

**Ecole des Hautes Etudes Commerciales  
KOLEA  
EHEC**

**Dissertation in partial fulfillment of the requirement for a  
Master's degree in Business Sciences  
Major: Distribution & Supply Chain Management**

**The impact of E-logistics performance on  
customer satisfaction.**

**The study case: JUMIA Algeria.**

**Submitted by:**

Ms. HADJIRA Nesrine

**Supervised by:**

Prof. Ali HAMMOUTENE

Professor at EHEC

**8<sup>th</sup> promotion**

**June 2021**



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## Dedication

To my family, *Mom, Dad, Sisters* and my addiction to *caffeine*.

To my friends, *Hadjer, Ayoub, Assia and Abdennour*

Who are so lucky to have me as a friend.

HADJIRA Nesrine

## **Acknowledgment**

I would first like to thank ALLAH the almighty and merciful, who gave the strength and patience to do this modest job.

I would like to start by extending my sincere gratitude to my mentor Prof. Ali Hammoutene whose support, wise guidance, time, and constructive criticism enabled me to fulfill this work.

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It goes without saying that I'm profoundly grateful to all my teachers that contributed significantly into enriching our knowledge, all the administrative staff as well as the entire faculty of EHEC for accompanying us throughout this journey, and providing us with the best means possible in order to launch us into the professional world with the necessary knowledge.

And last but not least I want to thank me, I want to thank me for believing in me, and doing all this hard work.

## Abstract

E-logistics and customer satisfaction are two variable that have a direct influence on the continuity and survival of a business. They consist the pillar and the main objective for any company engaged in an economic sector in order to face competition increasingly enhanced. Therefore each responsible must first know their customers, listening to their expectation and ensure their satisfaction.

Our study focuses on the case of Jumia Algeria and aims to determine the level of consumer satisfaction with the service offered to them and the performance of e-logistics. Indeed, Jumia is considered one of the leaders of e-commerce in Algeria. The analysis of the results obtained showed that Jumia Algeria is up to the satisfaction of the majority of its consumers through the quality of its services offered, and the performance of the e-logistics

**Keywords:** E-commerce, Logistics, E-logistics, CRM, E-CRM, and Customer satisfaction.

## **Résumé:**

La e-logistique et la satisfaction des clients sont deux variables ayant une influence directe sur la continuité et la survie d'une entreprise. Elles constituent le pilier et l'objectif prioritaire pour toute entreprise engagée dans un secteur d'activité économique afin de faire face à une concurrence de plus en plus accrue. De ce fait chaque responsable doit avant tout connaître ses clients, être à leurs écoutes, déduire leurs attentes et veiller à leur satisfaction.

Notre étude se concentre sur le cas de Jumia Algérie et vise à déterminer le niveau de satisfaction des consommateurs vis-à-vis du service qui leur est offert et la performance de l'e-logistique. En effet, Jumia est considéré comme l'un des leaders du commerce électronique en Algérie. L'analyse des résultats obtenus a montré que Jumia Algérie est à la hauteur de la satisfaction de la majorité de ses consommateurs à travers la qualité de ses services offerts, et la performance de l'e-logistique.

**Mot clé:** E-commerce, Logistique, E-logistique, CRM, E-CRM, et satisfaction client.

## المخلص

تعد اللوجستيات الإلكترونية ورضا العملاء متغيرين لهما تأثير مباشر على استمرارية واستمرارية الأعمال. إنها تشكل الركيزة والهدف ذي الأولوية لأي شركة تعمل في قطاع من النشاط الاقتصادي من أجل مواجهة المنافسة المتزايدة بشكل متزايد. لذلك يجب على كل مدير قبل كل شيء معرفة عملائه والاستماع إليهم واستنتاج توقعاتهم وضمان رضاهم. تركز دراستنا على حالة جوميا الجزائر وتهدف إلى تحديد مستوى رضا المستهلك عن الخدمة المقدمة لهم وأداء الخدمات اللوجستية الإلكترونية. في الواقع، تعتبر جوميا واحدة من رواد التجارة الإلكترونية في الجزائر. أظهر تحليل النتائج التي تم الحصول عليها أن جوميا الجزائر ترضي غالبية عملائها من خلال جودة خدماتها المقدمة، وأداء الخدمات اللوجستية الإلكترونية.

**الكلمات المفتاحية:** التجارة الإلكترونية، الخدمات اللوجستية، الخدمات اللوجستية الإلكترونية، إدارة علاقات العملاء، إدارة علاقات العملاء الإلكترونية ورضا العملاء .

