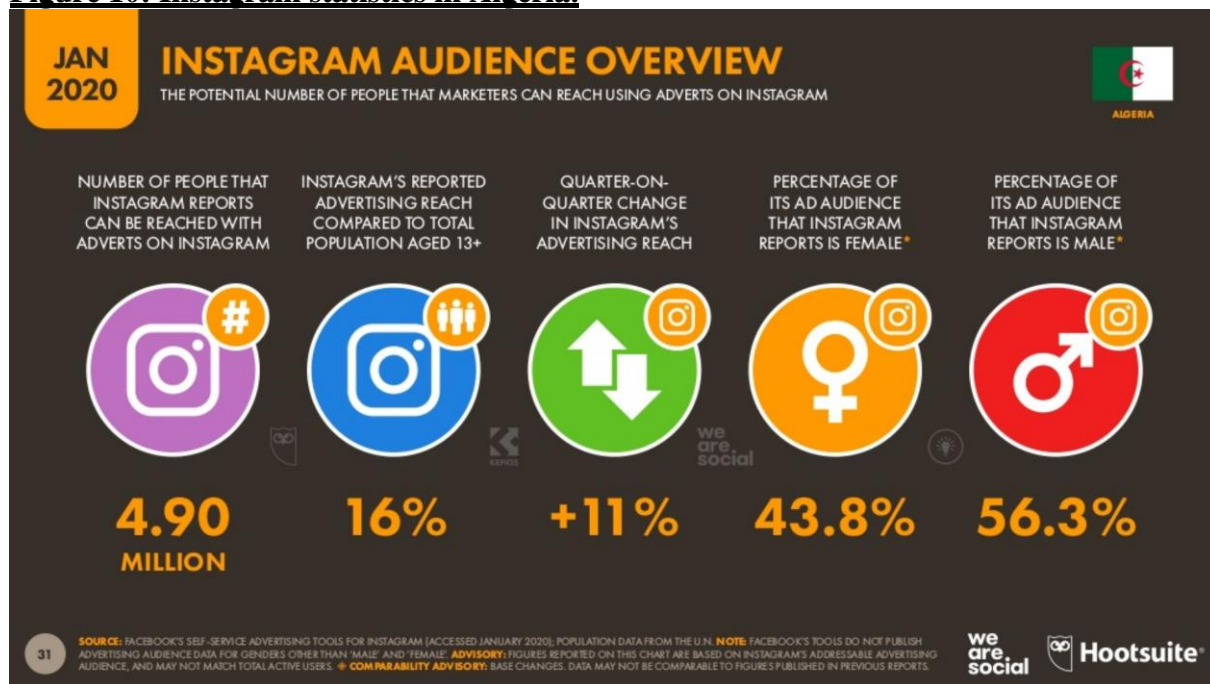
With growing popularity and business demands Instagram established marketing solutions for businesses. The function has many similarities with other marketing platforms such as Facebook. The target and material can be chosen very precisely in order to increase the content visibility. The Instagram marketing is advantageous in its nut shell. The company can do its marketing for free or with some small fees, but very effectively and with fewer time investments than in other social media channels.

Last but not least, the flow of information on Instagram can be perceived as optimal because it does not change too fast and it is always possible to look back for the publication. Not only

⁵⁷ Anastasiia Sotnikova, op-cit, P 31

pictures but also users can be found without any difficulty. It can be done through exploring feed, locations of the pictures taken or even hashtags.

Figure 10: Instagram statistics in Algeria.



Source: <https://datareportal.com/reports/digital-2020-algeria> (15/05/2020, 20:48)

- There were 6 208 000 Instagram users in Algeria in July 2020, which accounted for 14.2% of its entire population.
- The majority of them were men - 56.1%.
- People aged 18 to 24 were the largest user group (2 400 000).

YouTube: YouTube is the web page, streaming videos online, with around the globe recognition. It exists already more than a decade, as it was founded in 2005 by Chad Hurley, Jawed Karim and Steve Chen, who previously had worked for PayPal. The idea of YouTube was introduced in the same year as it was launched and was rapidly released in the reality. However, the promising potentials of YouTube cannot be left without recognition of Internet giants like Google. And already in 2006, Google has bought it for 1,65 billion US dollars: ⁵⁸

Taking into consideration the number of YouTube users, it is not wise to ignore this marketing tool. The companies of any kind can include YouTube as an effective online marketing mean into their strategic planning. YouTube proved its efficiency not only as a tool of entertainment and video sharing but also as an effective business introduction and product promotion platform. With its leading position of the most visited web page, it also

⁵⁸ Anastasiia Sotnikova, op-cit, P 28

managed to become a very popular search engine and attract more than eight hundred million visitors monthly.

In B2B decisions, YouTube can be a very handy tool, because developed brands usually have strong promotional videos and many companies are making short introductions to their business in media format. It was even proved by research, that ninety-two percent of business clients prefer to watch videos and forty-three percent out of that audience search potentially good products in videos available online. The company, which considered utilizing YouTube as a part of its online marketing strategy, should always keep an eye on its potential audience, since the video for a twenty years old student and forty-five years old engineer cannot satisfy all of them and bring expected value. The idea and integrated message should accurately reach its destination. The videos up-loaded by the company should not only be restricted by content and structure but also time, as too short videos are not suitable for every case and too long videos are not acceptable at all because they cannot keep the viewer committed and perceived as boring and.

To be outstanding and memorable the business cannot let itself get bogged down in the mass of other messages and news flashes, which already over-loaded minds of Internet users. Consequently, all the produced videos should have a distinguishable style, be intriguing and catchy. Even if the video does not show all the benefits of the product and does not describe

all its features it is enough to make it interesting and relevant to make potential customer search for it more and visit company's web page. To achieve the last, businesses have to be very careful with the information they provide in their YouTube channel and in the video itself. Accurate contact information and logo of the company should perennially to occupy its place of honor.

In order to gain business effectiveness of online marketing, all the parts of the mechanism should be connected and work properly complementing each other. It is impossible to have an efficient and strong Internet marketing strategy without having the equal strength of every tool or mean, included in the scheme. The business message should go through the channels utilized and be supported by main company's goals. That is why when the video is uploaded on the YouTube channel it should also appear in the other social media channels of the company and on its web page. The video should be also easy to find by the name. It has to include company's contact and the matching description formed from keywords.

Twitter:

Twitter is another famous social media channel that is heavily based on the establishment of networks and blogging at a micro level. Initially, Twitter was not planned as it is known nowadays. The father of the idea, Jack Dorsey wanted a channel to work within SMS network, providing information on the user's events or moments in changing statuses. Later Dorsey met other founders at Odeo, the company doing podcasting, and in tight cooperation and idea generating they managed to develop Twitter's idea and lead it to tremendous success. The Twitter message normally gets hashtags, which are basically the key-words related to the message. It is remarkable that hashtag firstly appeared because Twitter users wanted to have a better way to distinguish and set categories to their messages. This day, any user can efficiently search for the most interesting messages through Twitter key-words. The search is easy due to chronology, in which the results are shown. The most recent Tweets are always shown at the top that allows acquiring the most timely and relevant information. Hashtags are very useful for the search; hence, they should be in the tightest one connection with content. Also, Twitter has limitations for tagging Tweets, because otherwise the message can be overloaded with them. The platform allows adding only two hashtags describing the content of the Tweet. Twitter is representing a vast Internet society, which means that all its members are free in posting Tweets and following other users. There is only one simple button, helping to follow anyone's publications with a simple click. In the followed category an independent user or the company can appear, yet the subscribed user will receive updates to the wall without any difference. All publications are chronological and can be searched anytime, because of permanency.⁵⁹

2 The Website channel :

For a professional, the website is an advantageous communication medium which in itself has a double interest, to make itself known to potential customers and to do less costly marketing through the implementation of a strategy of brand promotion to assert its presence on the Internet network.

2.1 definition of a website:

According to dictionary.com it is :” *a connected group of pages on the World Wide Web regarded as a single entity, usually maintained by one person or organization and devoted to a single topic or several closely related topics.*”⁶⁰

⁵⁹ Anastasiia Sotnikova, op-cit, P 29

⁶⁰ <https://www.dictionary.com/browse/website> (19/05/2020, 16:04)

The use of the term “site” implies a structured content responding to a precise subject on the part of the issuer, which is more often a company than a person. So it’s necessary to be more equivalent to the company headquarters, of its show-room or of its online store, rather than a simple animated poster. For us the website is a space created by the company to inform and initiate a relationship with its client.

2.2 Objectives of a website:

Company develops sites for: ⁶¹

- The image: nowadays the company cannot afford to pass next to this new vector of communication and to be absent from the web.
- The site is a source of information for the company.
- The website is a commercial medium (Sell products online).
- Up dated: a presence on the web is justified only in response to precise objectives and to be on the web.
- The search for new customers: the company seeks to orient its reflection on the behavior of the target prospect and it is according to their behavior the company acquires new customers.

2.3 Different types of websites:

There are different types of site: ⁶²

2.3.1 Homepages:

The homepage is the site’s main hub and serves as the face of a brand. A homepage can take on many different forms, but while designing it’s important to remember the purpose of the homepage as the main navigation and point of interest for site visitors.

2.3.2 Magazine and news websites:

News and magazine websites need little explanation. The primary purpose of a news website is to keep its readers up to date on current affairs, whereas online magazines will focus more on entertainment. A magazine and news website features articles, photos and videos that are informational and educational. In the last twenty years, the magazine industry has changed from a print-only platform to largely digital format. The magazine website type works well for informational websites, particularly publications from universities and organizations.

⁶¹ RECHENMAN (Jean-Jacques): website audit, 2001, P26.27

⁶² <https://99designs.com/blog/web-digital/types-of-websites/> (19/05/2020, 16 :44)

2.3.3 E-commerce websites:

An e-commerce website is an online shopping destination where users can purchase products or services from your company. A robust e-commerce web page makes it easy to browse products, filter by categories, highlight special sales and make purchases. An easy way to get started is through a full-solution, e-commerce platform like Shopify or Squarespace.

2.3.4 Blogs:

A blog features regularly updated articles, photos and videos. Blogs started with more casual, personal content compared to magazines. But since then, the lines have blurred, and now it's extremely common for major brands and businesses to have their own blog. Adding expert content improves the overall credibility of a company or an individual. Blogs also provide material for social media posts and email campaigns.

2.3.5 Portfolio websites:

A portfolio website allows creative professionals a place for showcasing their best work. This is perfect for artists, writers, designers, filmmakers, furniture builders.

2.3.6 Landing pages:

A landing page is a specific page type created for a marketing campaign that drives visitors to take a specific action. The content on a landing page should be limited and point toward the call-to-action (CTA) you'd like the user to take. Allow plenty of white space around the CTA and save elements not related to the purpose of that campaign for other pages.

2.3.7 Social media websites:

We all know Facebook and Twitter, but social media sites can take many other forms. These sites are usually created to let people share thoughts, images or ideas, or simply connect with other people in relation to a certain topic. Social media sites are also increasingly becoming the go-to destination for people to read up on the news.

2.3.8 Directory and contact pages:

A directory or contact page is a place where users can connect with you or others. This type of website works well when you want to list a repository of businesses or people within an organization. For example, a local restaurant directory features eateries in the area with menus, price ranges, phone number and reviews.

2.4 Search Engine Marketing (SEM):

Search Engine Marketing (SEM) is basically the science and art of getting targeted traffic (free and paid) to your website from search engine like Google, Yahoo, Bing or other search engine networks.

According to a deeper Wikipedia definition, “Search engine marketing is a form of Internet marketing that involved the promotion of websites by increasing their visibility in search engine results pages (SERPS) through optimization and advertising.”

Search engine marketing can also defined as a form of internet marketing that involves the promotion of websites by increasing their visibility in the search engine networks through all the activities that bring the free targeted traffic from search engine networks (Search Engine Optimization) and all the activities that bring the paid targeted traffic from search engine networks (Search Engine Advertising) ⁶³

Search Engine Marketing (SEM) = Search Engine Optimization (SEO) + Search Engine Advertising (SEA) ⁶⁴

While SEO allows to optimize your website for a greater chance in appearing higher in search results, and SEA allows to send promotional content to the target audience of your choosing, SEM combines both benefits as the content is both optimized for higher search rankings and is placed primarily in front of audiences who are most likely to convert when they click on your ads.

2.5 Search Engine Optimization (SEO):

By definition, search engine optimization is an activity to make your website more prominent and visible in search engines against the targeted search keyword queries. The entire practice of SEO revolves around appearing on the top page of a search engine against the desired keywords that the potential customer looks for.

Going in 2020, the importance of search engine optimization continues to grow as many local businesses and product/services are turning to harness the power of search engine marketing.

⁶³ <https://blog.hubspot.com/insiders/seo-sem-faqs> (25/05/2020, 09:10)

⁶⁴ <https://www.reflections-ibs.com/blog/articles/what-is-the-difference-between-seo-sea-sem-smo-sma-and-smm> (25/05/2020, 09:31)

All forms of businesses and sell services/products through offline should consider putting SEO in the mix because it will increase the revenues dramatically. Here is a comprehensive guide on what SEO is all about and setting up the business presence on the web. To quickly get business up and running on the Internet to improve revenues, considers these steps: ⁶⁵

- **Set Up an SEO-Friendly Website:** Set up a website that is search engine friendly, not the one that is set upon by search engines. Technical issues such as slow speed, unclean coding, little content on your site pages are some of the common SEO pitfalls that can throw your website behind your competitors and you will not be visible to your audience. If you are a non-technical person, your best bet is to hire an SEO (a person who can make your site search friendly) to do all it takes to make your website appear on the first page against your chosen keywords.
- **Create content that search engines like:** Content is the key to your website success, as it not only strengthens your brand name, but also lets search engines know your site deserve to appear at the top of search results. Google has officially mentioned that quality content is among the top three ranking signals. By considering these quick points, you can create attention-grabbing content from both your brand and search results' perspective:
- **Keep your audience in mind:** When preparing content for your website, write in a way that it solves your audience problems and gives them a relief in the form of right solutions. If your business is about selling a product, your content must stimulate enough interest in the readers to force them to become your customers.
- **Be creative:** Creative writing skill pays off, but do not let it get on your nerves. Being creative means your website pages cover all the aspects of information-rich content because search engines easily measure its worth by frequently crawling it. Creative content can typically involve using text, images, infographics and videos on your web pages. As for text (or content in written form), the nature of your content can change from page to page. For instance, your homepage that typically gives an overview of your business should have content that describes your services in the best possible manner and fewer words. On the other hand, if you are aiming to introduce the benefits of one of your products, you need to be highly creative in order to stimulate enough interest in your potential customers, even if it means hiring a professional essay writer to put together result-driven content.

⁶⁵ The News Tribe (2019) Article: dissertation on digital marketing by Terry Shaw.

- **Create correct content:** Search engines have become smart with time as they can differentiate sloppy content from correct content. Although, not a ranking factor for search results, but mistakes like typos and text that cannot get its message across in simple words can really turn off your readers, and as a result your target revenues. It makes sense to proofread the pages related to your product intro, service-related pages, blog content, and detailed essay research on service benefits before you finally uploading it to your website.

2.6 Search Engine Advertising (SEA):

Unlike SEO, SEA is not focused on pleasing the Google SEO algorithm which we know takes a while to achieve, positioning with SEM is won through a virtual auctioning process that marketers can take part in very quickly and easily. This makes it possible to achieve widespread visibility within days or even hours of setting up a campaign.

The first result in the above example had the first ranking because it had won the Google's Ads auctioning process. SEM is perfect for achieving quick visibility but it literally comes at a price; the Pay-Per-Click modal raises additional considerations: It is vitally important to make sure that the people clicking on a Google ad are actually interested in buying from or visiting the site it is promoting. Otherwise, that price paid per click isn't leading to anything. 3 key things you should focus on when setting up Google Ads are: ⁶⁶

- Making sure the Google Ad is set up with the right target audience and terms so that the people who find the Google Ad are likely to click on it.
- Professionally controlling and monitoring the SEM campaign budget so that it is used effectively
- Optimizing Google ads for clicks and conversions to ensure the maximum number of the right kinds of searchers click on it: This is also a crucial part of winning the Google Ads auction as Google won't award the Ad spot to a Google Ad that users won't click on. Even if it is the top bidding Ad.

3. Email Marketing:

The direct marketing mean strongly reliable on the digitalized ways of communication is called email marketing. It is as simple as massaging potential or already existing customers through email. Different targets can be reached through email. The significant advantage of

⁶⁶ <https://www.rankingcoach.com/en-au/news/search-engine-optimization-seo-and-search-engine-advertising-sea-as-different-parts-of-online-marketing> (25/05/2020, 11:17)

this tool of online marketing communication is that relationships with customers can be managed and regulated outstandingly well, that is why it is used in CRM. On another hand, email marketing is very direct and can be narrowed down to the desired audience very accurately. Obviously, it is not the only one advantage of email marketing. It also can be a cost saver, which can be well customized, measured and modified. It is worth to mention that email marketing has some options of the messages. A single message can represent a direct marketing or carry company related material. The first is known as a promotional message and the message should never be fully independent, but necessarily connected to the online marketing purposes of the company. The direct information leading to concrete actions such as order or information request is more likely to appear in the promotional message, while newsletters are genuinely sanctifying company related changes and have long-term nature.⁶⁷

To provide better possibilities for further email marketing campaigns the company should pay attention to its client's database. It is considered that customers, who signed for updates and promotional material, are forming the main email-marketing database for the business. The most important information in it is the email address, but other types of information can be essential too. For example, the name and gender of the customer can help in the personalization of email and make it more polite, whereas the frequency of updates will help to avoid pressure.

The next step after database establishment is a content creation, which will serve to the company and its clients. It cannot be too long and official but should keep the intriguing and attractive character. For the company, content creation is a serious responsibility because of the users, who signed for the company's emails and provided their personal data, have their own expectations on the outcome of this action. It means that they need the distributed information, appreciate company or product or have a particular interest in something. That is why the business should treat them better, deliver the information on updates and campaigns faster, and offer special alerts and discounts to show the appreciation.

The message, striving to reach and grab the attention of the audience, should have a good design and clear language. As the main goal of the email marketing is mutual benefiting of the company and customer, messages should deliver more value. Otherwise, overload of information and email bombing, which take place these days, decrease the chance of the message not being deleted immediately after opening. The content of the message should have a personal connection to the receiver's interests and feelings, be alive and have less complicated business.

⁶⁷ Anastasiia Sotnikova, op-cit, P15

4. Content Marketing:

It is generally accepted that content it is something which refers to the literature, poetry and any type of written interconnected information. For example, there can be a content of the book, magazine, journal or the document. However, the word “content” can be used on the Internet too. It applies to all the information available on the web pages of the companies, blogs, social media channels, chats, whether it is a video, picture or a description. Content has a variety of shapes and forms, but it always serves as filler and brings sense. Ideally speaking, the Internet equals to content.⁶⁸

As the content is everywhere, especially on the Internet it appeared to be a possible tool of attraction and interaction with the customer and as a result, it gave birth to the Content marketing. Nowadays, Content Marketing is a tool for making a profit through establishment durable customer communication and usage of inspiring and interesting content to attract desired targets. The content itself should be recognizable and brand related. Besides great amount of written information, social media pages are strongly utilizing pictures and images to visualize. The picture as the core of the website structure can be seen on Pinterest and Instagram. Recently Instagram gained an outstanding amount of users and it shows steady growth rates. Previously, blogs were also only about written information, but today's practices showed that blogs are also affected by visualization. More and more pictures appear in the posts every day. The information which contains images is always more memorable, associative and interesting. For example, some online retailer shops such as AlliExpress allowed customers to attach pictures to their comments and reviews that attract more audience to interact with the company and other users. Lastly, images could also carry out some structural functions, form and unite the text. The client appears as a center of the content marketing of today, similarly in online and any other type of marketing. The amount of ads on the streets and television made governments re-consider advertising and regulate it more. Unfortunately, in the Internet amount of ads is not regulated yet and it continues to overload users. With the daily pressure of colorful and screaming information, many people developed immunity towards any commercials. As a result, content marketing specialists have to challenge themselves more and create contents which are storytelling and personalized - the once touching personal feelings.