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## List of Abbreviations

<b>Abbreviation</b>	<b>Full expression</b>
<b>E-commerce</b>	Electronic Commerce
<b>E-logistics</b>	Electronic logistics
<b>E-business</b>	Electronic business
<b>SCM</b>	Supply chain management
<b>AFTEL</b>	The French Association of Multimedia Telematics
<b>EDI</b>	The Electronic Data Inchange
<b>B2G</b>	Business to government
<b>B2C</b>	Business to Consumer
<b>B2B</b>	Business to business
<b>C2B</b>	Consumer to Business
<b>C2C</b>	Consumer to Consumer
<b>WWW</b>	The World Wide Web
<b>ICT</b>	The Information and Communication Technologies
<b>3PL</b>	Third-party logistics
<b>SCM</b>	Supply chain management
<b>RFQ</b>	Request for Quotes
<b>PO</b>	Purchase Order
<b>WH</b>	Warehouse
<b>DRP</b>	Distribution Requirements Planning
<b>ERP</b>	Enterprise Resource Planning
<b>CRM</b>	Customer Relationship Management
<b>E-CRM</b>	Electronic Customer Relationship Management
<b>CSAT</b>	Customer Satisfaction Score
<b>NPS</b>	Net Promoter Score
<b>AS</b>	Aftersales
<b>SWOT</b>	Strengths, Weaknesses, Opportunities, and Threats
<b>SKU</b>	Stock Keeping Unit
<b>QC</b>	Quality control
<b>RTV</b>	Return to vendor
<b>RS</b>	Return supplier
<b>VSC</b>	Virtualized Service Controller
<b>OOS</b>	Out Of Stock
<b>HMT</b>	Hub Management Tools
<b>RTO</b>	Return To Origin
<b>OMS</b>	Order Management System
<b>FIFO</b>	First In First Out
<b>IT</b>	The information technology
<b>VDO</b>	Vendor Drop Off
<b>SC</b>	Seller Center
<b>MU</b>	Moveable Unit
<b>WMT</b>	Warehouse Management Tools

## Summary

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# **INTRODUCTION**

## **Introduction:**

Online sales sites in Algeria have multiplied in recent years, particularly since the launch of 3G in 2014 and 4G in 2016, as well as the promulgation of a law governing this market, which is attracting more and more citizens to this mode of transaction, which is considered "easy".

The promulgation of the law on e-commerce in May 2018 had also propelled this field even further. This legislative text provides a framework for this market through several provisions that ensure the security of e-commerce.

E-Commerce opens an entirely new market for actors in the logistics field like Jumia company. Logistics and distribution systems that function efficiently and effectively in all respects will be crucial for the companies' success. This implies that manufacturing companies, especially logistics companies, must identify and create effective logistics solutions to compete in the marketplace.

Online sales sites for products of all kinds, ranging from food, clothing, art and decoration, household appliances, electronics, and services, have thus emerged. These include Jumia.Dz, Batolis.com, Vendita-dz.com, eChrily.com, Zawwali.com, Eshop.Dz, and Guiddini.dz.

In these two special years (2020, 2021) characterized by the COVID 19 pandemic, shoppers are increasingly turning to online shopping. The implementation of social distancing, containment, and other measures in response to the pandemic has led to increased use of online shopping, social media, teleconferencing, and video and film streaming by Algerian consumers.

This has resulted in a sharp increase in electronic sales to consumers. The growth in business-to-consumer online sales is particularly evident in medical supplies, home essentials, and food products.

Following this logic, I took a strong interest in the company Jumia (the subject of my research), which is considered to be one of the leaders of e-commerce in Algeria. This is a site for which payment in cash has not prevented the number of orders from "steadily increasing" and the turnover from "growing".

This particular period we are living in has profoundly changed the way customers consume. Fears about the coronavirus are causing more and more customers to switch, at least

for a while, from physical shops to online shops, and are prompting more and more merchants to digitalize their businesses to meet the growing number of online purchases.

As most homebound customers turn to e-commerce for their purchases, this business needs to improve its knowledge of customer needs and take advantage of opportunities to make them satisfied and happy.

Customer satisfaction is the reason for the existence and the condition for the survival of companies. Who could imagine a company without customers? This is why companies are committed to ensuring and developing customer satisfaction on a daily basis.

Consumer satisfaction has become a major issue for companies; in fact, listening to customers, anticipating their requests, and managing their complaints are sources of value for them. It should be noted from the outset that there is no consensus on the definition and measurement of satisfaction.