Summing up, properly addressed content marketing strategy is a mean that can change a lot and bring meaningful advantages to the company. Some of them are shortly listed below:

⁶⁸ Ibid, P19

- Stimulates communication and supports established customer relationships.
- Increases traffic to the company's website and converts visitors in-to customers.
- Give a guarantee to the company that product awareness is high and the created image is perceived right.
- Shows serious intentions of the company through raising its trust-worthiness and reliability.
- Ensures presence of the company in various social media channels.
- Helps buyer think less about purchase and buy more impulsively.

5. Display:

Display corresponds to advertising on the Internet using graphic designs (texts, images or videos) Ancestors of online advertising; banners have taken the name of “display” to dissociate them from “sponsored advertisements”.⁶⁹

The display takes several forms: simple forms and rich media forms, the most important are:⁷⁰

- **Standard Google Display Ad Sizes:** There are several forms of advertising banners: Banners and big banners 728 * 90, Pop ups 300 * 250, Video in banners 300 250, Medium rectangle 300 * 250, the transparent flash variable size, The billboard 970 * 250, The skyscraper 120 * 600, the expand banner 300 * 250 and 300 * 600, The out of the box, The slide -in variable size, in-text.
- **Website skins:** Modification of the graphic charter of a site in order to highlight the advertising of an advertiser
- **Corners:** Advertising placed in the corner of a Web page like a horned page that you have to hover over to fully display the advertisement.
- **Footers:** Advertising format allowing to float permanently at the bottom of the page an advertisement which often pulls (expand) with the passage of the mouse;
- **Hockey sticks:** Combination on the same page of two advertising banners, one horizontal and one vertical.
- **Interstitials:** An interstitial is a web page which, due to the loading time, is displayed before a heavier requested page or software is displayed on the screen.

⁶⁹ GREGORY (B), PINSSON (C), digital marketing, 2016, p86.

⁷⁰ STENGER (T), BOURLIATAUX-LAJOINIE (S): E-marketing and e-commerce (concept, tools and practice), 2014, p208-210.

6. Mobile marketing:

Mobile marketing is a multi-channel, digital marketing strategy aimed at reaching a target audience on their smartphones, tablets, and/or other mobile devices, via websites, email, SMS and MMS, social media, and apps. In recent years, customers have started to shift their attention (and dollars) to mobile. Because of this, marketers are doing the same in order to create true omnichannel engagement. As technology becomes more fragmented, so does marketing. And in order to earn and maintain the attention of potential buyers, content must be strategic and highly personalized.

When it comes to mobile marketing, this means keeping devices in mind and utilizing SMS/MMS marketing and mobile apps. Mobile marketing is an important piece of the puzzle when it comes to building out any short-term or long-term marketing plan. From email, to pay-per-click (PPC), search engine optimization (SEO), content marketing, and social media marketing, there is a mobile marketing channel to reach every part of your audience where they are most comfortable. For mobile marketing to be effective, you need to curate a cohesive experience that customers expect—and that can be a real challenge as you work to acquire, engage, and retain users across a variety of platforms.⁷¹

2. Section 02: Measuring the efficiency of a digital strategy :

We will discuss through this last section of our second chapter about measuring the effectiveness of a digital strategy by developing the factors determining the performance of communication through the digital channels (sharing, customer engagement, and visibility ...) called KPIs and ROI is the return on investment of communication on social media.

1. Measuring the digital strategy:

Digital marketing has opened a Pandora's Box concerning the audit, measurement and optimization of marketing actions via the analysis of the numerous statistical data available. A discipline has emerged in recent years: **Web analytics**.

Digital marketing is a very analytical discipline, resulting from the reflexes of direct marketing. It is the responsibility of each stakeholder to ultimately be as comfortable in the creative exercise as in that of defining performance indicators, collecting data and the interpretation that can be made of it.

⁷¹ <https://www.marketo.com/mobile-marketing/> (26/05/2020, 12:26)

There are three main sources of data:⁷²

- **Declarative data:** marketing data allowing an individual to be qualified, they are obtained from a clarifying process (Web form, paper form, face-to-face or telephone interview, etc.). They sometimes pose a problem of reliability, in particular when the individual is more often or less forced or encouraged to transmit the data on an Internet form;
- **Behavioral data:** these marketing data making it possible to qualify an individual are obtained from the observation of a behavior. A browsing history of a site, a click on a link, a volume of traffic is examples of behavioral data. They raise less reliability problems than the clarifying data because they normally come from a observed behavior;
- **Transactional data:** this is the marketing data resulting from transactions between an individual and an organization, whether they are commercial interactions (purchases, amount, etc.) and / or loyalty (consumption of loyalty points, etc.).

The growth of these key data opens the way for the notion of business intelligence or even data mining, which makes it possible to provide the necessary clarifications to consumer behavior, or even to predict them.

The impact of a digital marketing strategy can be measured in several ways. The discipline of **Web analytics** comes from the necessary measurement of digital marketing activities: first the performance of sites, then of campaigns, and finally the performance of social media

In general, there are four main types of tools:⁷³

- **Web (clickstream) analytics tools:** are by far the most popular, probably due in part to the availability of fully-functional free options. They provide varying degrees of insight into your website audience, including purchasing patterns, conversions, content popularity, marketing campaign performance, and keyword data. Web clickstream analytics tools include services like Google Analytics.
- **Customer Relationship Management (CRM) systems:** have always provided companies with valuable data about their customers and how they're interacting with them.

⁷² <https://www.netquest.com/blog/en/big-data-revolution.-how-is-it-impacting-the-research-process> (20/06/2020, 20:03)

⁷³ <https://canadiansinternet.com/top-web-analytics-tools-used-marketers/> (20/06/2020, 20 :53)

- **Marketing automation software:** usually takes a broad, yet personalized approach to marketing. It may include social media management, email campaigns, CRM, etc. There is ideally a focus on a highly personalized experience to nurture prospects. The term is used loosely, however, and it's wise to educate yourself before purchasing a marketing automation product or service. Infusionsoft would also fall into this category.
- **Web competitive intelligence tools:** allow you to compare your performance to that of your competitors on several levels. You can determine how they're leveraging search, how consumers are responding to them and gain insights into their partnerships. You will find some features for competitive intelligence in a variety of tools, including Google Analytics and search toolbars such as Alexa, along with Internet benchmark tools like SimilarWeb. Check out our Top Keyword Research and Competitive Intelligence Tools for more options.

We will focus above all on “automation software” tracking tools; currently the majority of tools work on the basis of tags: these are markers present on each page of the site after each consultation of the page, which allows a better marketing analysis. The tracking tools can be presented into four different levels:

- **Free Tools:** The most known is Google analytics.
- **Paid tools with a performance measurement:** like Xiti of AT Internet, Weborama ;
- **Customizable offers:** with a first level of connection to advertisers' ERPs, such as Omniture or Webtrends;
- **Data collectors:** to visualize a set of indicators in a unified way. We also talk about BI (business intelligence), with tools like Brime, <http://fr.bimeanalytics.com>.

2. Key Performance Indicator (KPI) :

Definition 1: A Key Performance Indicator is a measurable value that demonstrates how effectively a company is achieving key business objectives. Organizations use KPIs at multiple levels to evaluate their success at reaching targets. High-level KPIs may focus on the overall performance of the business, while low-level KPIs may focus on processes in departments such as sales, marketing, HR, support and others.⁷⁴

⁷⁴ <https://www.klipfolio.com/resources/articles/what-is-a-key-performance-indicator> (20/06/2020, 02:12)

2.1 Defining a KPI:

Defining key performance indicators can be tricky business. The operative word in KPI is “key” because every KPI should be related to a specific business outcome with a performance measure. KPIs are often confused with business metrics. Although often used in the same spirit, KPIs need to be defined according to critical or core business objectives. Follow these steps when defining a KPI: ⁷⁵

- What is your desired outcome?
- Why does this outcome matter?
- How are you going to measure progress?
- How can you influence the outcome?
- Who is responsible for the business outcome?
- How will you know you’ve achieved your outcome?
- How often will you review progress towards the outcome?

As an example, let’s say your objective is to increase sales revenue this year. WE going to call this your Sales Growth KPI. Here’s how you might define the KPI:

- To increase sales revenue by 20% this year
- Achieving this target will allow the business to become profitable
- Progress will be measured as an increase in revenue measured in dollars spent
- By hiring additional sales staff, by promoting existing customers to buy more product
- The Chief Sales Officer is responsible for this metric
- Revenue will have increased by 20% this year
- Will be reviewed on a monthly basis

2.2 Defining a metric:

The dictionary meaning of metric is - a system or standard of measurement. According to Investopedia.com, Metrics are measures of quantitative assessment commonly used for assessing, comparing, and tracking performance or production. Generally, a group of metrics will typically be used to build a dashboard that management or analysts review on a regular basis to maintain performance assessments, opinions, and business strategies KPIs/Metrics in digital era are used to evaluate the organization’s performance &

⁷⁵ ibid

success across all digital channels whether it is Social Media Marketing via social network channels such as YouTube, Facebook, Instagram, Twitter, LinkedIn etc., Mobile Marketing via auto-calling, SMS or WhatsApp etc, Search Engine Marketing via SEO (Public Relations, Collateral Material, Guest Blogging, Direct Mail), Google Advertising, E-mail Marketing, or Content Marketing (It could be video, poster, blog, story or any other relevant content on digital form for self, companies or any affiliates via social media platforms or websites) etc. In other words, Digital marketing KPIs are used to measure & evaluate the performance of digital marketing goals.⁷⁶

Digital KPIs/Metrics are nothing but the similar kind of KPIs/Metrics with same goals to evaluate & monitor the success of the business. However, digital KPIs/Metrics as name suggests are 100% rely on digital channels such as social media, SEO etc. Industrial revolution 4.0 has been started and most of the businesses have started to adapt them sooner to compete in the market place. It is very essential for all industries and companies to have presence on digital market place some form or other. It could be website to optimize it through SEO, social media presence etc. It helps to monitor your business objectives quick & instant.⁷⁷

2.3 Some Important KPIs and Metrics:

There are hundreds of indicators which make it possible to measure an action on digital levers; you can even adapt your own indicators by connecting two or more ratios. We therefore find ourselves in the difficulty of describing all these indicators in this part. Nevertheless, there are so-called general digital marketing indicators that everyone knows (or almost). These are what we call vanity metrics, which are indicators of web and Social Media campaigns and represent data collected by the brand but do not really help the latter to make effective decisions. Many experts state that these metrics are only good to flatter the brand's ego and give it the impression that it is not enough to worry about.

On the website: The measurement of marketing actions on digital levers is done until now on several indicators linked to the website since it is on the latter that the objectives and actions are generally concretized. Below are some examples of performance indicators for a website: ⁷⁸

⁷⁶ The Role of KPIs and Metrics in Digital Marketing, RESEARCH REVIEW International Journal of Multidisciplinary, Published Online: 20 January 2019, P1050

⁷⁷ Ibid, P1053

⁷⁸ Ibid : P1054

1. Website Traffic: According to yourdictionary.com, the definition of a website is a page or collection of pages on the World Wide Web that contains specific information which was all provided by one person or entity and traces back to a common Uniform Resource Locator (URL). It could be treated as a virtual office & information center where prospective customer could visit and interact with your products & services and hence all your efforts through digital marketing should be focused to drive traffic here. The traffic could be brought by running individual campaigns or through by ads, digital banners etc. Website Traffic metric may provide insights such as how is your campaign performing, on what channel and at what time. In case, you see a steady decline in traffic while conducting steady marketing efforts, think troubleshooting your website. You may find broken links, a Google algorithm penalty, or any other technical issues which discouraging visitors to reach on your website. Few guidelines which may encourage traffic to your website:

- SEO - Optimize website pages with relevant keywords
- Promotion: Promote your content through social media channels
- Blogging: Constantly publish your blog with depth & relevant content for your target viewers
- Offers/Discounts: Create targeted ads to a landing page with some offer or discounts

2. Session and Average Session Duration: Sessions refer to the number of visits your websites receives. Google specifically counts this in 30-minute increments, meaning it triggers this website traffic metric only once every half hour for each individual user. Think of as an example: Users may trigger a session in the morning to shop, and then visit again later in the day to add something new to their cart. Each of those are considered unique sessions. Depending on your website's function (informational, ecommerce, etc.) or the industry, the time on site metric can vary in its relevance to your campaigns. Average Session Duration is a general indicator of how long visitors spend on your site entirely. This helps you to understand how your site performs from a user experience standpoint.

- Is your website easy to navigate?
- Are users finding what they're looking for quickly?
- Is the content valuable and worth reviewing at length?

Points to enhance average session duration:

- Use Bucket Brigades to help readers stay engaged

- Add a video content
- Increase the readability of your copy

3. Traffic by Source This metric tells precisely where your website visitors are coming from. Being huge no of digital marketing platforms and limited time & resources, it is important to monitor „Traffic by source metric“ as it helps to decide which source is doing good as desired and which one needs a little more concentration. It also helps to narrow down where you will spend your important time & money creating content. ⁷⁹

- **Organic Search:** These users clicked a link on a search engine result that brought them to your website.
- **Direct Visitors:** These users typed your URL directly into the search bar, or perhaps have it bookmarked and returned to visit.
- **Referrals:** These users were sent to your website when they clicked a link from another website.
- **Social:** These users came to your website after finding your social media profile or content posts.

These indicators are important to take into account in any strategy; however, with the evolution of the Internet, other KPIs are much more interesting.

On Social media: The data analyzed are no longer only present on the website of the company but also on its other social media. These measurements can be made on social networks, places controlled by the brand (Facebook page, twitter account...) and places not controlled by the brand (discussions on blogs, comments on forums...) Interactions are a very important element to monitor on social media. Several types of indicators exist, the main ones being: The number of Clicks; Likes; Comments; Shares or Retweets.

3. Digital strategy Measurement Model:

The root cause of failure in most digital marketing strategies is not the lack of creativity in the banner ad or TV spot or the sexiness of the website. It is not even (often) the people involved. It is quite simply the lack of structured thinking about what the real purpose of the strategy is and a lack of an objective set of measures with which to identify success or failure. It's amazing how many organizations invest in fabulous websites, and even develop far-reaching digital marketing strategies, but fail to build in systems of measurement. Constantly gathering

⁷⁹ Ibid, P1055

information on the outcomes of the digital activities is the lifeblood of the continuous improvement. It could even underpin the future business growth strategies.⁸⁰

Avinash Kaushik developed the Digital strategy Measurement Model as a simple, structured, in five step process to infuse this much needed thinking. Here is what each step in the process helps accomplish:⁸¹

- **Step one is** to force us to identify the business objectives upfront and set the broadest parameters for the work we are doing. Executives play a key role in this step.
- **Step two is** to identify crisp goals for each business objective. Executives lead the discussion; play a contributing role.
- **Step three is** to write down the key performance indicators KPI. Lead the work in this step, in partnership with a “data person”.
- **Step four is** to set the parameters for success upfront by identifying targets for each KPI. Organization leaders play a key role here, with input from Marketing and Finance.
- **Step five, finally,** is to identify the segments of people / behavior / outcomes that we’ll analyze to understand why we succeed or failed.

A complete, and competent, Digital Marketing Measurement Model will focus on three key areas of marketing, and in each answer the cluster of questions provided:⁸²

1. Acquisition.

How are you anticipating acquiring traffic for your website / YT video / whatever else you are creating? Did you cover all three components of successful acquisition: Earned, Owned, Paid media? How would you prioritize each? Where are you spending most of your efforts?

2. Behavior.

What is the behavior you are expecting when people arrive? What pages should they see? What videos should they watch? Should they visit repeatedly? Are there certain actions they should take? What is unique about your effort that ties to an optimal experience for a customer?

3. Outcomes.

⁸⁰ The model is developed by Avinash Kaushik in his book Web Analytics 2.0 with our adaptation to the Algerian context.

⁸¹ Ibid, P 45

⁸² <https://www.kaushik.net/avinash/digital-marketing-and-measurement-model/> (23/06/2020, 10:37)

What outcomes signify value delivered to the business bottom-line? A download? A phone call to your call center? A qualified online lead? Signing up for email promotions? People buying your product / services ? A 95% task completion rate? A 10 point lift in brand perception?

Step 1: Identify the Business Objectives: Identifying the business objectives mandates a discussion, multiple discussions, with the senior-most leaders in your company and working with them / sweet-talking their egos and hearts with gentle encouragement, to identify why the site / campaign / digital marketing initiative exists.

Before going gangbusters on a new digital strategy that will catapult the brand to new heights, the business goals need to be defined. Consider what success means to the business:

- Is it to raise awareness or increase revenues?
- Is it to increase customer retention or acquire new customers?

Here's a great test. Objectives should be DUMB: **D**oable, **U**nderstandable, **M**anageable, **A**nd **B**eneficial. If they are too out there, it'll never get anywhere. If they are too vague, nothing will get done. If they are too lame, they'll inspire no one. Go for real world, clear, executable and those that deliver value to the company (short term and long).

Step 2: Identify Goals for each Objective: Without clear goals, marketing is basically directionless and working to achieve vanity metrics that don't necessarily help achieve the overall business objectives. For example, without social media objectives, basically working to get more likes and engagement – but does that necessarily translate to success?

On the other hand, if the goal was to convert more followers – arguably one of the most popular objectives – then we won't focus on creating content that gets you likes and comments. Instead, it will test social selling strategies, work to drive more social media traffic to the website and landing pages and try to get more of followers to sign up to the list.

In short, objectives give a clear direction; and what's more, they tell how to develop the strategy in order to achieve these goals.

Based on those discussions, in our case, we've identified three objectives: **Create awareness, generate leads and highlight community events.**

To deliver on "Create Awareness," in this case, the site needs to support all the offline efforts along with having a relevant online traffic acquisition strategy.

"Generating Leads" comprises the twin goals of providing all kinds of information that will help potential clients to make their decision and to collect e-newsletter registrations.

Finally, "Highlight Events" is for prospective (visitors to our site). By making them happy with delightful events, at the construction site hopefully, they can be converted into Net Promoters (to others) and Buyers (themselves).

Step 3: Identify the Key Performance Indicators: An evaluation needs a framework within which the collected data make sense. The evaluation of the performance of a digital strategy is carried out on the basis of the analysis of KPIs (Key performance indicators). There are three possible evaluations: the evaluation of the progress of a performance indicator, assessment against a fixed objective, assessment against competitors.

We will see below the quantitative indicators which bring together the visibility and image KPIs, the engagement, loyalty and conversation KPIs and the acquisition and conversion KPIs, and then we will talk about the qualitative indicators which group together the KPIs of tone and feelings:

I- Quantitative indicators:

They group together three types of KPIs, visibility and brand image KPIs, engagement, loyalty and conversation KPIs and acquisition and conversion KPIs.

a) Visibility and brand image KPI:

First of all, it is necessary to be interested in the indicators of visibility and brand image. It is a question of studying the visibility of the actions of the company on social media and of judging the effectiveness of the tactics engaged, with the objective of gaining notoriety. We reason in terms of return on attention (return on attention), insofar as the brand first seeks to be interesting before being interested. She seeks visibility, interactivity.