Obviously, this does not make the task of a company wishing to evaluate the degree of its customer satisfaction any easier. Constant improvement, perceived by consumers whose confidence is becoming a competitive issue, the optimization of customer services requires increasing investments in organization, technology, and training; the improvement in logistics and distribution; the rise in power of the Internet, a veritable sounding board for dissatisfaction, requires companies to react ever more quickly.

### **Research objectives**

The purpose of our research is:

- Understanding the development and growth of E-Logistics technology
- Understanding how Distribution development within E-Commerce
- Understanding how to enhance the customer satisfaction through using E-logistics activities,
- Understanding the impact of e-logistics performance on customer satisfaction in general and, more specifically, to analyze the influence of online sales, a variable in e-logistics, on the consumption behavior of Algerian consumers.

To this end, and in order to clearly define this subject, we have formulated the following problematic the following problem:

**« How to measure the impact of e-logistics performance  
on customer satisfaction? »**

From the above MRQ, three secondary research questions were formulated as follows:

- **RQ 1:** what kind of relationship exists between E-logistics and customer satisfaction?
- **RQ 2:** Does Jumia have a basic quality of service to ensure customer satisfaction?
- **RQ 3:** To what extent do Jumia apply the concept of CRM?

To better understand our MRQ and answer the above SRQs, three research hypotheses were proposed as follows:

- **Hypothesis n°1:** Customer satisfaction is positively and significantly related to E-logistics performance which improves customer service and increases the average of Jumia's sales.
- **Hypothesis n°2:** Research have shown that there is a direct link between quality and profit. We believe that Jumia has basic service quality to ensure customer satisfaction, which leads to increase its profitability in the short, medium and long term.
- **Hypothesis n°3:** we assume that the increase in satisfaction will enable customers to use the Jumia's products time and time again, which will increase Jumia's sales level, leading to an increase in organizational profits.

### **Research Methodology**

Responding to our problem implies the adoption of a descriptive approach insofar as our research required the exploitation of a documentary fund, consultation of books, articles and mainly a digital research which allowed us to better apprehend the concept of E-logistics and its impact on customer satisfaction. We opted for the following scientific research methodology, namely a quantitative analysis based on a questionnaire addressed to 100 customers having the experience of buying online on the Jumia site.

The methodology of our work plan is divided as follows:

The first chapter, is devoted to the new behavior of purchasing on the internet, which firstly presents a general presentation of E-commerce, the evolution of e-commerce, Ecommerce in Algeria, then generalities about the new consumer, highlighting its main features, derived primarily from the need for authenticity, which distinguishes it from the so-called traditional consumer. and finally, we will conclude the chapter by viewing the different aspects of the relationship between e-commerce and e-customer.

The second chapter, it tackles down the links between E-commerce and E-logistics, and between CRM and E-CRM which Firstly introduces the appearance of e-logistics and the difference between traditional and e-logistics, secondly the impact of e-commerce on the e-logistics performance, and finally review generalities of Customer Relationship Management (CRM), focusing specifically on the impact of the CRM on e-logistics performance and on customer satisfaction and the difference between CRM and E-CRM.

The third chapter, is devoted to the practice of e-logistics within Jumia Algeria. After a presentation of the company, its organization, and its functioning. An analysis of the commercial policy and the pricing policy will be elaborated, as well as the presentation of the characteristics of the consumers, and the how to measure customer satisfaction, a SWOT analysis will be carried out, then explains the work of Jumia's e-logistics. Finally highlights the effect of E-logistics performance on customer satisfaction.

### **Reasons for the choice of this research topic**

This topic allows us:

- to deepen our knowledge of e-logistics both on a theoretical level and to check its practical application.
- to enrich an area that is not yet explored in terms of research at our university.

to understand how and by what behaviors are influenced and to see how technologies can improve our daily lives.

# **CHAPTER 1**

## **GENERALITIES ABOUT E-COMMERCE**

## **Introduction:**

E-commerce or electronic commerce is a form of commerce that has an interesting history. Indeed, e-commerce began its history slowly in the 1990s, e-commerce has undergone a metamorphosis by integrating the international aspect of the business world and the democratization of new technologies (e.g., the emergence of the Internet, the emergence of dynamic websites, increase in websites, increase in the bandwidth of internet offers, etc.). Nowadays, e-commerce has become both international and multilingual. In general terms, e-commerce can be defined as "the process of buying and selling products or services using electronic data transmission via the Internet and world wide web.

## **Section 01: Conceptualization of electronic commerce.**

To say that electronic commerce is made up of all the relations that individuals maintain via a telecommunications network is to be content with a concept, which itself may be representative of reality, instead of proposing a rigorous definition of the notion of electronic commerce, but before broaching the concept of electronic commerce, we must first shed light on some of the concepts.

### **1.1.1 Definition of ICT:**

The Information and Communication Technologies (ICT) results from the digital adaptation, like a single mode of coding of the data (text, sound, image), for their computer use. They are also the result of the development and the regrouping of several fields of activities. The ICT<sup>1</sup> groups together the techniques and computer tools, of the Internet and telecommunication which are used in the treatment of the information.

After having revolutionized and developed the means and techniques of information sharing and the generalization of the Internet, a new commerce system has appeared.

### **1.1.2 The approach of e-business:**

E-business<sup>2</sup> is the basis for any transformation of key business processes thanks to the Internet. And this evolution leads to strategic choices and organizational impacts.

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<sup>1</sup> ICT: Information and Communication Technologies

<sup>2</sup> E-business: Electronic business

Let's first define the notion of e-business, which according to the Walloon Telecommunications Agency, covers the different possible applications of IT<sup>3</sup> using information and communication technologies (ICT) so that a company such as an SME<sup>4</sup>:

- Effectively handles relationships with external organizations or individuals;
- Develops new business opportunities.

### **1.1.3 The approach of the e-commerce:**

e-Commerce<sup>1</sup> represents a specialization of e-business which concerns the use of electronic media in the commercial relations of a company with its customers and partners (advertising, catalog, order, payment, etc. online).

#### **1.1.3.1 Definition of E-Commerce:**

1. According to Francis Lorenz:

Electronic commerce is the set of digitalized exchanges linked to commercial activities that would take into consideration:

- People and organizations:

It concerns both inter-company relations (business to business) and relations between companies and administrations as well as exchanges between companies and between companies and consumers (business to consumer).

- Product:

E-commerce covers both the exchange of information and transactions concerning products, equipment, consumer goods, and information services. and information services... etc

2. According to AFTEL<sup>5</sup>:

" E-commerce refers to all commercial exchanges in which the purchase is made over a telecommunications network; it covers both the simple taking It covers both simple order taking and purchases with payment, and concerns the purchase of goods and services whether or not they are consumed directly online. " <sup>6</sup>

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<sup>3</sup> IT: Information technology

<sup>4</sup> SME: Small and Medium Sized Enterprises

<sup>5</sup> AFTEL: French Association of Multimedia Telematics

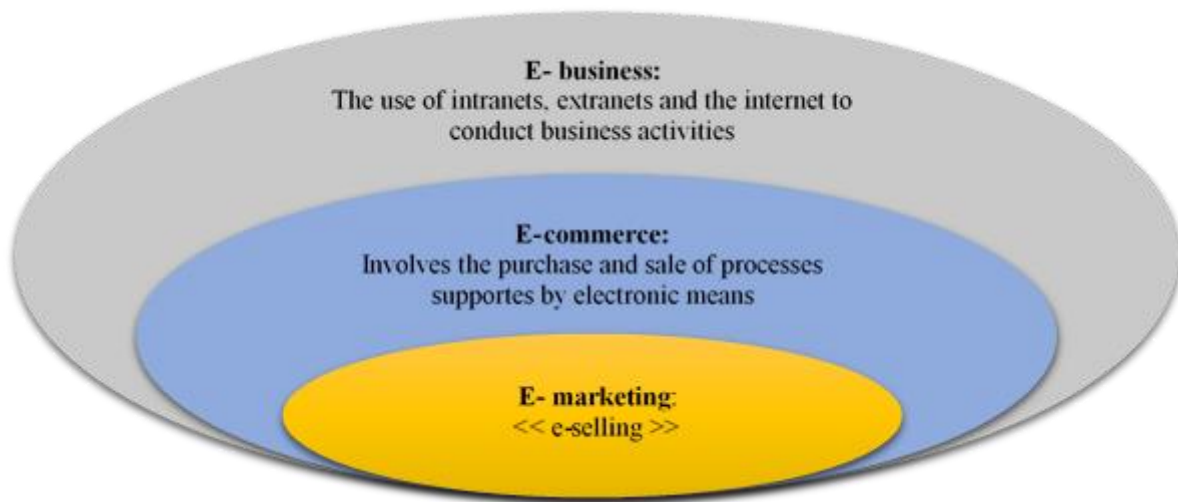
<sup>6</sup> <https://wikimemoires.net/2010/05/definition-commerce-electronique-formes-moyens-problemes-e-commerce/>  
(10/04/2021 at 10:00)

E-commerce in the broadest sense of the term, which is not only identified with online sales, is a new opportunity for any company, large or small, local or international, wishing to develop online activities in parallel with its traditional activities.