The following visibility indicators can be measured:

- The number of visits to the website (unique visitors, visits, page views);
- The number of visits to the blog (unique visitors, visits, page views);
- Referencing in search engines;
- The number of people affected by the presence of the brand on social networks (number of times the company pages have been viewed, number of people affected);

- The number of published statuses;
- The number of impressions of publications, videos or any branded content on the various social platforms (reach);
- The number of articles on the brand (positive, negative, neutral);
- The number of citations of the mark on social networks (number of syntactic occurrences);
- The number of times content;
- The number of displays of advertising campaigns on social networks.

We can measure the visibility of the brand even on social media where it is not officially present, insofar as the community talks about the brand on all platforms, in a tweet, with a hashtag, etc. It is necessary to be able to monitor everything that is said about the brand, and if the volumes of conversations evolve strongly or not (and in a positive or negative way).

b) KPIs of engagement, conversation and loyalty:

We analyze with the commitment observed on the various social media of the brand, the engagement indicators ensure that the community is active, that subscribers regularly comment on publications, that the content is always relevant, that it is always effective and that it attracts the fans. This makes it possible to judge the dynamism of a community. The following visibility indicators can be measured:

- The time spent on the blog or on the site (time spent, number of pages viewed);
- The evolutions of newsletter subscribers, to the RSS feed;
- The number of people subscribed to company pages on the various social media (number of fans, twitter subscribers, etc.);
- The number of Likes, comments and shares on Facebook, Instagram;
- The number of Retweets, favorites and mentions on twitter;
- The number of Tweets or content published on a # hashtag;
- The average number of Retweets;
- The number of subscribers to an event;
- The number of contributions to discussion areas (private messages, blog, etc.);
- The number of bloggers who talk about the brand;
- The number of clicks on the links;
- The rate of interactions on the pages;
- The response rate to questions from the community;
- The engagement rate on each platform
- The exposures or clicks on the posts (engaged users)

c) Acquisition and conversion KPIs:

These indicators make it possible to know how many Internet users connect to a site from social media using tools such as 'Google Analytics'. Monitoring these indicators makes it possible to know which social network has the best conversation rate and therefore to know on which to concentrate efforts.

Gregory Pouy identifies six indicators or key performance indicators (KPIs) to analyze the results on social media with a longer term scope:⁸³

- Cost per lead: the amount of gross expenses on advertising for a category or a market segment versus all expenses on the category (expressed as a percentage).
- Brand awareness rate: the percentage of people who naturally remember the brand when asked to cite three brands in a given category.
- New leads from organic search: the percentage of appearance of the mark on the most important keywords in order to better understand the position of the mark on a category.
- The percentage of intention to purchase.
- Rank increase of target keywords: the evolution of speeches around the brand weighted by the tone and influence of each speech.
- The probability of recommending a brand to friends: these indicators can be supplemented by traffic indicators:
 - A relevant social media URL;
 - A visit to an application or a Facebook tab;
 - A conversion from each of the recorded media;
 - Visits to the website use social media.

II- Qualitative indicators:

Qualitative indicators combine tone and emotions KPIs.

Emotions and tonality KPIs:

It is a qualitative approach of presence and visibility indicators. Qualitative indicators are necessary in order to be able to correctly judge the brand's performance on social media. As proof, very satisfactory quantitative indicators (increase in interactions) can be the sign of a bad buzz, of a negative reaction of the community. A high engagement rate does not

⁸³ Alexandre Jouanne, M Ianie Hossler and Olivier Murat: Marketing on social networks: 12 models to build your social media strategy, 2014, P286

necessarily mean that the brand is appreciated, it is necessary to know how to quantify these statistics to better interpret them and to know if the interactions are positive or negative.

The following visibility indicators can be measured:

- The polarity of interactions (comments, articles, publications): positive / neutral / negative;
- The demographic profile of subscribers / fans (nationality, age, gender, interests);
- The typology of the most effective content.

Step 4: Identify the Targets: The definition of audience targeting is exactly what is expected: It's the practice of using data to segment consumers by demographics or interests in order to find the right person on the right device at the right moment. With audience targeting, we more likely to reach consumers interested in the products or services with relevant messaging. It also decreases the odds of waste ad spend on uninterested eyeballs and help move potential customers down the proverbial funnel.

Customer analysis should result in an understanding of an actual person, a typical representative of the segment, not in some abstract target audience description. We need to create such a portrait of the target customer, which helps easily discover a character type. To create such a portrait, we need to collect the information on each segment and on similar features.⁸⁴

Reaching the desired target audience is so important that in fact, many companies consider this as a key factor for their campaign effectiveness, and therefore allocate a significant portion of their market research budget for this function alone. According to Forbes Insights report, 43% of companies spend more than half of their budgets reaching specific targets and 84% of companies expect that investment to increase over the years to come.⁸⁵

Step 5: Identify valuable Segments for analysis: This last part is one that is particularly meaningful because of its incredible value. When you log into Google Analytics or any other data source you are deluged by data and you could go in a million different directions. That's why it is important to identify the sources of traffic, types of people desirable, their attributes, their behavior, business outcomes that they care about the most. And what customers to the site might want to accomplish. Balance for the company and the customers.

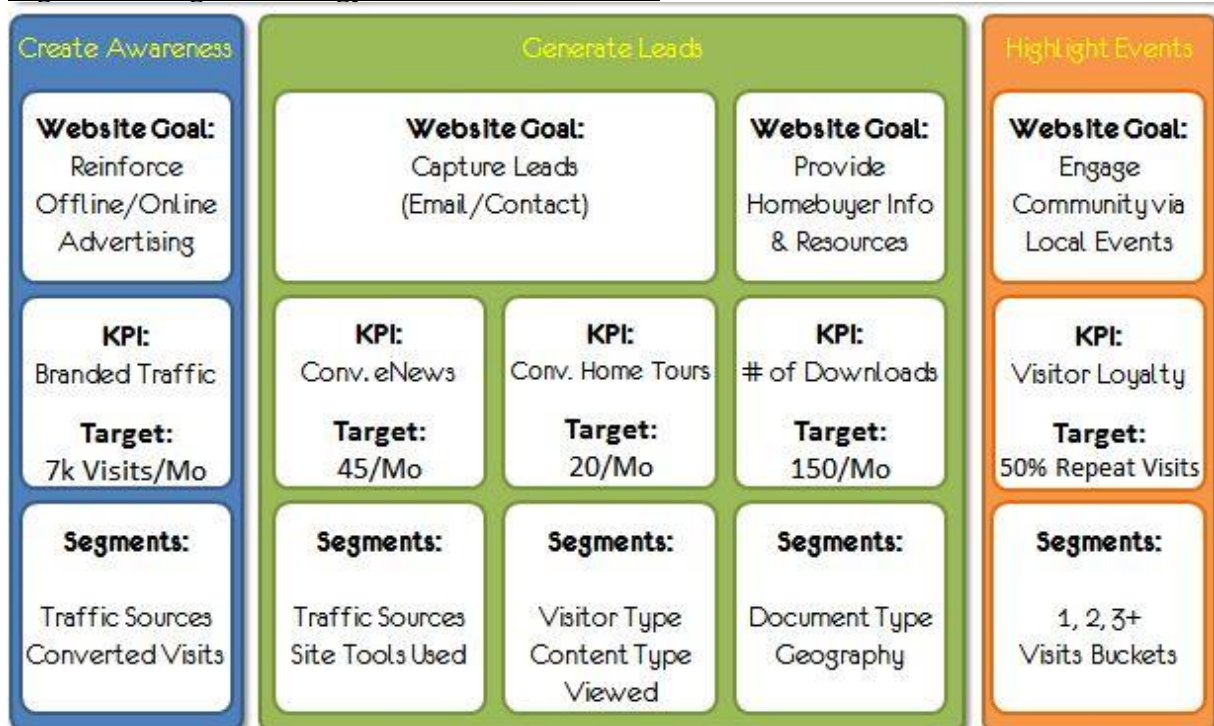
⁸⁴ <https://www.promodo.com/blog/what-is-target-audience-in-digital/> (24/06/2020, 09:53)

⁸⁵ <https://digitalmarketingphilippines.com/digital-marketing-how-to-discover-and-reach-your-online-target-audience-infographic/> (24/06/2020, 10 :12)

This process is typically a statistical one. Yet, it is exploratory in nature. Many decisions made by the data analyst in the process of extracting market segments from consumer data affect the final market segmentation solution. For market segmentation analysis to be useful to an organisation, therefore, both a competent data analyst, and a user who understands the broader mission of the organisation (or that of their organisational unit when working in a team) need to be involved when market segments are extracted from consumer data.⁸⁶

The final form of the Digital strategy Measurement Model will have this final form:

Figure 11: Digital strategy Measurement Model



Source : <https://www.kaushik.net/avinash/digital-marketing-and-measurement-model/> (24/06/2020, 13 :07)

4. Available tools to measure performance:

Hundreds of tools to measure and analyze the effectiveness of digital actions, some are paid some others are free; we will mention a few of them:

4.1 Tracking tools: Google Analytics:

Google Analytics is a website traffic analysis application that provides real-time statistics and analysis of user interaction with the website. Google analytics enables website owners to analyze their visitors, with the objective of interpreting and optimizing website's performance.⁸⁷ Google analytics can track all forms of digital media and referring upstream web destinations, banner and contextual advertisements, e-mail and integrates with other

⁸⁶ S. Dolnicar et al., Market Segmentation Analysis, Management for Professionals, P11

⁸⁷ <https://www.techopedia.com/definition/1517/google-analytics> (02/07/2020, 09:11)

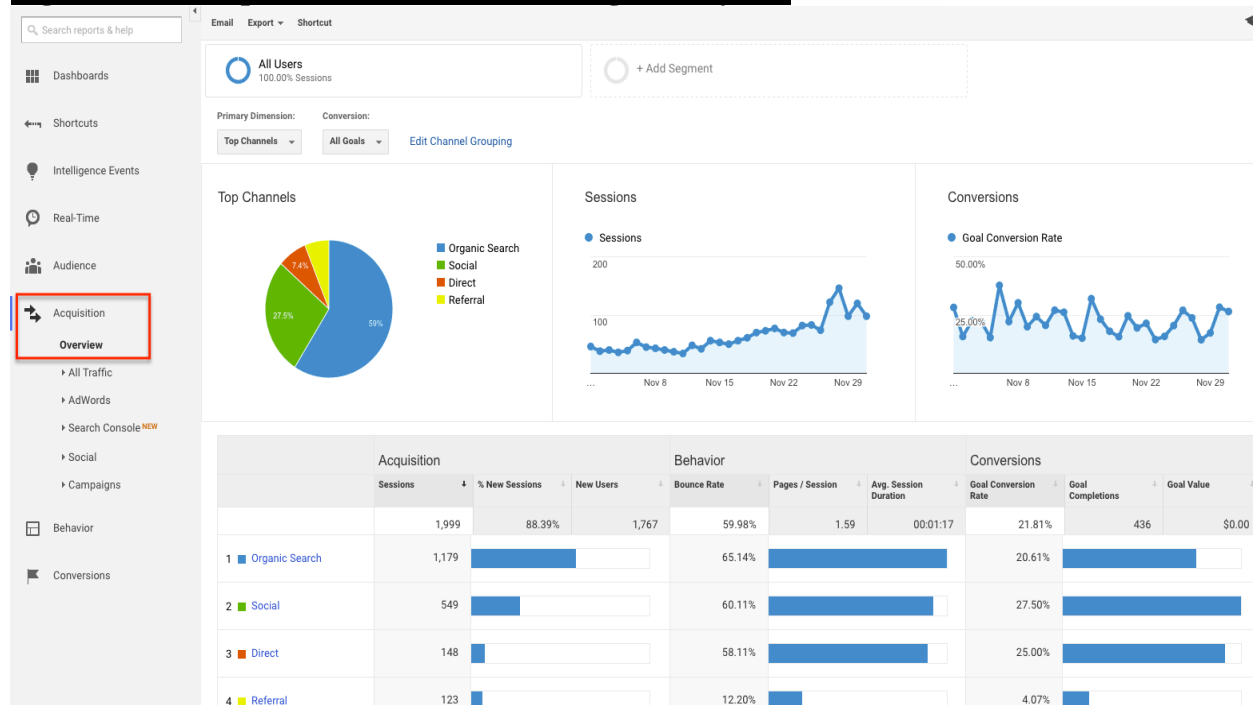
Google products. is a free Web analytics service that provides statistics and basic analytical tools for search engine optimization (SEO) and marketing purposes. The service is available to anyone with a Google account. Google bought Urchin Software Corporation in April 2005 and used that company’s Urchin on Demand product as the basis for its current service.

Google Analytics features include: Data visualization tools including a dashboard, scorecards and motion charts, which display changes in data over time , Segmentation for analysis of subsets, such as conversions, Custom reports, Email-based sharing and communication, Integration with other Google products, such as AdWords, Public Data Explorer and Website Optimizer.⁸⁸

The data provided by Google analytics is designed especially for marketing and webmasters alike in gauging the quality of traffic they are receiving and the effectiveness of their marketing efforts.

Google analytics can provide the response of a marketing campaign by tracking visitors from all the referring sites and the number of visitors converted to customers or members from each. Google analytics works by via a snippet of Javascript on the website to be monitored. There is no hardware or software to install as the application is entirely cloud based.

Figure 12: Example of a Dash board in Google Analytics.



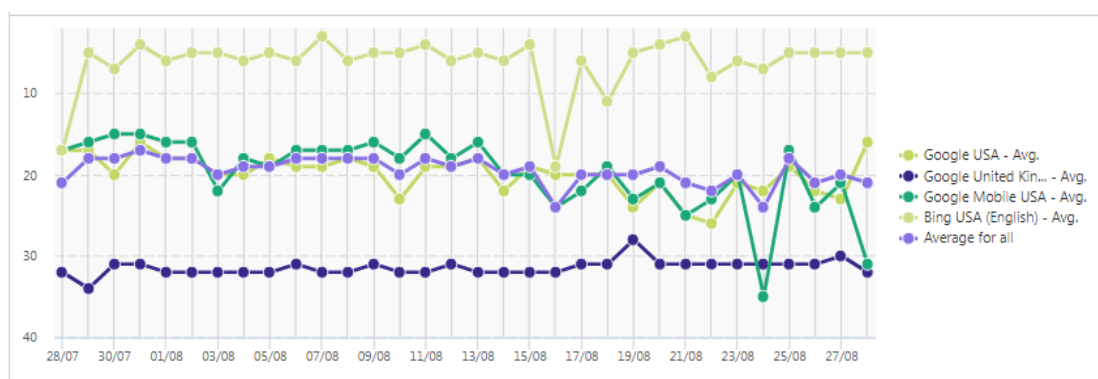
Source: <https://www.prestations-developpement.com/quest-ce-que-google-analytics/> (02/07/2020, 10 :08)

⁸⁸ <https://searchbusinessanalytics.techtarget.com/definition/Google-Analytics> (02/07/2020, 10:02)

There are other free tools like:

➤ **SE Ranking:** is a very powerful tool that gives you with comprehensive website analysis. Find out exactly who’s visiting your site, and where you’re getting traffic from. It also has a bunch of useful features such as custom reports, the ability to track website rankings and traffic, the depth of information, a Google Analytics integration (if you just can’t quit GA), competitor monitoring, social media activity, paid web analytics solutions, and backlinks monitoring. The tool lets you build better websites and provides data points to your clients about their own websites. The tool has graphs and diagrams for many different types of information that’s simple to digest for visual people. And the marketing plan from SE Ranking offers valuable tips and tricks based on your site analysis.⁸⁹

Figure 13: Example of a Dash board in SE ranking.



Positions ups & downs for the last month

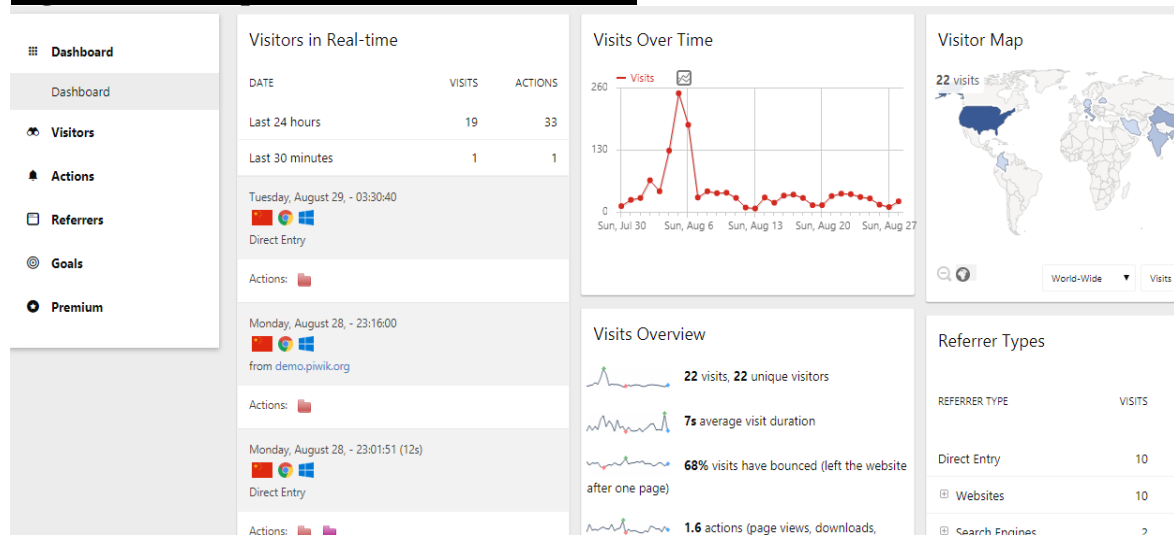
Search Engines	Down 10-30	Down 31-50	Out of SERP	Up 10-30	Up 31-50	In SERP
Google USA	3	1	1	3	0	1
Google United Kingdom	2	0	1	2	0	1
Google Mobile USA	2	0	2	2	1	2
Bing USA (English)	0	1	1	0	0	2

Source: <https://mention.com/en/blog/google-analytics-alternatives/> (02/07/2020, 10 :41)

➤ **Piwik:** offers a range of great features like the customizable dashboard, goal tracking, a detailed log of individual visitors, and a marketplace plugin. Piwik is a free and open source Web analytics software program. The program provides detailed reports on your website traffic, including popular reports such as the search engines and keywords visitors used to find your page, the language they speak, your popular pages and other analytical reports.

⁸⁹ <https://mention.com/en/blog/google-analytics-alternatives/> (02/07/2020, 10 :34)

Figure 14: Example of a Dash board in Piwik.



Source: <https://mention.com/en/blog/google-analytics-alternatives/> (02/07/2020, 10 :58)

And there are other paid tools like:

- **ALEXA:** The analysis carried out by Alexa makes it possible to make statistics on websites. It is thus possible to have some information on the websites such as for example: the creation date, the loading speed ... the most appropriate analysis remains the ranking of websites according to the number estimated visitors to Internet sites. Alexa has data on the top 25 million sites on the web. To put an in context, it is important to know that there are over 366 million websites on the Internet.
- **Woopra:** provides an attractive web dashboard with many analytics features to help you instantly see what's happening on your website. The tool shows you how many visitors are online and what they are reading. Woopra includes a range of interesting features like tracked categories, comments, blog authors, custom tagging, advanced segmentation, real-time stats, advanced reporting, and live chat feature. Integration with the online store is available, and it can track what visitors do there.

4.2 The native tools of social platforms:

Social networks are starting to answer this question because most of the social media have available and integrated statistical analysis tools that allow them to retrieve a wealth of essential information. Facebook Fan pages, Facebook Insights, Twitter Analytics, Pinterest Analytics, Quare Business Ovens, also People Reached which allows knowing a percentage of fans who see the publications of a Facebook page.

They are up-dated regularly, in complement of other independent tools. Also, Google Analytics allows you to observe which media generate the most traffic on websites. To choose the most suitable tool, it is advisable to test it using the test periods over the same period and then select the one that best suits the Social Media Dashboard that the company wishes to put in place.

4.3 Measuring Digital Return on Investment (ROI):

Digital marketing ROI is the measure of the profit or loss that you generate on your digital marketing campaigns, based on the amount of money you have invested. In other words, this measurement tells you whether you're getting your money's worth from your marketing campaigns. If you have a positive return on investment, it means that your campaigns are bringing in more money than you are spending on them. Demonstrating digital marketing ROI is important because without measuring this, you are essentially marketing blind. What we mean by this is that if you do not measure the success of your campaigns over time, then you won't know what's working and what isn't. And if you don't measure the ROI of your campaigns, you won't know for sure if you're wasting money or spending your digital marketing budget wisely.⁹⁰

Conclusion:

The measurement of the digital strategy is an essential action to orient the strategy according to the objectives and to make effective the choices of advertising investment on the Web.

Any company in a digital position, must have one or more reliable tools to measure the effectiveness of its digital strategy, because the Internet offers an exchange space without limits between the users by guaranteeing a margin of freedom and expression even if it is not absolute in the sense that the web remains subject to control some rules that it is forbidden to violate.

The digital marketing process can be summed up in three phases. The first phase is attraction, we attract Internet users to come and traffic. Second phase is the conversion; we transform this traffic into value. Third phase, is loyalty, we retain customers so they can come back.

Any company before jumping into digital tools must take into consideration the value offered by each tool, as well, the value sought of loyalty.

⁹⁰ <https://www.lyfemarketing.com/blog/digital-marketing-roi/> (02/07/2020, 18 :10)

**CHAPTER 3:
THE EFFICIENCY OF A DIGITAL
MARKETING STRATEGY IN THE
IMPLEMENTATION OF A TNC IN
ALGERIA.**

Introduction:

These days marketing is considered nothing if it's not bagged with digital tactics. The marketing is evolving as per the consumer behavior. As most of the times, consumers are active online, companies won't be able to know and reach them if they don't make their business online too. This new environment full of digital tools is attracting all the companies who have felt the need to invest in this type of digital marketing if they want to attract the today customer and win a competitive advantage. If a potential customer can't find the company online, they may conclude that the business doesn't appear to be legitimate. There is a very good chance that a lot of these prospects may decide not to take the business seriously and they will quickly head somewhere else. We will treat all throughout this chapter, the efficiency of using digital marketing strategy on the implementation of a new transportation company. We will include also a presentation of the host company, we will later explain the process of the research to follow and ultimately explaining the processing and tabulation of results in order to meet our assumptions and conclude results.

1. Section 01: Valley solution and OUIGO presentation.

Through this section, Valley Solution presentation will be reviewed, and then we move to their new project OUIGO.

1.1 Valley Solution:

VALLEY SOLUTIONS is a benchmark IT Company, provides a range of Information Technology services designed for business productivity. From expert installation, outsourcing and implementation to Hosted Solutions. Founded in 2019 by M&L group and headquartered in Algiers, in order to help companies with their IT solutions. The initial focus was providing complete information technology solutions for companies. In response to customer needs - and in order to fully cover the range of IT services - the offer quickly expanded with Hosting solutions.

Today, from our base in Algiers, we deliver the most comprehensive suite of managed IT services to small and medium-sized businesses across Algeria. Our proven service portfolio meets the varying needs of customers with implementation services or complete outsourced and

Hosted IT solutions. Our known Quality Service allows us to provide all our customers with an efficient, seamless and worry-free "Remote IT department". ⁸⁸

The company is a leader in tailor-made and specific development of technological solutions. The VALLEY SOLUTIONS technical team can respond to requests in the immediate future by developing a unique solution which fully meets the needs and specificity of customers. The company realizes 100% personalized project according to real needs and referring to the particularity of activity. It mainly introduces clients to custom development of software, mobile applications and the web.

VALLEY SOLUTIONS experienced mobile application developers collaborate closely to set up the strongest, most efficient, innovative and adapted technological solutions for each of platforms, whether Android, IOS or Windows. All of the custom projects are tailor-made while relying on a large library of code components that make commissioning even faster and more reliable. To stand out and manage every business better, the company specializes in management softwares that are fully personalized according to the specificities and real requirements. The software can include all the necessary modules for management: sales management, inventory management, accounting, acknowledgment, payments and transactions... And the customer can only have single software while benefiting from several functionalities simultaneously.

Operating on a groundwork of professionalism and keeping a client's precise needs at the forefront along the way, VALLEY SOLUTIONS remains a reliable company, loyal to their people, all while finding new ways to generate income and exceed expectations for professionals .

1.2 VALLEY SOLUTIONS Main Activities:

Valley solution's current main activities are providing technology services, Strategy & Marketing, training workshops: ⁸⁹

- **Technology services:** Planning, implementing and managing IT infrastructure needs an expertise and experience of products the company offers the entire spectrum of IT infrastructure that include, virtualization solutions, data networks, networking products, system software, datacentre solutions, data security solutions, storage and back-up and

⁸⁸Company's presentation documents, P 04

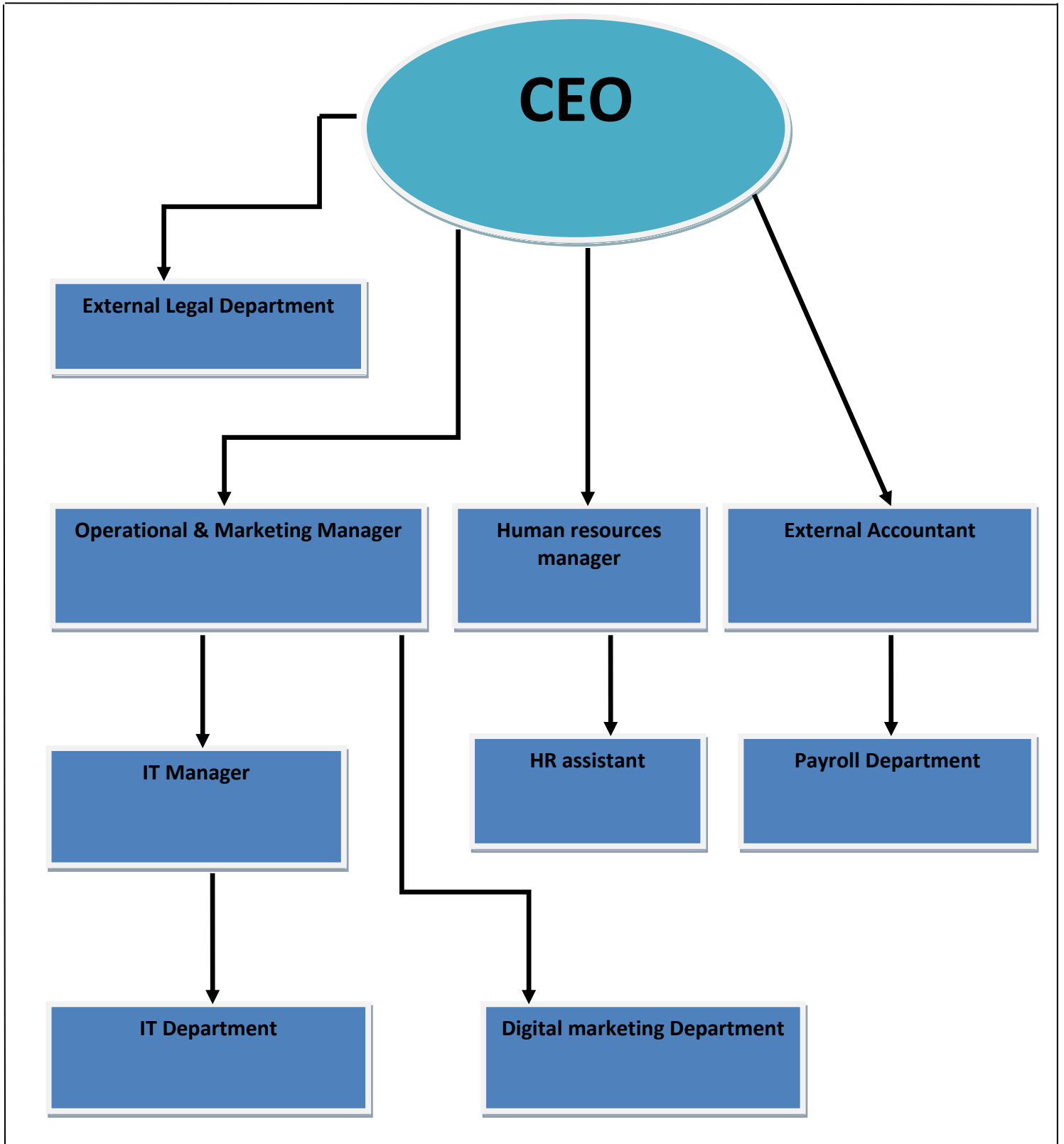
⁸⁹ Ibid, P 06

other solutions. These solutions include business requirements analysis, equipment selection consulting, infrastructure building and subsequent systems maintenance and user training and support services. Valley solution also provides development of specialized software solutions, collocation of customer equipment, virtualisation, construction and maintenance of private virtual networks. The services that the company offers ensure the continuity of business while the customers benefit from the increase in business information security required and its efficiency. Other costumers benefits include lowering the cost of storage, reducing the risk for the dynamic infrastructure, reducing time needed to reach the full functionality of the system. All this is done in order to meet the growing needs of the business.

- **Strategy & Marketing:** Valley solutions' mission is to provide start-ups, small business, and local business the strategic marketing expertise to grow revenue through high-quality marketing programs that compete against larger competitors – while meeting the unique needs and resource constraints in start-up and small business environments. First it provides an actionable plan for companies to follow to reach the right prospects, through the right channels, with the right message to acquire new customers and grow revenue. Provide hands-on support to implement marketing programs, determined by the skills and resources needed to extend the capabilities within the team and finally review the existing marketing programs, budget and customer acquisition to make sure programs are providing return on investment.
- **Training workshops:** Valley Solutions provides training workshops for companies. The training is in the most relevant format for all audiences, from instructor-led in-person workshops, to self-paced online videos, to blended solutions. Valley solutions apply perspective from their experience working across a range of industries and environments. Training subjects include brand strategy, client/agency relations, integrated marketing, Personal efficiency, e-Business/Digital, Management, Web & mobile development.

1.3 VALLEY SOLUTIONS organizational chart:

Figure 15: VALLEY SOLUTIONS organizational chart :



Source: Internal document of the company, The organization chart, P 03.

1.4 Missions and objectives of the company:

In the course of its existence, the company succeeded in gaining a place in a much larger and more powerful multinational market and for that, many objectives and missions have been traced in order to be realized. Among These missions and objectives assigned, we quote:

- The main mission of the VALLEY SOLUTIONS brand is to offer 100% Algerian products and services to consumers.
- Enabling Algerian consumers to have access to new technologies with affordable price and good service quality.
- Be the leader on the national market.
- Industrial development, production, innovation, promotion, marketing, Distribution of the company.
- Being an economic force and providing jobs.
- Satisfy customers and provide them with a high-quality service.
- Win the Customer loyalty.

2. OUIGO Algérie:

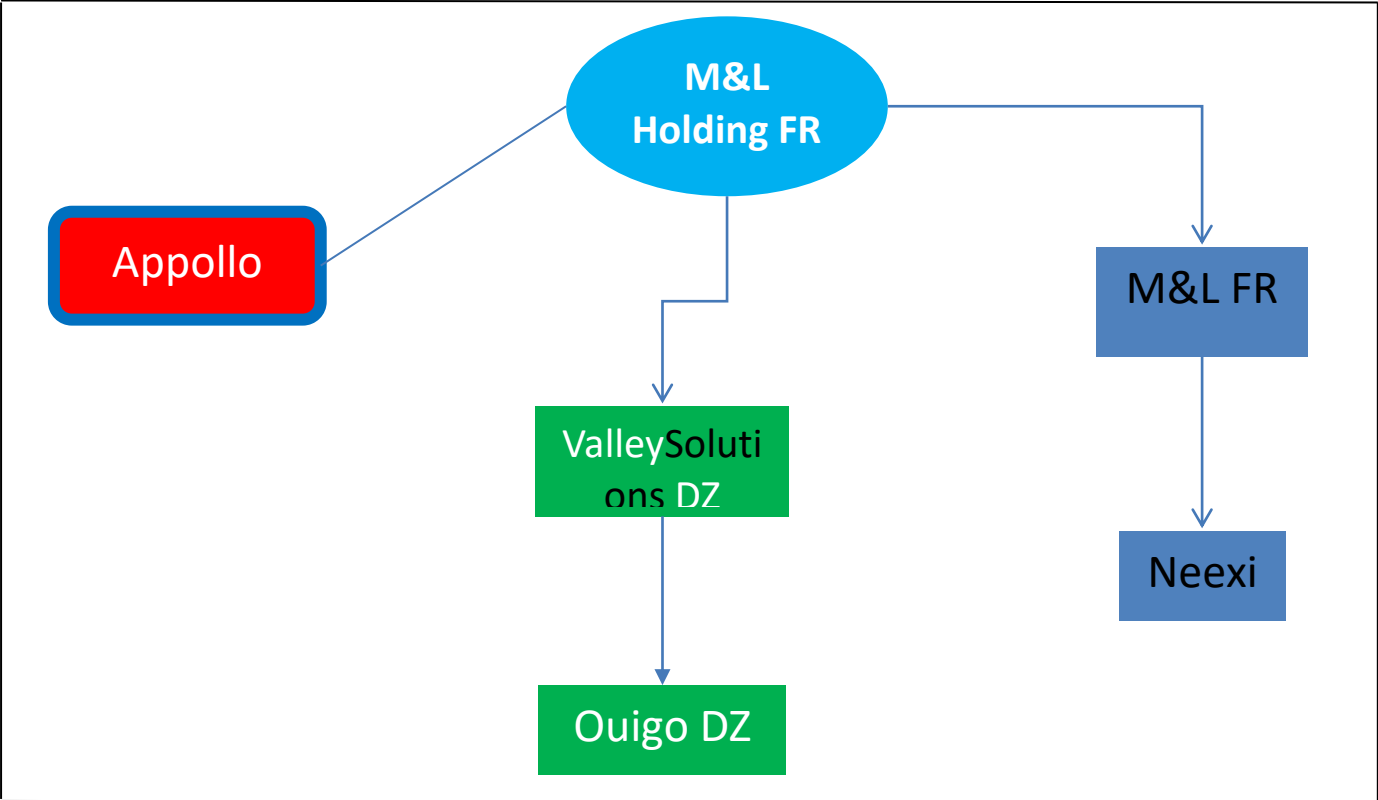
Ouigo is an application to connect individuals and private drivers developed in February 2020 by the company Valley Solutions, a 100% Algerian team, loving challenges, young and passionate about new technologies. Our challenge is to solve the problems of everyday life, to make the daily life of Algerians more pleasant, simpler. We are constantly raising our requirements to offer the best customer experience on the market, and make mobility more accessible, thanks to our application you can move around Algiers in complete safety, we put the comfort and safety of our customers at the center of our concerns by carefully choosing drivers. Our challenge is to cover the whole territory very quickly in order to make mobility accessible to all Algerians.⁹⁰.

At OUIGO, our mission is to ignite opportunity by setting the world in motion. We see direct parallels between how we ignite opportunity through our company and how we ignite it within our company. But we also know that a solely data-driven approach will never be sufficient, because D&I is more than a box to check or a target to hit. The numbers matter, but

⁹⁰<http://ouigo.io/about/> (03/08/2020, 10 :19)

they're only a starting point; a commitment to diversity and inclusion has to run much deeper. That's why we've set an audacious goal: to make OUIGO the most diverse, equitable, and inclusive workplace. And we're not just setting high expectations for our own good. We're aiming sky-high because we know from experience that reducing and eliminating inequity is hard to do if all you shoot for is incremental change.

Figure 16: M&L group subsidiaries.



Source: Internal document of the company

2.1 Marketing of OUIGO Algérie:

2.1.1 Logo and Slogan of OUIGO Algérie:

OUIGO is a word with the meanings of “ Yes let’s go” or in other words “ Yes let’s do it” and its meant for the Algerian youth to make big achievements and prove that we are capable to achieve whatever we are looking for because “the best way to not feel hopeless is to get up and do something. Don’t wait for good things to happen to you. If you go out and make some good things happen, you will fill the Algeria with hope, you will fill yourself with hope.”⁹¹

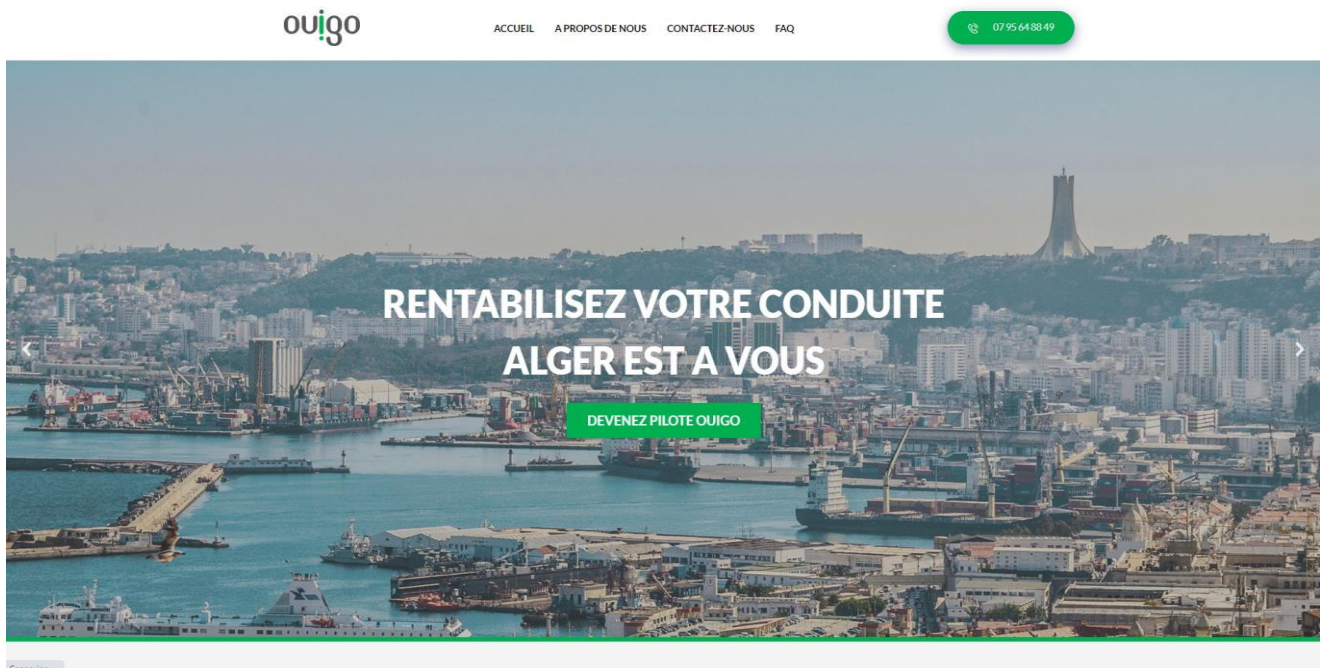
For the slogan “Where ever you go”, it’s simple and unique to the company as it shows the goal of OUIGO, that we are capable to take the customer wherever he wants because we are a

⁹¹Internal document of the company

transportation company and that's what we do.

2.1.2 OUIGO Algérie Website:

Figure 17: OUIGO's Website.