### 1.1.3.2 from e-business to eCommerce:

- E-business involves the use of electronic platforms to manage a company's business and strategy.
- E-commerce involves the buying and selling of processes that rely on electronic means, primarily the Internet.
- E-marketing refers to the company's efforts to communicate, promote and sell products and other services on the intranet.

**Figure 01:** Summary diagram of the evolution of e-commerce



**Source:** Personal design

### 1.1.4 Operating modes:

An internet shop is used to display, showcase and sell goods. On the internet or paper, the principle is the same: the buyer chooses the products that interest him, fills in an order form, and pays for the goods. The difference with the internet is that everything is done via a terminal (microcomputer, television, or mobile phone) and the internet. The terminal makes it possible to connect, via the Internet, to the server (a computer whose power is constantly increasing) which hosts online shops. The latter, also called merchant sites, are the shops of electronic commerce like Jumia, in particular in the sale to the general public, these online shops use the

principles of traditional principles. The buyer enters these shops either by their computer address, the famous www ending with a ".com" for sites wishing to give themselves a global identity, "UK" for Great Britain, or by using a search engine (software that allows you to find a website from one or two keywords "Google"). But whatever the solution, a merchant site will have to make its name known. It is this imperative need for notoriety that has led many managers of consumer websites to spend considerable amounts of money on advertising.

After having found the address, connected to the merchant site, and entered the virtual shop, the Internet user can either act as he wishes by going directly to look for the product he is interested in or let himself be guided towards the promotions or the daily fees. Product description, information on their origins, support services...., The advantage of the Internet over the paper catalog is that it can be particularly extensive: the customer can have all the information he or she wants about a product, its use, or its producer, with no physical limits.<sup>7</sup>

#### **1.1.5 Forms of Electronic Commerce:**

It is undeniable that the development of the web has greatly benefited that of eCommerce which has been imposed and adopted because of its many attractions (no logistical problems, no paperwork, ease, and speed of purchases ...). E-commerce has thus undeniably become a full-fledged complement to physical commerce and even one of its growth levers.

Electronic commerce intervenes in the following various fields:

- **Business-To-Government (B2G):** Professionals sell goods or services to government agencies and the government, such as the CAL-Buy portal for professionals wanting to sell online to the state of California.
- **Business-To-Business (B2B):** Professionals sell products or services to other professionals, such as Dell Computer, which sells servers to small and medium-sized businesses through its website.
- **Business-To-Consumer (B2C):** Professionals sell products or services to end consumers (individuals), such as Jumia which sells goods to individuals through its website.
- **Consumer-To-Business (C2B):** This is a model where consumers serve a business by

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<sup>7</sup> <https://www.commentcamarche.com/contents/312-e-commerce-commerce-electronique> (11/04/2021 at 21:00)

providing a service, such as Google Video allowing consumers to sell their digital content to professionals.

- **Consumer-To-Consumer (C2C):** Participants (consumers) in an online marketplace can buy and sell goods to each other, such as on eBay.<sup>8</sup>

This table shows us the types of e-commerce and the actors who practice this approach.

**Table 01:** Actors and type of e-commerce

Types of e-commerce	The actors of e-commerce
1. Purchase of imported products (B2C)	1. Government
2. Sale of domestic products (B2C)	2. Producers
3. Other B2C sites	3. Buyers
4. Commerce between individuals (C2C)	4. Digital
5. E-government services (G2C)	5. Logistics
6. Business to business (B2B)	6. Distribution
7. Case of digital services	7. Finance

**Source:** <https://wikimemoires.net/2010/05/definition-commerce-electronique-formes-moyens-problemes-e-commerce/> (12/04/2021 at 14:00)

### 1.1.6 The characteristics of e-commerce:

the characteristics of the Internet make it a medium that conceals paradoxes that make it a specific commercial vector requiring adaptations of traditional methods. Thus, any company wishing to launch itself in cyberspace must be aware of the particularities of online commerce, and the characteristics of the latter are:

#### 1.1.6.1 **Speed of transactions:**

Business-to-consumer or business-to-business interactions are faster than ever. The duration of written exchanges, contracts, or otherwise, is no longer measured in days but in hours or even minutes. The ability to converse in real-time allows companies to learn about their customers' needs and problems.

<sup>8</sup> <https://wikimemoires.net/2010/05/definition-commerce-electronique-formes-moyens-problemes-e-commerce/> (12/04/2021 at 14:00)

Speed and efficiency reduce transaction time, which is appreciated by both customers and suppliers.

#### **1.1.6.2 Adaptability to all kinds of change:**

Online sites can be updated every hour, e.g. if a producer changes the price of one of his most popular items, he can simply have it corrected, catalogs on the other hand cannot be retrieved to be updated after they have been sent. In addition, e-mails and forums can be used to satisfy consumer preferences immediately.

#### **1.1.6.3 Equality in the online presence of companies:**

The Internet offers small businesses: democratization, i.e. the possibility of being a little more equal with large companies. The ease and lower cost of advertising on the web allows every company to go online.

#### **1.1.6.4 Simplification:**

Historically, the complexity of machines has generated a lot of paperwork in companies, in most of which it is extremely difficult to make a simple purchase request, the order is handled by so many people with such diverse functions that it can take days or even weeks to process. Intermediaries - men or procedures - have long been part of the furniture in large companies. The Internet is changing all that, and the intermediaries are disappearing from the scene. Hence the term "disintermediation".

#### **1.1.6.5 Globality and locality:**

The accessibility of globalization is one of the key features of the network. By enabling small and medium-sized enterprises to reach the global market, the Web has contributed considerably to the realization of this new fact.

Indeed, the main advantage of the network is that it allows direct contact between the customer and the company regardless of their geographical location, companies that use it can therefore develop their activities on a global scale in an extremely efficient way.<sup>9</sup>

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<sup>9</sup> <https://wikimemoires.net/2010/05/definition-commerce-electronique-formes-moyens-problemes-e-commerce/>  
(12/04/2021 at 18:00)

## **Section 2: E-commerce developments:**

The world economy has gone through a ton of changes and this is predominantly because of globalization and deregulation which is getting increasingly more significant around the world.

Today we talk about the "new advanced economy" which has started to make its imprint. Globally, and particularly in the industrialized nations, many organizations are presently utilizing the World Wide Web<sup>10</sup>, an all-inclusive exchanging space, to build up or extend their market presence and offer their item range on the web. The Net has become a business power and is advancing evenly and vertically.

Ecommerce presently concerns all organizations, through changes in rivalry, changes in their relations with their clients, providers, and different accomplices, the rearrangement of their stock chains, or their plan and creation strategies.

In this section, we will discuss the evolution of e-commerce in the world through examples in developed and developing countries.

### **1.2.1 The beginnings of e-commerce:**

The beginnings and development of online business are firmly connected with the advancement and spread of the Internet. For very nearly 10 years, the Internet area has recorded amazing development figures, yet it is fascinating to glance back toward the start of eCommerce.

Initially, the lack of a central authority capable of defining and sanctioning rules led to fears of a certain form of anarchy on the Internet and largely hindered the development of commercial activities on this network. A sort of code of good conduct has developed, almost naturally, which has long regulated behavior on the network. The use of the network for commercial purposes has long been part of this rejected behavior. Other factors explain the delay in the arrival of eCommerce. Indeed, the main language in the early days of the Internet was almost exclusively English. In addition, the ergonomics and graphics were very basic and not very adaptable to sales activities.