Source: the web site of the company: <http://ouigo.io/>

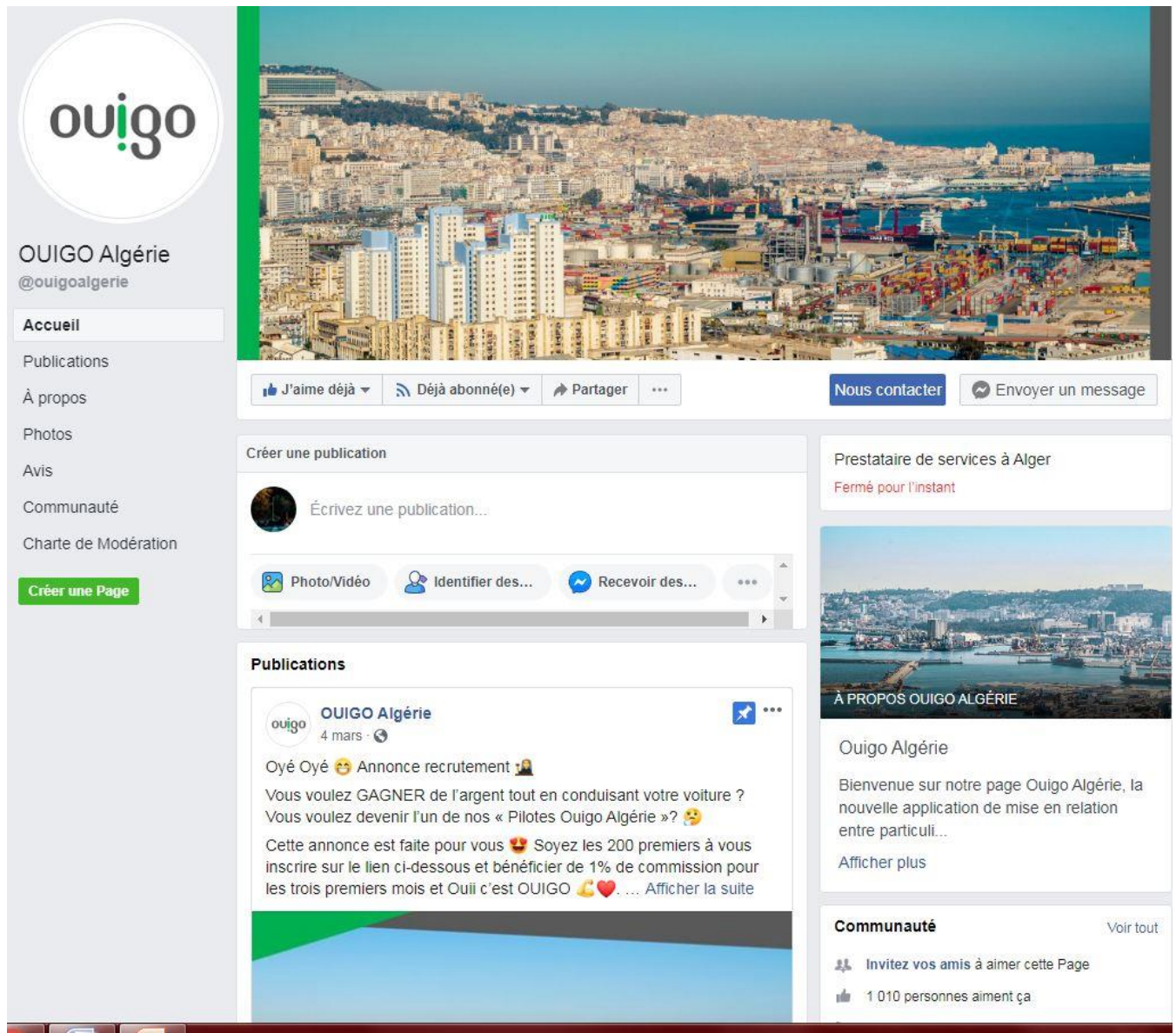
We notice that the website is active, organized, and easy to use also the brand contents are present. At the top of the page we see that the company's logo is on the left as the other pages of the website are well organized and visible on the right. The website is also well designed using bright colors. In the bottom of the page we find all social media as well as other useful information.

Among the social media OUIGO Algérie uses Facebook and Instagram, it is focusing much more on the most popular social media and the most used by Internet users, this is a good move for the company as it targets a large number of internet users.⁹²

⁹² <http://ouigo.io/> (03/08/2020, 14:37)

2.1.3 OUIGO Algeria Facebook page:

Figure 18: OUIGO's Facebook page.



Source: <https://www.facebook.com/ouigoalgerie/> (03/08/2020, 15 :20)

OUIGO Algeria has a unique Facebook.

Facebook is the most used social media, internet users spend also most of their time on Facebook by using pc or a mobile phone. Indeed, it brings together all ages and categories of population.

OUIGO has now 1010 likes on their Facebook page, a very active page and has many reactions and engagements but unfortunately it's not that active in the past months because of the pandemic of COVID-19 that affected the company's activities, OUIGO algérie used to

have around 3-5 posts per week, from website articles to clients' recent news and projects as well as new offers and promotions each week.

2.1.4 OUIGO ALgerie's Instagram Account:

Figure 19: OUIGO's Instagram account.



OUIGO ALgerie has also a unique Instagram account.

As we know, Instagram is the third social network with the most active users after Facebook and YouTube, with more than 2 billion active users, this platform is becoming more and more important for businesses.

OUIGO is Taking Instagram seriously as it is since its beginning and also because there is users from a young generation which are the main target of the company:

OUIGO has now 638 followers on their Instagram Account, not a very active Account because of the pandemic of COVID-19 that it came with the beginning of the company's campaign, has many reactions and engagements, OUIGO ALgerie has around 3-5 posts per week just like Facebook, from website articles to clients' recent news and projects as well as new offers and promotions, simple and a story posts.

To conclude this section, we saw an overview of Loose Club, their activities, their recoding labels and the role of each internal or external individual. Also the role of the marketing department and its missions as well as an overview of the website and social media of the company such as Facebook pages and Instagram accounts.

3. Steps of the Survey.

Survey research is a research method involving the use of standardized questionnaires or interviews to collect data about people and their preferences, thoughts, and behaviors in a systematic manner.⁹³ Getting this information can take the form of a personal interview, a mail survey, a fax interview, a telephone interview, an email interview or a questionnaire on a Web interview.

This study focuses on the efficiency of digital marketing strategy on the implementation of a new transportation company in Algeria.

3.1 Survey Methodology:

The survey involves using different tools, and we found it is useful to use a questionnaire to carry out our study.

3.2 Purpose of the survey:

The questionnaire was sent to TNC users in general. The purpose of this survey is to answer the central question which is to know the contribution of a well-defined digital marketing strategy on implementation of Transportation Company. And should start ups integrate digital marketing into their strategy?

The study will take place through an online questionnaire sent to the mass public who take or interested in privet transportation to obtain their opinions, behaviors and time spending while they are using internet and how they look for transportation.

3.3 The structure of the questionnaire:

Google forms were used to design the questionnaire, it has been drawn up in such a way to

⁹³<https://courses.lumenlearning.com/atd-herkimer-researchmethodsforsocialscience/chapter/chapter-9-survey-research/> (03/08/2020, 16 :40)

respect the above-mentioned criteria aimed at achieving the most accurate results possible:

- 18 Questions: 18 clear and concise questions in order to maximize the completeness and quality of the information and minimizing the collection time.
- Types of questions used: in this study, we choose only two types of questions based on our research hypothesis and to decide what the next move for OUIGO Algerie is going to be in terms of digital marketing.
- 10 Multiple choices questions.
- 5 Checkboxes questions where the respondent can choose one or more answer.
- 3 Dichotomous questions

3.4 Population and Sample:

- Population: our population is the young generation who takes transportation online frequently.
- Sample: is a part of population chosen at random for participation in the study. The sample so selected should be such that it represents the population in all its characteristics. After treatment, the results obtained from the sample are extrapolated to the studied population⁹⁴

the sample size was determined to 300 people who responded online. We wanted to make simple, clear and short questions with a style that can be understood by the sample to be sure that our questionnaire is well understood by our target of study. The first part of the questionnaire allows us to better know the respondents (Age, gender and socio- professional status). The second part is to know whether or not our respondents use transportation apps TNC, for how long, what are their preferences, where they go using, from where they take it. And for the last part, we wanted to know through questions aimed at reaching the Internet users, about communication through digital tools in a general and also specific way about transportation.

3.5 Data analysis:

Once the process is finished, we proceeded to the treatment and analysis of the results. We did this using SPSS software.

SPSS Software:

SPSS means “Statistical Package for the Social Sciences” and was first launched in 1968. Since

⁹⁴ <https://keydifferences.com/difference-between-population-and-sample.html> (03/08/2020, 21:57)

SPSS was acquired by IBM in 2009, it's officially known as IBM SPSS Statistics but most users still just refer to it as "SPSS".⁹⁵

SPSS is software for editing and analyzing all sorts of data. These data may come from basically any source: scientific research, a customer database, Google Analytics or even the server log files of a website. SPSS can open all file formats that are commonly used for structured data such as:

- spreadsheets from MS Excel or OpenOffice;
- plain text files (.txt or.csv);
- relational (SQL)databases;
- Stata and SAS.

Using SPSS software has saved us a lot of time and facilitates data processing that has been collected.

The answers obtained from the respondents made it possible to capture a mass of raw information that needed to be analyzed. After collecting, entering and analyzing the data, we will present the results obtained using statistical tables and sometimes graphs to better illustrate and appreciate these results obtained.

Reminder of the Main Question and Research Hypotheses:

Main Question: How effective is the digital marketing strategy in the implementation of transportation network Company in Algeria?

H1: Digital marketing tools are more efficient than traditional marketing tools in the implementation of the transportation network company under study.

H2: Social media is the most used tool by our sample of Algerian customers; in fact it's the most efficient tool for having a more visibility online.

H3: Digital marketing strategy allows developing an effective communicative relation with customers for a better understanding of their needs.

After presenting our research methodology and sequencing our survey, we will proceed to the analysis of the questionnaire and the treatment of the results.

⁹⁵ <https://www.spss-tutorials.com/spss-what-is-it/> (04/08/2020, 10:23)

2. Section 02: Analysis of Survey Results.

Results of the questionnaire

Question 1:What's your gender?

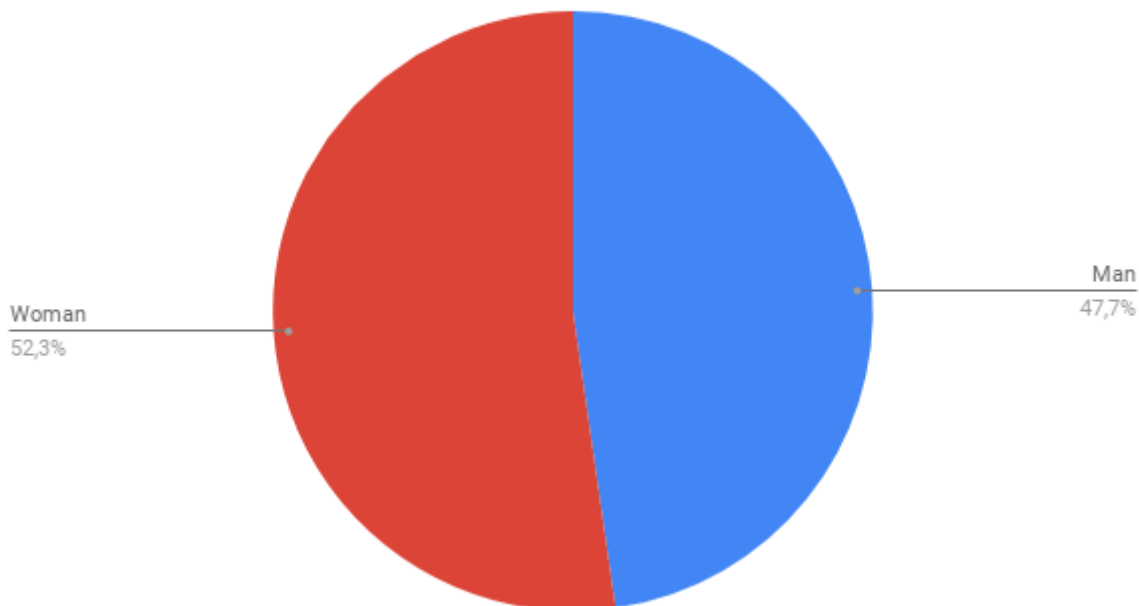
Table 4: Respondents according to their gender.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	115	52,3	52,3	52,3
	Male	105	47,7	47,7	100,0
	Total	220	100,0	100,0	

Source: SPSS Software.

Figure 20: Respondents according to their gender.

Gender



Source: SPSS Software.

Among the 220 respondents, our sample is made up of (52.3%) woman and (47.7%) man.

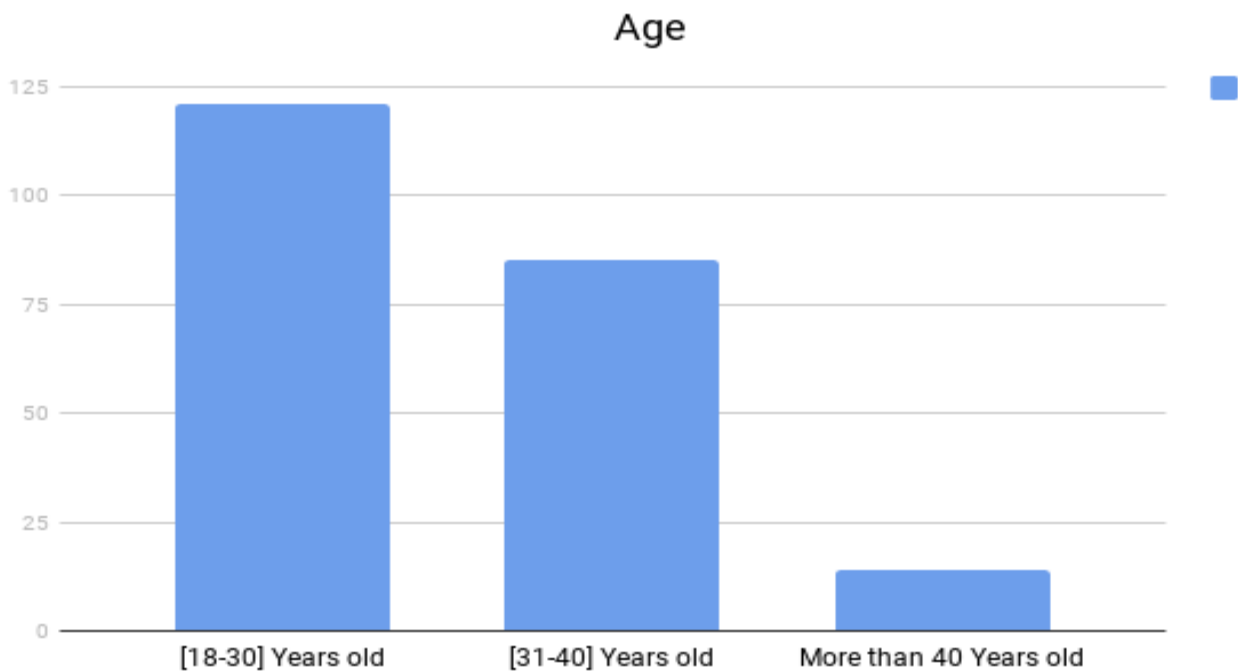
Question 2: How old are you? (Age)

Table 5: Classifying Respondents by Age.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	[18-30] Years old	121	55,0	55,0	55,0
	[31-40] Years old	85	38,63	38,63	93,63
	More than 40 Years old	14	6,37	6,37	100,0
	Total	220	100,0	100,0	

Source: SPSS Software.

Figure 21: Classifying Respondents by Age.



Source: SPSS Software.

Comment:

Our sample consists mainly of a dominant category of people between 18 and 30 years old with a percentage of (55.0%), followed by people between 31 and 40 with (38.63%). We will then find a much lower percentage of people that are more than 40 years old with (6.37%).

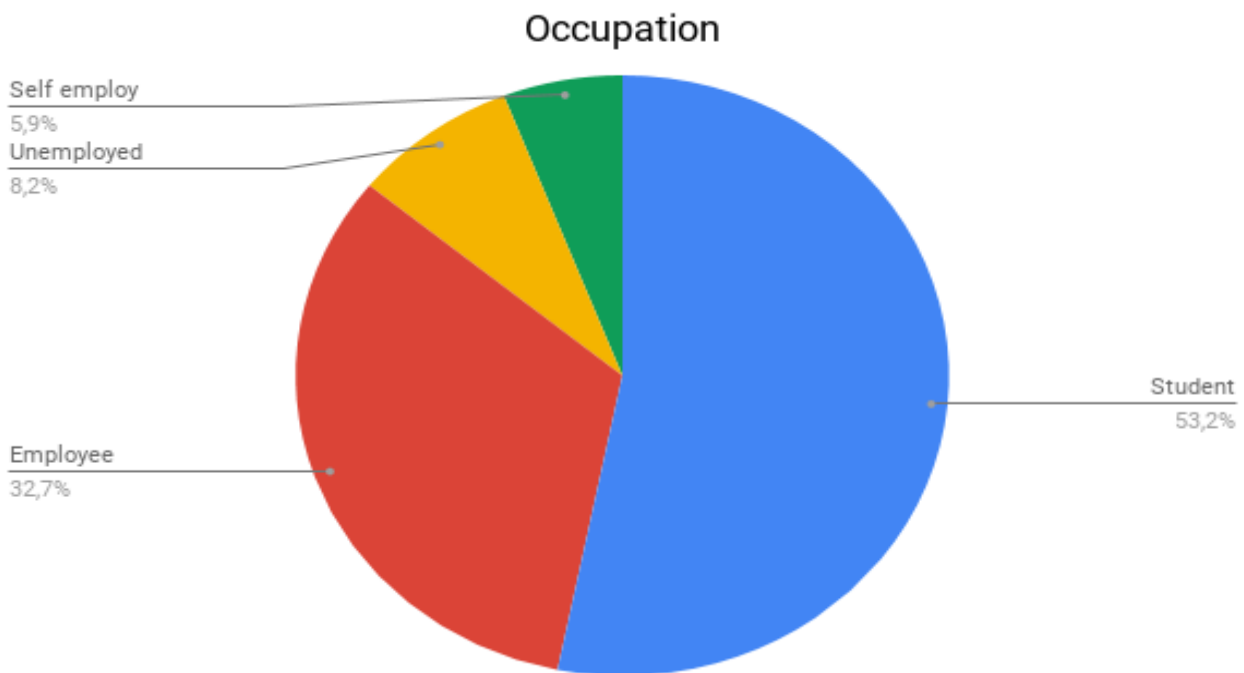
Question 3: Respondents' occupation, Are you?

Table 6: Classifying Respondents by occupation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Student	117	53,2	53,2	53,2
	Employee	72	32,7	32,7	85,9
	Unemployed	18	8,2	8,2	94,1
	Self employ	13	5,9	5,9	100,0
	Total	220	100,0	100,0	

Source: SPSS Software.

Figure 22: Classifying Respondents by occupation.



Source: SPSS Software.

Comment:

We found before that most of the interviewees are young people. Following the distribution shown in the figure above, we find that students represent a rate of (53,2%), followed by employees with a percentage of (32,7%) while unemployed (8,2%), only (5,9%) responded by other: Self Employed.