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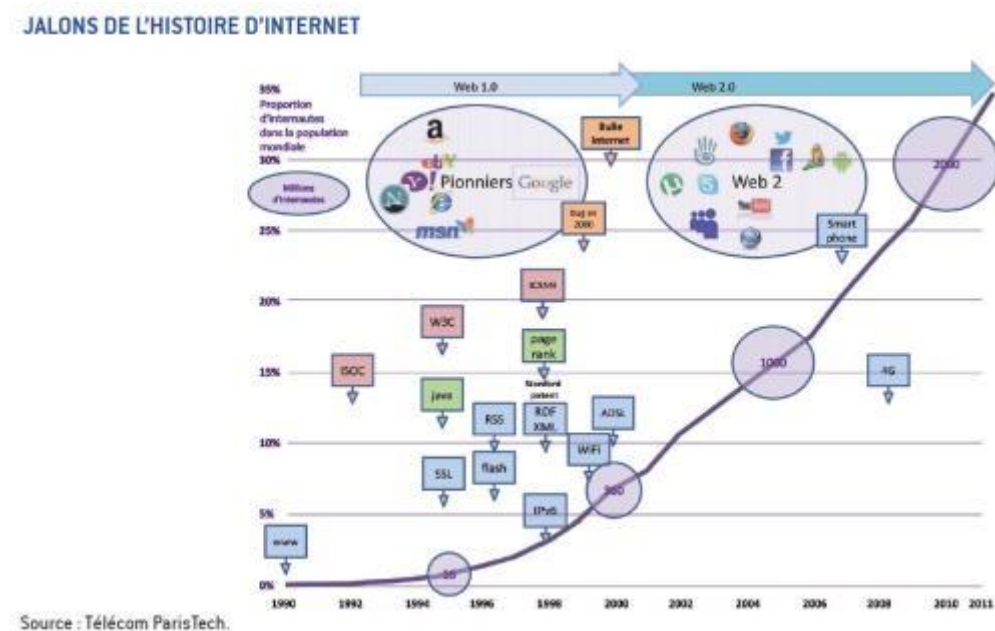
<sup>10</sup> The **world wide web** is a system that allows access to resources on the internet and to navigate from hypertext links linking pages of websites. It is commonly referred to as the web.

But above all, the spirit of the main actors of the Internet, in the 1980s and 1990s was oriented towards the free and open sharing of information. Here again, this spirit was not compatible with commercial activities.

The opening of the network to the general public and the generalization of Internet access has completely reversed these slowing factors. Even if the idea of free information is still present, this evolution was necessary. The network could not continue to accommodate an ever-increasing number of users without accepting and promoting a viable economic model.

The cost of the telecommunications infrastructure can only be financed by the subscriptions paid to Internet service providers<sup>11</sup>

**Figure 02:** Milestones in the History of the Internet



**Source:** General Commission for Strategy and Foresight, in Telecom ParisTech, 2013.

### 1.2.2 The main key dates to remember on electronic commerce:

- 1979: Michael Aldrich invents the online transaction
- 1981: Citibank launches the first banking services
- 1981: First B2B transaction in the UK
- 1991: The National Science Foundation authorizes the commercial Web

<sup>11</sup> <https://blog.clever-age.com/fr/2009/06/26/histoire-du-e-commerce/> (12/04/2021 at 23:00)

- 1992: Charles M. Stack founds the first online bookstore (Book StacksUnlimited) and creates the website com
- 1993: Phil Brandenberger makes the first fully secure online transaction using encryption software (an album by the artist Sting cost \$12.48) 1994: Pizza Hut launches the first online ordering and payment system
- 1994: Pizza Hut launches the first online ordering and payment system
- 1995: Amazon, eBay, and Dell open their websites
- 1997: Birth of mobile commerce (the Finns invented m-commerce). By sending an SMS, they buy their cans from a connected Coca-Cola distributor)
- 1998: Launch of PayPal, thanks to the consolidation among Cofinity and X.COM
- 2001: Birth of iTunes Store
- 2003: Google launches Google AdWords
- 2006: Appearance of Google Checkout
- 2008: Launch of Groupon
- 2008: Appearance of Magento to facilitate the creation of online stores

It is from the execution of secure online installment that the historical backdrop of eCommerce destinations as we see them today could truly start.

### 1.2.3 The largest markets and e-commerce sites in the world:

Online business has been developing consistently for a long time. The most remarkable nations are recording stunning marketing projections with the making of trader locales that offer different items and administrations.

E-Commerce is developing year after year and becomes a sector more and more important, the countries actors of E-Commerce are scattered everywhere in the world, however, the 4 countries that dominate in this field:

- **China:** China is first, explodes all records with a market that amounts to more than 562 billion dollars, (Alibaba a Chinese online shopping site, which attracts nearly 1.8 billion visits per month,)<sup>12</sup>
- **USA:** The United States of America, comes in runner-up, with a market that adds up to 349 billion dollars, with the presence of Amazon contributes unequivocally to this spot.

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<sup>12</sup> [www.google.com/amp/s/www.wizishop.fr/blog/amp/le/-top-10-des-marches-ecommerce.html.\(14/04/2021](http://www.google.com/amp/s/www.wizishop.fr/blog/amp/le/-top-10-des-marches-ecommerce.html.(14/04/2021) at 17:15)

- **The United Kingdom:** The United Kingdom is the third biggest European country for E-Commerce, with a market that adds up to 93 billion dollars, which addresses 30% of the country's overall economy.
  