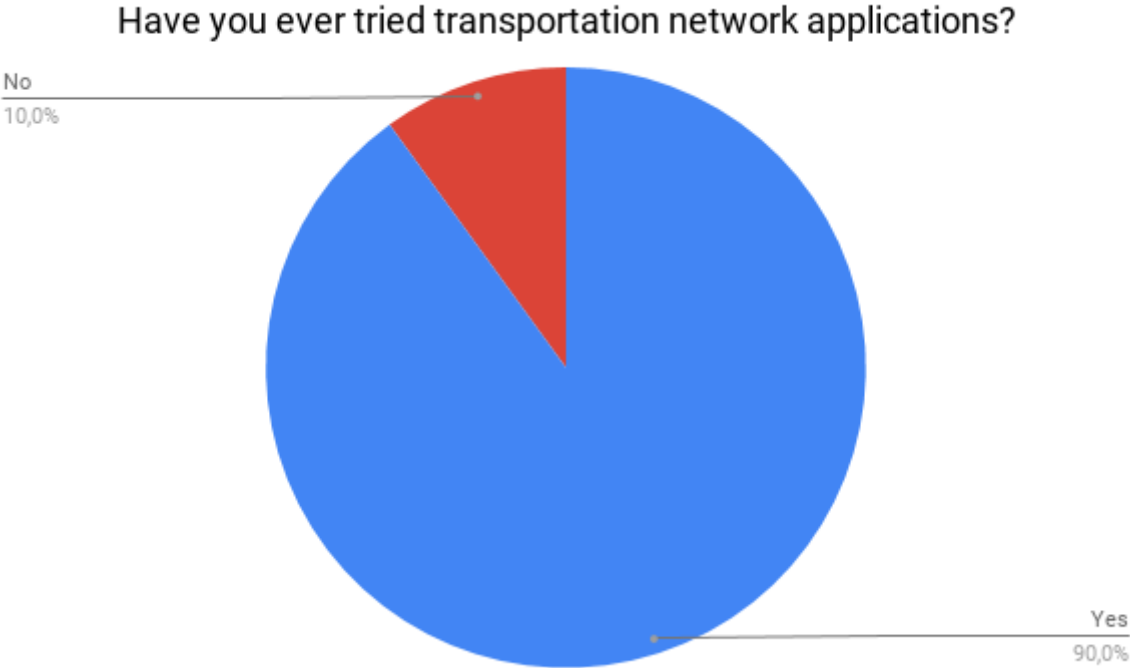
Question 4: Have you ever tried a transportation network application? Like Yassir,temtem, Uber ..Etc

Table 7: Respondents and their experience with TNC applications.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	198	90,0	90,0	90,0
	No	22	10,0	10,0	100,0
	Total	220	100,0	100,0	

Source: SPSS Software.

Figure 23: Respondents and their experience with TNC applications.

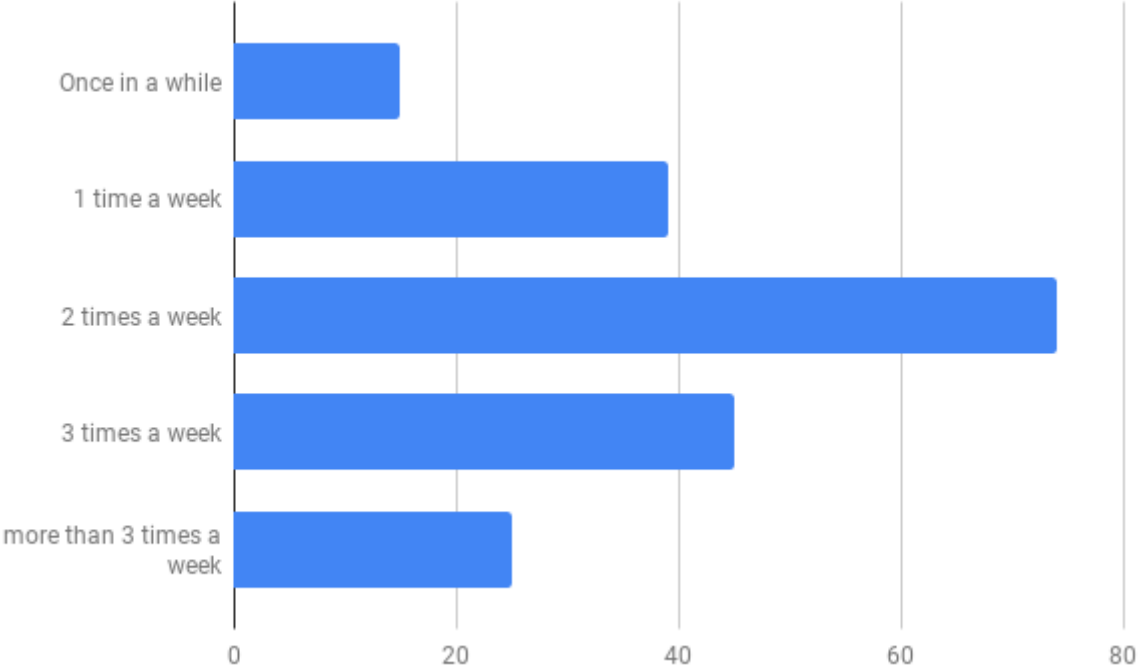


Source: SPSS Software.

Most of respondents (90%) had an experience with the transportation network applications while only (10%) of them haven't try it yet.

Question 5: If yes, how often do you use it?

Figure 24: Respondents' frequency using TNC applications.



Source: Microsoft Excel.

From the figure above and from the basic information we got from Google forms, we have the 74ofrespondentswho use TNC applications 2 times a week with a percentage of(37.4%),followed by (22.7%) of 3 times a week users, in the third place we have (19.7%) use it 1 time a week, after that we have (12.6%) that use it more than 3 times followed by (7.6%) who use it only once in a while.

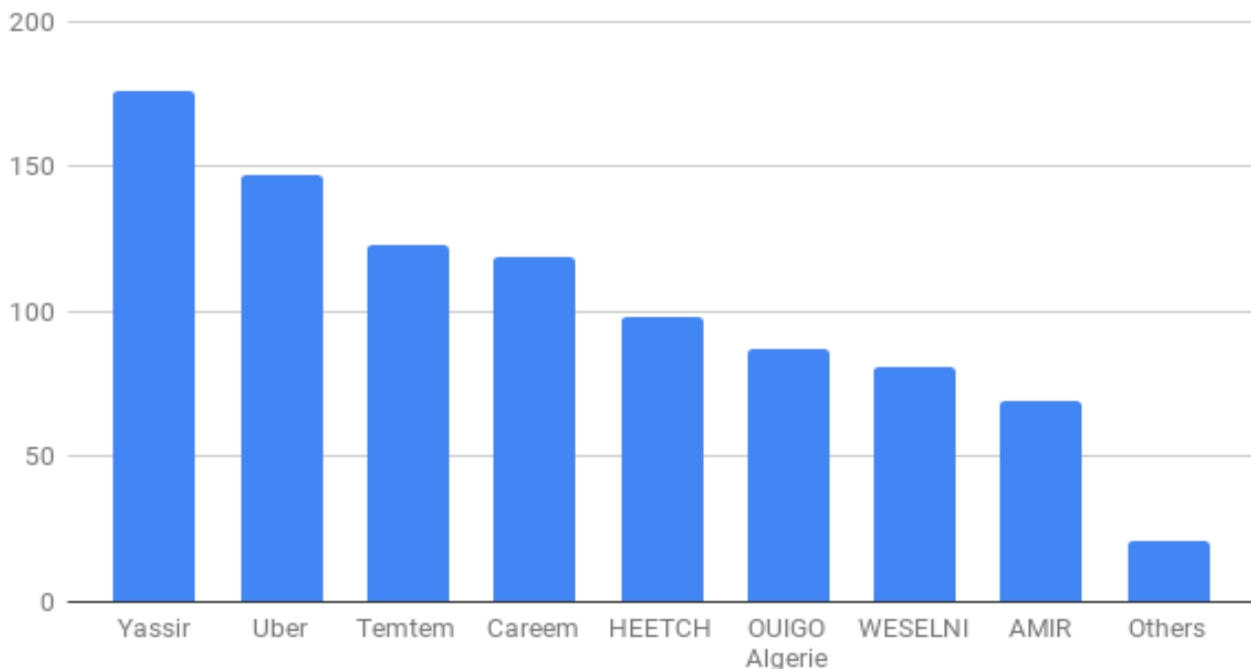
Question 6:What transportation network brand do you know from the above?

Table 8: Classifying Respondents by their brand knowledge.

		Frequency	Percent
Valid	Yassir	176	19,0
	Uber	147	15,9
	Temtem	123	13,3
	Careem	119	12,8
	OUIGO Algeria	104	11,2
	HEECH	87	9,4
	WESELNI	81	8,7
	AMIR	69	7,4
	Others	21	2,3
	Total	198	100,0

Source: SPSS Software.

Figure 25: Classifying Respondents by their brand knowledge.



Source: SPSS Software.

We notice that the first brand that comes to the minds of respondents is Yassir with a percentage of (19.1%) from 176 respondents, in second position comes Uber with a

percentage of (16.0%), Temtem and Careem are respectively quoted in third and fourth position (13.4%) (12.9%), thus OUIGO Algerie ranks in fifth position with a percentage of (9.4%), HEETCH is in the sixth position with (10,6%),. In the end we have WESELNI, AMIR and others respectively rank with percentages as follows (8.8%; 7.5% and 2.3%).

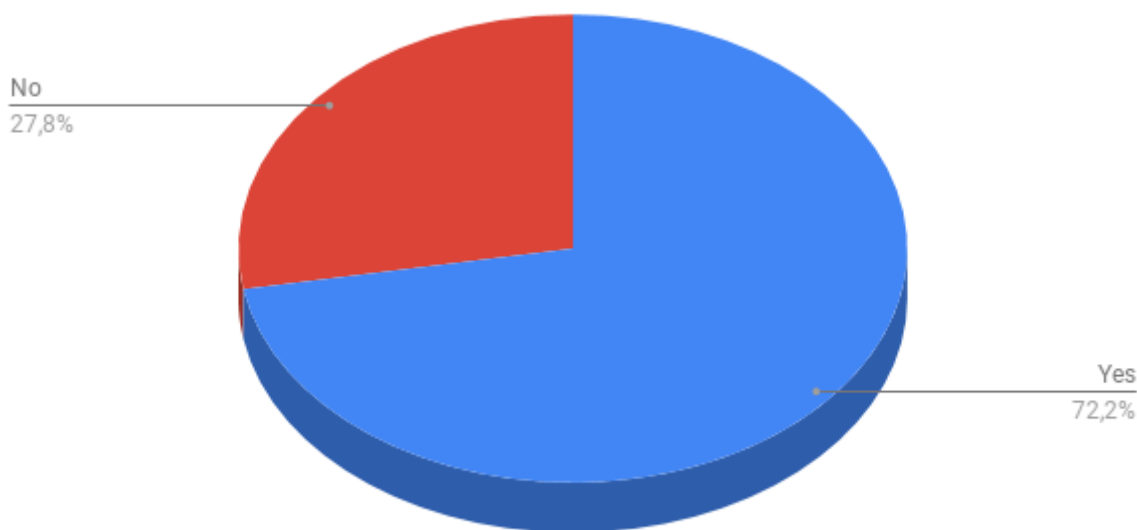
Question 7: Have you ever searched about any of those brands:

Table 9: Classifying Respondents by their interest in brands.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	143	72,2	72,2	72,2
	No	55	27,8	27,8	100,0
	Total	198	100,0	100,0	

Source: SPSS Software.

Figure 26: Classifying Respondents by their interest in brands.



Source: Microsoft Excel.

Comment:

From the figure above, (72.2%) of respondents affirmed making a research about one of the known brands, while (27.8%) affirmed the opposite.

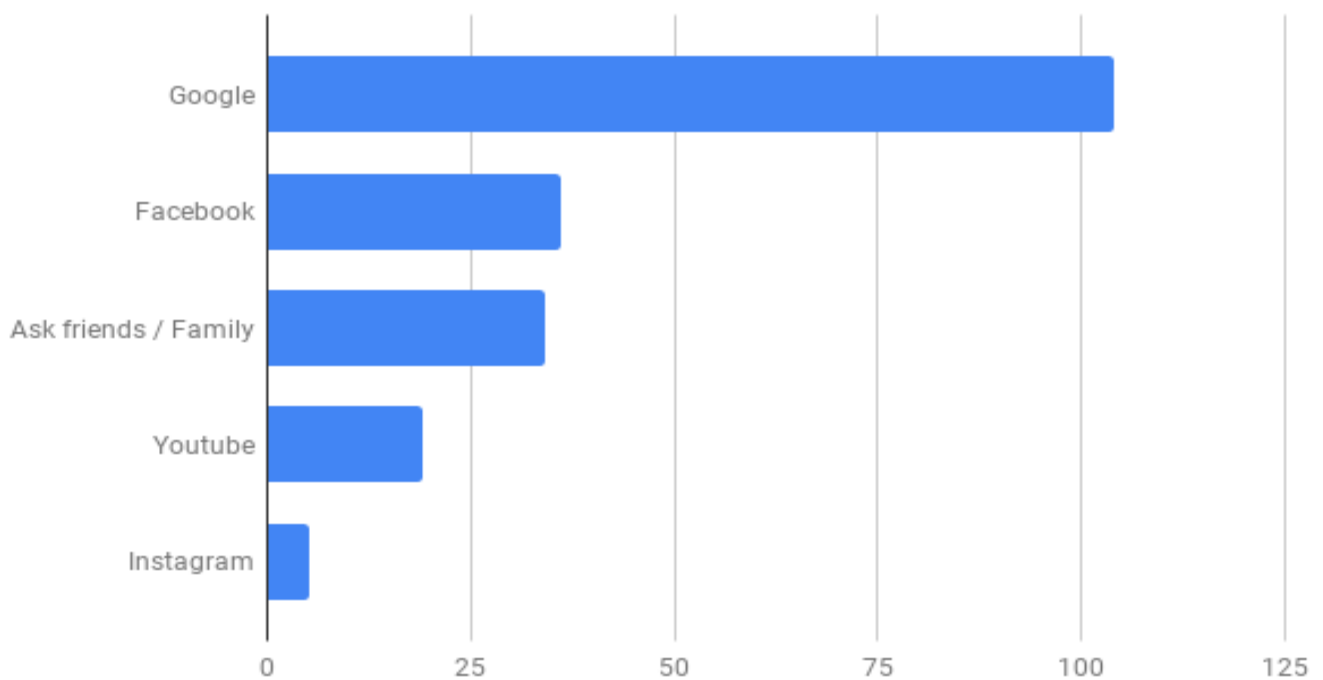
Question 8: If yes, what is your primary source for information about it? / If no; if you ever up to search about a brand, what is your primary source for information about it?

Table 10: Classifying Respondents by information channel.

		Frequency	Percent
Valid	Google	104	52,5
	Facebook	36	18,2
	Ask friends / Family	34	17,2
	Youtube	19	9,6
	Instagram	5	2,5
	Total	198	100,0

Source: SPSS Software.

Figure 27: Classifying Respondents by information channel.



Source: SPSS Software.

Comment:

From the figure and the table above, (52.5%) which represents 104 interviewees use Google as their first source of information about brands, followed by (18.2%) of them like to use Facebook as source of information. (17.2%) prefer asking friends or family to get information followed by (9.6% and 2.5%) respectively of respondents who like to use YouTube and

Instagram to get information about brands.

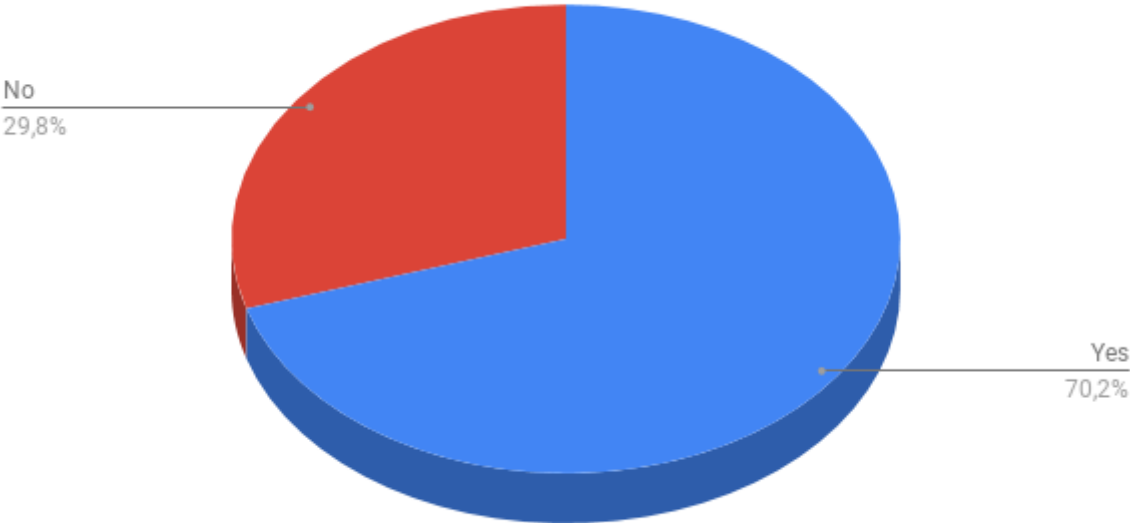
Question 9: Are you familiar with the brand OUIGO?

Table 11: Classifying Respondents by awareness to OUIGO Algeria.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	139	70,2	70,2	70,2
	No	59	29,8	29,8	100,0
	Total	198	100,0	100,0	

Source: SPSS Software.

Figure 28: Classifying Respondents by awareness to OUIGO Algeria.



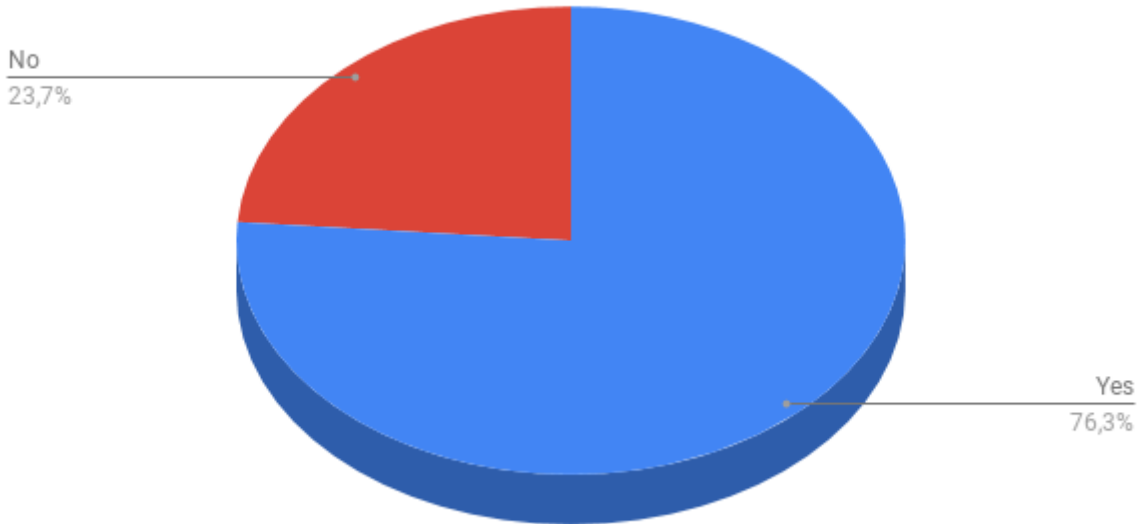
Source: Google Forms.

Comment:

70.2% of our sample are familiar with the brand OUIGO and the 29.8% left are not and that's because most of the sample came from TNC's apps users groups; one those groups is directed by the company itself where they put a lot of content related the brand OUIGO.

Question 10: Do you find the brand name “OUIGO” easy to remember?

Figure 29: Respondents’ opinions about the brand name.



Source: SPSS Software.

Comment:

Among 198 Respondents, we have 76.3% of them find the brand name OUIGO easy to remember by answering yes and 23.7% answered with a No.

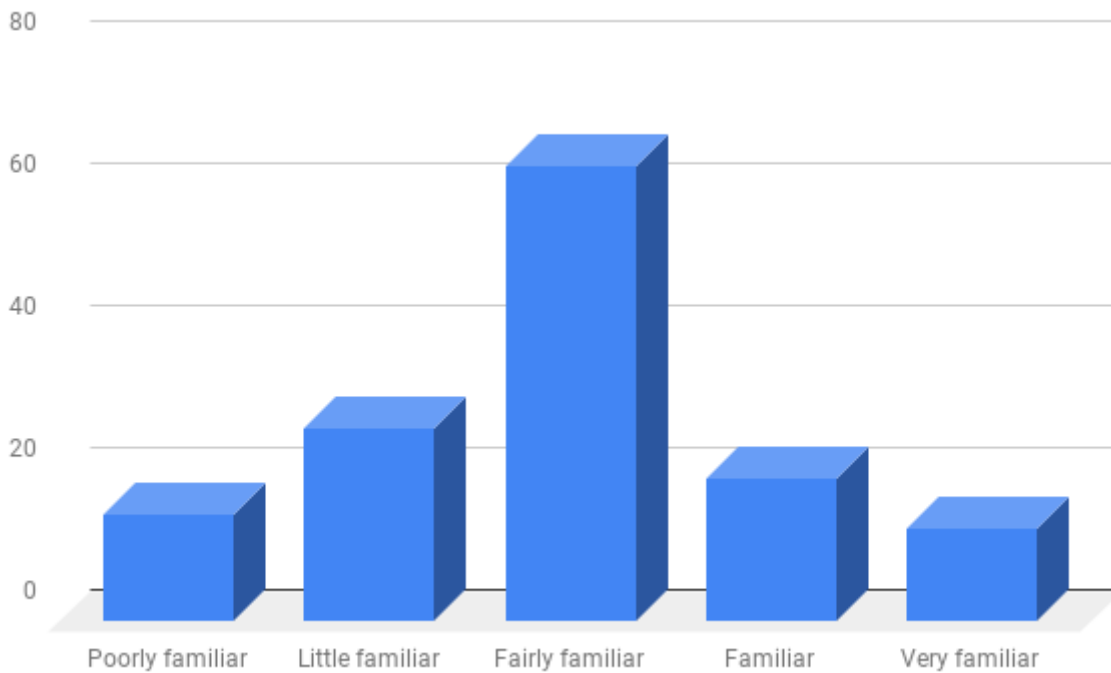
Question 11: How familiar are you with the brand OUIGO? (Your degree of knowledge)

Table 12: Respondents familiarity with the brand OUIGO .

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poorly familiar	15	10,8	10,8	10,8
	Little familiar	27	19,4	19,4	30,2
	Fairly familiar	64	46,0	46,0	76,2
	Familiar	20	14,4	14,4	90,6
	Very familiar	13	9,4	9,4	100,0
	Total	139	100,0	100,0	

Source: SPSS Software.

Figure 30: Respondents familiarity with the brand OUIGO.



Source: Google Forms.

Comment:

We note that most of the people questioned, 46.0%, have an average degree of knowledge of OUIGO brand, the second predominant percentage is 19.4%, their degree of knowledge is small, in third place 14.4% are familiar with brand, also 10.8 are poorly familiar with brand and in the end 9.4% are very familiar with the brand OUIGO.

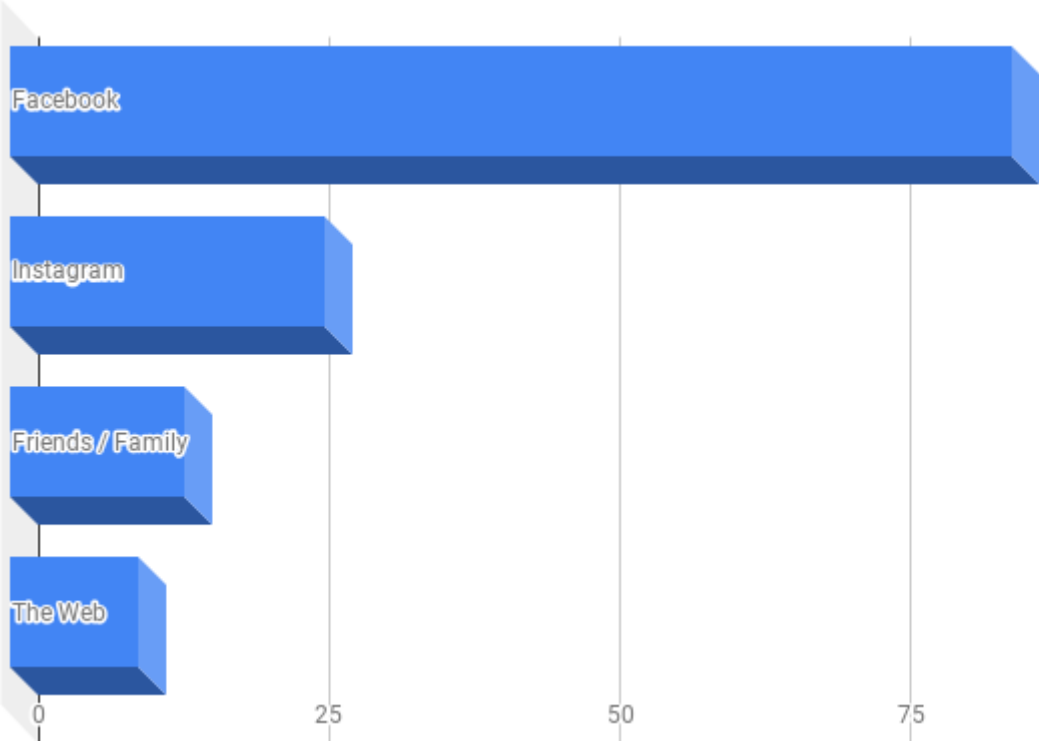
Question 12: Through what channel did you know about OUIGO?

Table 13: Respondents information channel.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Facebook	86	61,9	61,9	61,9
	Instagram	27	19,4	19,4	30,2
	Friends / Family	15	10,8	10,8	76,2
	The Web	11	7,9	7,9	90,6
	Total	139	100,0	100,0	

Source: SPSS Software.

Figure 31: Respondents information channels.



Source: Google Forms.

Comment:

The first channel through our sample knew OUIGO brand is Facebook with a percentage of (61.9%) from 86 respondents, in second position comes Instagram with a percentage of (19.4%), friends/family and the Web are respectively quoted in third and fourth position (10.8%) (7.9%). That shows that social media is the first channel.

Chapter 3: The Impact of social media on the efficiency of the digital marketing strategy for recording labels.

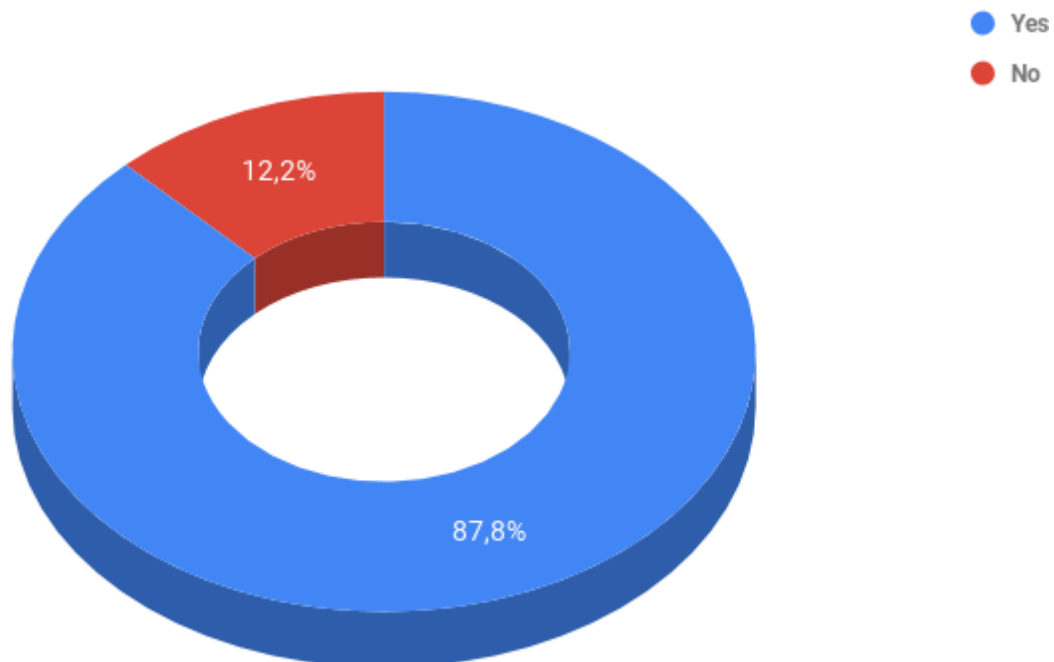
Question 13: Do you follow OUIGO algérie on social media?

Table 14: Respondents following OUIGO Algérie.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	117	87,8	87,8	87,8
	No	22	12,2	12,2	100,0
	Total	139	100,0	100,0	

Source: SPSS Software.

Figure 32 : Respondents following OUIGO Algérie.



Source: Google Forms.

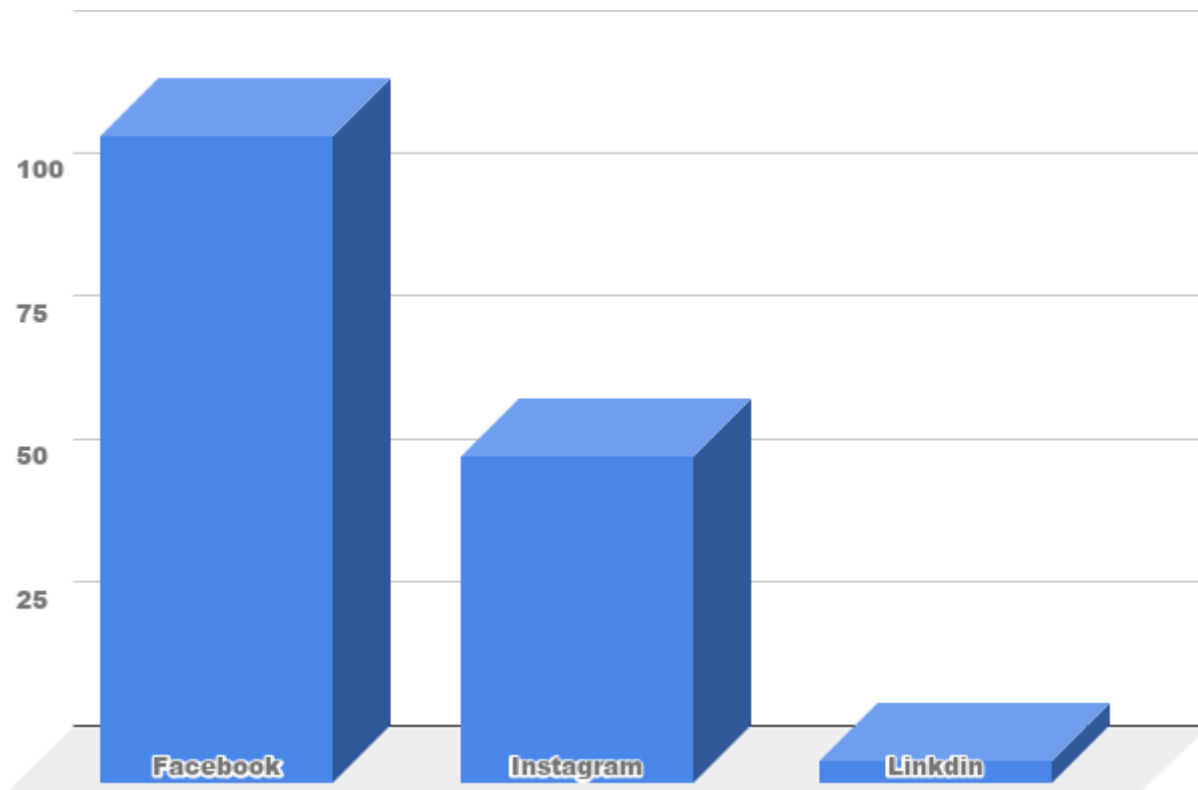
Comment:

We notice that 87.8% of our sample follow OUIGO brand on social media while 12.2% do not follow it.

Chapter 3: The Impact of social media on the efficiency of the digital marketing strategy for recording labels.

Question 14: If yes, on which social media do you follow it?

Figure 33: Classifying Respondents by following social media.



Source: Google Forms.

Comment:

According to the results 95.5% from 113 respondents who follow OUIGOAlgerie on Facebook which is obvious since it is the most used network in Algeria, also the questionnaire was set on Facebook groups, in the second place comes Instagram with 32.8% from 57 respondents, lastly there is LinkedIn with only 2.3%.

Chapter 3: The Impact of social media on the efficiency of the digital marketing strategy for recording labels.

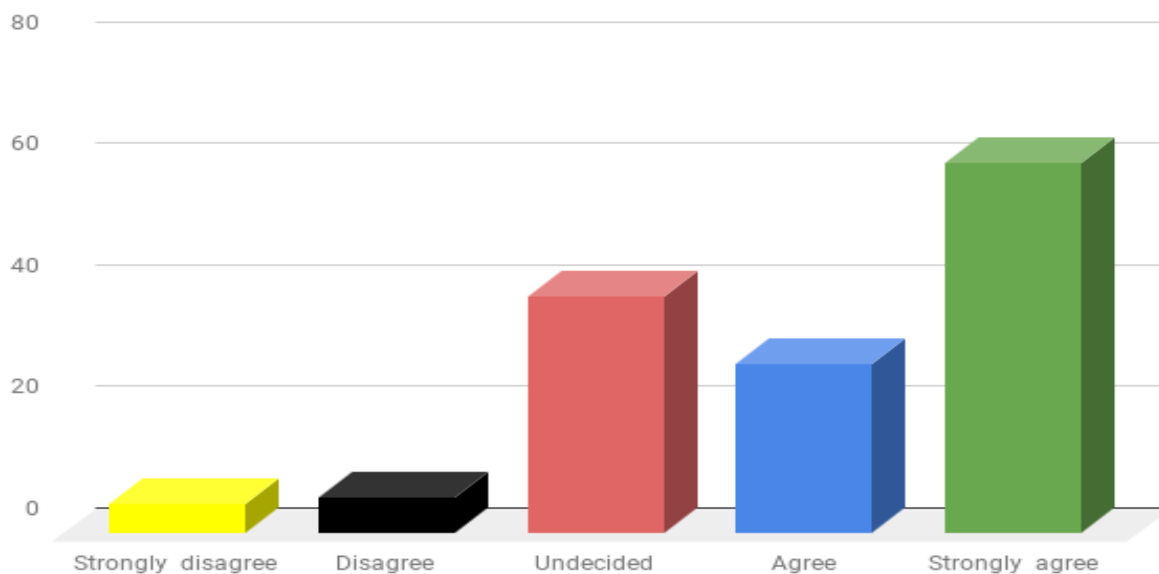
Question 15: Through the website of OUIGO, do you feel the commitment of the brand towards its customers?

Table 15: Respondents opinion about the brand’s website using.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	3,6	3,6	3,6
	Disagree	6	4,3	4,3	7,9
	Undecided	39	28,1	28,1	36,0
	Agree	28	20,1	20,1	56,1
	Strongly agree	61	43,9	43,9	100,0
	Total	139	100,0	100,0	

Source: SPSS Software.

Figure 34: Respondents opinion about the brand’s website using.



Source: Google Forms.

Comment:

We see through the results presented in the graph and the table that the highest percentage (43.9%) is of respondents who are completely in agreement with the fact that they feel the brand's commitment to its customers through its Website, the percentage of respondents who agree is 20.01%, which result (64%) of respondents with affirmation. We also notice that 28.1% of answers are neutral and only (7.9%) of respondents who disagree.

Chapter 3: The Impact of social media on the efficiency of the digital marketing strategy for recording labels.

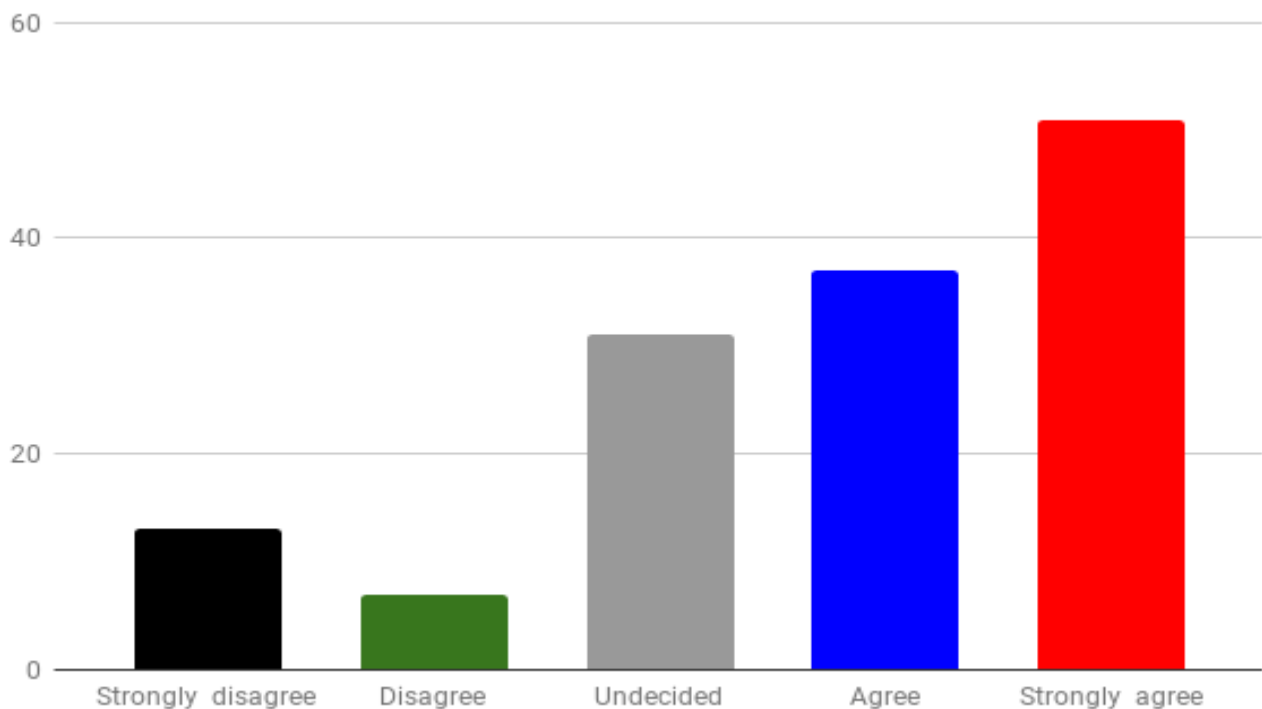
Question 16: Do you consider all these different digital channels as the best and easiest way to express your needs, feelings and thoughts?

Table 16: Respondents opinion about digital channels.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	13	9,4	9,4	9,4
	Disagree	7	5,0	5,0	14,4
	Undecided	31	22,3	22,3	36,7
	Agree	37	26,6	26,6	63,3
	Strongly agree	51	36,7	36,7	100,0
	Total	139	100,0	100,0	

Source: SPSS Software.

Figure 35: Respondents opinion about digital channels.



Source: SPSS Software.

Comment:

Among 139 respondents, most of them with the highest percentage of (63.3%) agree that different digital channels are the best way to express their needs, feelings and thoughts, while (22.3%) are undecided and finally (14.4%) expressed their disagree.

Chapter 3: The Impact of social media on the efficiency of the digital marketing strategy for recording labels.

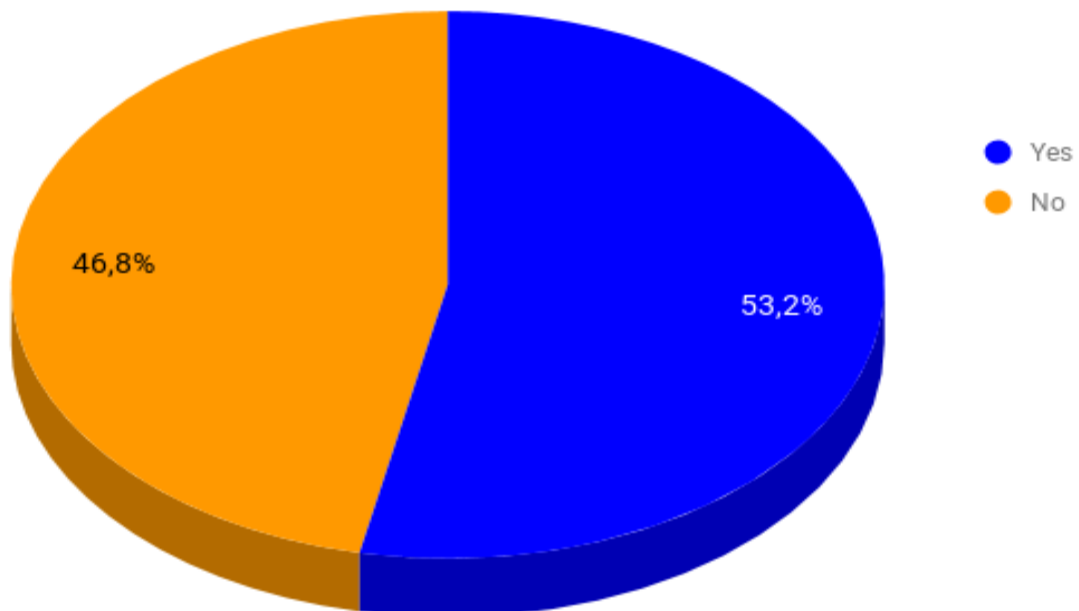
Question 17: Do you prefer if the brand send direct notifications into your email?(Offers, news etc...)

Table 17: Classifying Respondents by their email sign up.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	74	53,2	53,2	53,2
	No	65	46,8	46,8	100,0
	Total	139	100,0	100,0	

Source: SPSS Software.

Figure 36: Classifying Respondents by their email sign up.



Source: SPSS Software.

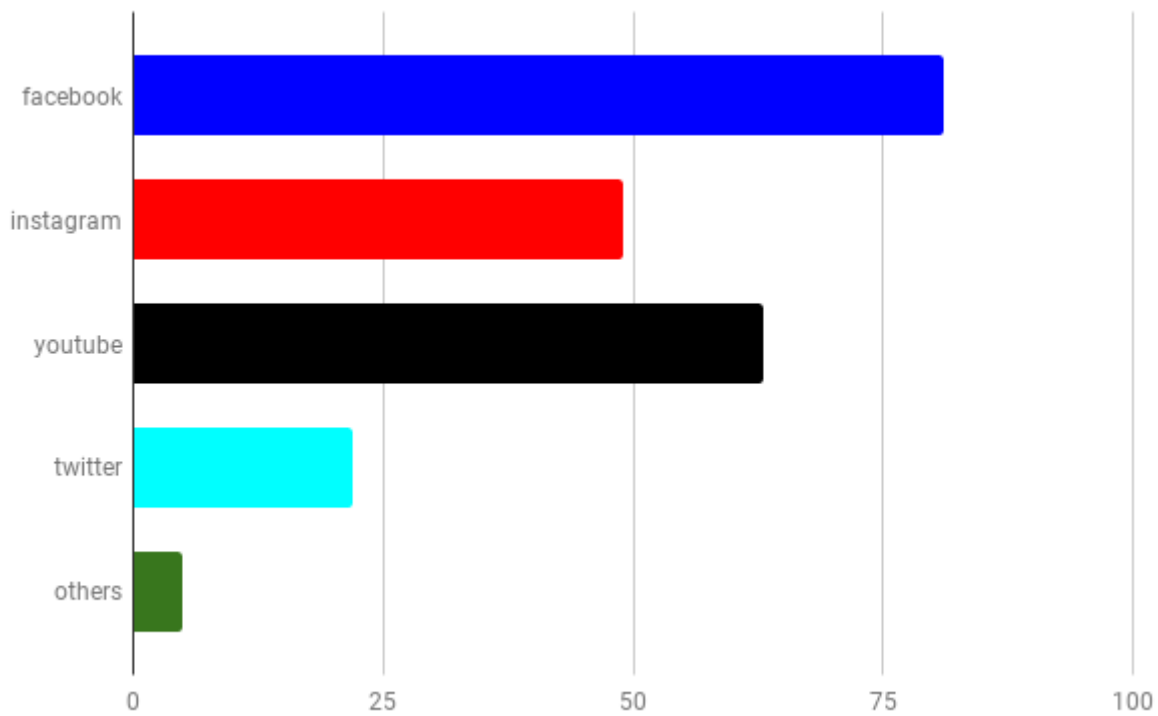
Comment:

53.2% of our respondents like to receive email newsletter from the brand they follow while 46.8% don't sign up for email newsletter.

Chapter 3: The Impact of social media on the efficiency of the digital marketing strategy for recording labels.

Question 18: Which social media do you spend your most time on?

Figure 37: Classifying Respondents by their time spending on social media.



Source: SPSS Software.

Comment:

36.8% of our respondents like to spend most of their time on Facebook, 28.6% like to spend it on YouTube while 22.3% on Instagram and 10% on Twitter, the remaining 2.3% answered under other: Reddit, Tumblr, Pinterest.

Chapter 3: The Impact of social media on the efficiency of the digital marketing strategy for recording labels.

Cross sorting analysis:

The most used social media by gender.

Question 1: Are you? (Gender)

Question 20: which social media do you spend your most time on?

Table 18: The most used social media by gender.

		Other	Facebook	Instagram	Twitter	YouTube	
Gender	Female	5	31	27	13	39	115
		4,3%	23,5%	27%	11,3%	34%	100,0%
	Male	0	50	22	9	24	105
		0,0%	51,4%	17%	8,6%	22,9%	100,0%
Total		5	81	49	22	63	220
		2,3%	36,8%	22,3%	10%	28,6%	100,0%

Source: SPSS Software

Comment:

From the figure above, we notice that the most used social media by female gender with 39 women is YouTube but it is in second place for male gender with 24men. Facebook for male gender comes in the first place 50 male while it comes second in female gender with 31 women, Instagram is in the third place for both genders (22 men and 27 women), followed by Twitter in the fourth place (9men and 13 women), while the remaining 5 women responded under other.

We see that female gender use Youtube most of the time while male gender use Facebook the most.

Chapter 3: The Impact of social media on the efficiency of the digital marketing strategy for recording labels.

Different digital channels opinion by brand following.

Question 13: Do you follow OUIGO algérie on social media?

Question 16: Do you consider all these different digital channels as the best and easiest way to express your needs, feelings and thoughts?

Table 19: Different digital channels opinion by brand following.

		16- Do you consider all these different digital channels as the best and easiest way to express your needs, feelings and thoughts?					Total
		Strongly disagree	disagree	Undecided	agree	Strongly agree	
13- Do you follow OUIGO algérie on social media?	Yes	6	5	25	27	39	117
	No	7	2	6	10	12	22
Total		13	7	31	37	51	139

Source: SPSS Software

We note that most of respondents who follow OUIGO on social media answered question number 16 by 'strongly agree', which supports the confirmation of our hypothesis H3.

Table 20: Chi-Square test.

	Value	Ddl	Asymp. Sig. (2-Sided)
Pearson Chi-Square	33,980 ^a	2	,000
Likelihood Ratio	34,606	2	,000
Linear-by-Linear Association	29,002	1	,000
N of Valid Cases	139		

Source: SPSS Software.

Comment:

Less than 5% by the chi-square test, which allows us to say that digital channels as the best and easiest way for customers to express their needs, feelings and thoughts.

Chapter 3: The Impact of social media on the efficiency of the digital marketing strategy for recording labels.

Main Results:

- ✓ Among 220 people Interviewed: 105 are male with 47.7% and 115 are female with a percentage of 52.3%. The dominant age range of the population is the younger generation that is between 18 and 30years old with more than a half of our sample with 55% the majority of them are students.
- ✓ 90% of our respondents tried transportation network application, 92.4% of them use it frequently at least one time per week.
- ✓ The majority of respondents 83.7% are familiar with Yassir Company while only 51% of them are familiar with OUIGO Algerie.
- ✓ According to interviewees' answers, top resources for discovering about the TNC brands is Google search engine, Facebook comes in second place then friends/family.
- ✓ Also according to interviewees' answers, Instagram is their last source for discovering about TNC brands, this shows how important to choose the right channels these days.
- ✓ 76.3% of Respondents find the brand name OUIGO easy to remember while the rest 23.7% don't find that easy to remember.
- ✓ 46% of Respondents are fairly familiar with brand, 23.8% are familiar enough while 30.2% are not that familiar with the brand.
- ✓ We have 61.9% of respondents knew about OUIGO through Facebook and 19.4% thought Instagram which shows the important of social media in the implementation process while 10.8% knew through friends and the rest through the Web.
- ✓ 64% of respondents consider the brand's Website as a prove of commitment to the customers and 54.4% admit that digital channel are the best way to express their needs and feelings to the brand.
- ✓ 87.8% of respondents follow OUIGO on social media.
- ✓ From 220 interviewees, 36.8% spend most of their time on Facebook, 28.6% on YouTube and 22.3% on Instagram.

Chapter 3: The Impact of social media on the efficiency of the digital marketing strategy for recording labels.

Each research hypothesis can now be as follows:

Hypothesis 1: Digital marketing tools are more efficient than traditional marketing tools in the implementation of the transportation network company under study. This hypothesis is confirmed as we have seen through the questionnaire respondents tend to get information through digital channels as their primary source in terms of discovering brands.

Hypothesis 2: Social media is the most used tool by our sample of Algerian customers; in fact it's the most efficient tool for having a more visibility online. This second Hypothesis is partly confirmed, from the questionnaire's analysis we found that the majority of respondents spend their most of time on social media, but when it comes to look for a brand using search engines as Google is the primary tool for that. That's why companies must make sure to be visible on search engines.

Hypothesis 3: Digital marketing strategy allows developing an effective communicative relation with customers for a better understanding of their needs. This third Hypothesis is also confirmed, according to results people like to express their needs and feelings online rather than other ways, because it is easier and gives them more space to do so.

Recommendations:

After carrying out a synthesis of the study, we will formulate some reflections in order to apply these results which can bring an added value to the digital strategy of the company:

- Social media and search engine optimization must be a crucial part to OUIGO's Digital marketing and communication strategy. They will boost the visibility of the company and its brand image, have the look of technological modern company, gain the new generation customer, retain them and attract potential others.
- In addition, Facebook is increasingly becoming search engine, which is why the company must appear more than ever before. And being present as the best TNC application suits their strategy and to effectively reinforce the brand image and its web referencing.
- These platforms are great tools to establish a special contact with potential customers, create a community and increase brand awareness of users about the business, its main activities and its communication actions.
- An effective digital strategy that suit the company's vision and objectives is an outstanding way to increase sales, attract new clients and make them loyal as it has some effective communication tools at a lower cost.

Chapter 3: The Impact of social media on the efficiency of the digital marketing strategy for recording labels.

- As for the presence of the company on social media, apart from Facebook, OUIGO is not according much of importance to YouTube and twitter as it should be, especially since the competition is very tough in the company's market and also compared to its main competitor Yassir and Careem who both have a good digital marketing strategy for Youtube and Twitter.
- Enhance its content and interaction on Facebook, and even opt for other social networks such as Instagram as our study proved that the social media respondents spend most their time on, try to adapt its content (Simple posts and Stories) to have an easy access to information. Nice and well organized texts, reasonable and impact full size of posts too. And for YouTube, OUIGO has to consider making short videos of related topics since that's what attracts users.
- OUIGO must consider sponsored posts on social media, Facebook ads, Instagram, twitter for example can run ads for a the needed amount of dollars, and they will reach highly specific and well defined targeted clients.

Conclusion:

Through this study, we tried to measure the efficiency of digital marketing strategy, and to know at what point, it contributes into the implementation process of OUIGO Algeria. The hypotheses developed at the beginning of this study, allowed us to analyze the importance of digital marketing into making an effective communication plan, and to know the influence of the Internet on its position in the mind of people. In the first section, we presented the company of VALLEY SOLUTIONS and its own product OUIGO Algeria. The second and last section, we synthesized the results obtained in our survey, which allowed us to suggest proposals in order to improve the digital strategy of OUIGO...To conclude, through this chapter, we have tried to apply the results of our theoretical research in the field and this by observing the digital strategy of OUIGO and by analyzing the vision of the company to finally propose the recommendations and suggestions required.

CONCLUSION

The evolution of the internet has allowed the creation of new communication tools. The effectiveness of these tools and their efficiency quickly pushed companies on the one hand to digitize and develop digital strategies. On the other hand, they are used more and more by consumers who browse the Internet that reach an extremely large audience.

Currently, digital communication occupies a primordial place within companies; it is one of the key elements of success and sustainability in the turbulent markets resulting from the new economic situation created by democratization of the web and the scale of the digital revolution.

Modern marketing Moved from one-way communication to multidirectional communication where the consumer has all the necessary tools to express his needs and desires as well as his experience and his appreciation of the products and services offered by companies. Today, the consumer has become more informed, more aware and more demanding. He sees himself as the holder of the power and the decision to buy; he intends to exploit his advantage.

Visibility is a very important element in an inbound strategy because the more the company is visible on Google, the more it acquires more traffic, and that's why having keywords that appear in the first page on the search engine is essential for the traffic of a website. The number of backlinks and the quality of the referring domains will decide the ranking of a website on Google.

The main goal of our study is therefore to highlight, demonstrate and make it crystal clear that it is important to put a complete digital marketing strategy to benefit from all the aspects that can put the company ahead of its competitors.

To answer our main question: "How efficient is the digital marketing strategy in the implementation of Transportation Network Company?"

We did an internship at OUIGO Algeria to be able to demonstrate the interest of integrating digital marketing strategy into the implementation process and so we have launched a questionnaire at the very beginning of the internship to TNC applications users in particular that are present on social media. The realization of this study has provided us with relevant information on the behavior of TNC applications users towards different digital tools.

After analyzing the results, it turned out that OUIGO's social media users affirmed that all these different digital channels are the best and easiest way to express (one direction) needs, feelings and thoughts. In addition, they spend most of their times on Facebook (36.9%), while they head to Google as a primary source for getting information and most of them like (second direction) getting direct emails for notifications and news.

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

Hypothesis 1: Digital marketing tools are more efficient than traditional marketing tools in the implementation of the transportation network company under study. This hypothesis is confirmed as we have seen through the questionnaire respondents tend to get information through digital channels as their primary source in terms of discovering brands.

Hypothesis 2: Social media is the most used social media by users; in fact it's the most efficient for having a good digital strategy. This second Hypothesis is partially confirmed, from the questionnaire's analysis we found that the majority of respondents spend their most time on Facebook but when it comes to discovering brands and gathering information they head to Google search engine.

Hypothesis 3: Digital marketing strategy allows developing an effective communicative relation with customers for a better understanding of their needs. This third Hypothesis is also confirmed, according to results people like to express their needs and feelings online rather than other ways, because it is easier and gives them more space to do so.

It has been found necessary to make the following **suggestions** for the brand in order to improve even further:

- Make more ads and posts online to keep the social media active.
- Share more and promote the official page.
- Being present on all existing social media that fit the company's strategy and attracting the attention of listeners by making contest.
- Make games; give away to the fans of the page.
- Be more active and have regular sponsorship and face its competitors who are widely more visible online.
- Upload more videos on social media as we have noticed that they make a huge difference.
- Try to release offers that fit the daily life of followers and to stay updated with all events and trends on social media.

We wish to point out that the subject we have been dealing with belongs to a very large and constantly evolving field, and as such it requires too much time to be able to take action on every theoretical aspect we've dealt with. Regardless to the time allotted to us, we have tried our best to identify the maximum of major points related to this study.

We hope this simple work has achieved its goals as OUIGO trusted in me to be part of making the digital marketing strategy aspect during my internship. Finally, the results we have achieved in this

work can be further elaborated by others, based on more significant figures, and better developed knowledge.

Limitations of the study:

In connection with the development of the Coronavirus Covid-19 pandemic the study was very hard to make because the company whole activity was affected during the pandemic; especially when the official launching of the application was programmed for the 25 of March which was canceled because of the quarantine.

Conducting research during a pandemic with no access to libraries and books, university and teachers, internship was stopped and the whole programmed activity was affected, all of those aspects changed the path of this work.

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Appendices

Questionnaire:

Transportation Network Companies VTC survey.

We're conducting research on the different services of Transportation Network Companies (TNC/VTC) in Algeria and we would therefore like to send you the following survey, which will be very useful for our research work. We would be grateful if you could give us a few moments to answer it for our Master's Dissertation. The survey should only take 5 minutes, and your responses are completely anonymous. Your participation will be precious to us; we thank you in advance for your help and your collaboration.

- ❖ Gender *
 - Male
 - Female
- ❖ How old Are you? *
 - [18-30]Years old
 - [31-40] Years old
 - More than 40 Years old
- ❖ Are you? *
 - Student
 - Employee
 - Unemployed
 - Self employment
 - Other:
 - Have you ever tried a transportation network application? Like Yassir,temtem, Uber..Etc?*
 - Yes
 - No
- ❖ If yes, how often do you use it?? *
 - Once in a while
 - 1 time a week
 - 2 times a week
 - 3 times a week
 - More than 3 times a week
- ❖ What transportation network brand do you know from the above? *
 - Yassir
 - Uber
 - TemTem
 - Careem
 - OUIGO Algeria
 - HEECH
 - WESELNI

- AMIR
- Others :
- ❖ Have you ever searched about any of those brands:*
- Yes
- Non
- ❖ If yes, what is your primary source for information about it? / If no; if you ever up to search about a brand, what is your primary source for information about it? *
- Google
- Facebook
- Ask a friend/family
- Youtube
- Instagram
- ❖ Are you familiar with the brand OUIGO?*
- Yes
- Non
- ❖ Do you find the brand name "OUIGO" easy to remember?*
- Yes
- No
- ❖ How familiar are you with the brand OUIGO? (Your degree of knowledge)? *
- Poorly familiar
- Little familiar
- Fairly familiar
- familiar
- Very familiar
- ❖ Through what channel did you know about OUIGO?? *
- Facebook
- Instagram
- Friend/Family
- The web
- ❖ Do you follow OUIGO algérie on social media? *
- Yes
- No
- ❖ If yes, on which social media do you follow it? *
- Facebook
- Instagram
- Linkdin
- ❖ Through the website of OUIGO, do you feel the commitment of the brand towards its customers? *
- Strongly disagree
- Disagree
- Undecided
- Agree
- Strongly agree

- ❖ Do you consider all these different digital channels as the best and easiest way to express your needs, feelings and thoughts? *
 - Strongly disagree
 - Disagree
 - Undecided
 - Agree
 - Strongly agree
- ❖ Do you prefer if the brand send direct notifications into your email?(Offers, news etc...) *
 - Yes
 - NO
- ❖ Which social media do you spend your most time on? *
 - Facebook
 - Instagram
 - Youtube
 - Twitter
 - Others

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