- **Japan:** Japan, as well, is a hyper-associated country, with more than 120 million Japanese dependents on eCommerce and new advances, which permit the improvement of eCommerce, particularly with a market that scopes 79 billion dollars.

#### **1.2.4 E-commerce in Africa:**

The e-commerce sector is in full improvement in Africa. The dramatic development of the internet on the landmass favors the rise of this new market. An advanced economy is arising on the mainland.

The online sales sites are in full progress on the continent. These new economic actors offer services adapted to African realities and local needs while maintaining quality standards. online shopping is gradually becoming part of the consumption habits of the populations of large African urban centers. The leaders of traditional distribution must deal with this new situation despite the lack of appropriate electronic payment systems and poor access to the internet, more and more internet, more and more African entrepreneurs are starting to trade online.

This dynamism is due to several objective factors common to most countries on the continent: the infrastructure, the growing number of people connected to the Internet, the increasing of people connected to the Internet, the creation of a new, young, and eager middle class, the capacity of the middle class, the ability of the population to rapidly adopt technological innovations, and the technological innovations.

#### **1.2.5 E-commerce in Algeria:**

The transition to electronic commerce is a real engine of recovery for the Algerian economy. Its introduction will allow companies to develop.

##### **1.2.5.1 The truth of electronic trade in Algeria:**

The Algerian culture opened slowly to the universe of new Information and Communication Technologies. Algeria knows at present an innovative blast, it starts to adjust

to the different mechanical viewpoints (Internet, Smartphone, tablets, microcomputer...). With the speculation of the Internet, the citizen can perform several tasks such as the deposit of curriculum vitae online, the purchases online thanks to the various existing sites which offers different services: sales of all kinds of products (Guidinni, Ouedkniss,...), job offers (Emploitic, job Rapido,...), rental offers (Lkeria.com..). Also, Facebook pages are dedicated to the sale of multiple objects. But it must be said that the Algerian company has not invented anything, the merchant sites of sale via the Internet exist everywhere in the world, like the giant of online sales Alibaba Group or Amazon, but in Algeria the methods of payment and delivery are different.<sup>13</sup>

Despite the absence of online payment, e-commerce sites are multiplying in Algeria for lack of regulations to frame the sector, however, this sector is professionalizing under the impetus of Algerian and foreign entrepreneurs who bet on a rapid expansion of this new market once the technological and legislative barriers are removed.

The main Algerian eCommerce was made in 2010 Guidinni.com, at that point, a few different locales were made, eChrily.com which is essential for the pioneer destinations of online deals made in July 2012. A half-year later, the web Algerian web-facilitated two new locales: Tbeznyss was dispatched on January 12, 2013, and Nchrifenet was dispatched on January 16, 2013.<sup>14</sup>

According to the economist Mr. Ould Moussa, the sites are born as mushrooms on the Web do not exercise e-commerce, but practice a form of informal trade; they are sites of information and publicity for commercial transactions through the Internet. He justifies his opinion by the absence of transparency and legal framework of its transactions, it continues the E-commerce cannot be exerted in an unbanked market. Certainly, e-commerce lacks service delivery and payment online because of the lack of trust, and despite the administrative and technological barriers, Algerians have found other ways to exercise eCommerce, such as the creation of Facebook pages.<sup>15</sup>

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<sup>13</sup> YUCEFI Hayet ; *“Etude de l’impact de l’utilisation d’Internet sur la performance des entreprises algériennes”*, thèse du magister, 2016, p 113.

<sup>14</sup> BETROUNE (R),and MEDJAHED (S) : *“les freins de développement du commerce électronique : étude comparative entre l’Algérie et le Maroc”*, master 2016/2017, université bejaia

<sup>15</sup> MAKHLOUFI (Abdelouahab),and BELATTAF (Matouk) : *“le commerce électronique en algérie : vers de nouvelles formes de ventes en ligne”*, Université de bejaia, Algérie.

## **1.2.6 The methods of electronic payment in Algeria:**

### **1.2.6.1 Payment methods for e-commerce in Algeria:**

There are several methods of installment to complete the purchase online, Algeria which is as yet situating itself in this field of E-business, the exchanges made online go through an installment which doesn't suggest efficiently carefulness as respects wellbeing on the web since that identifies with the bank move, by command postal current account, in real money with the conveyance or by epay.DZ.

#### ➤ **Payment by bank transfer:**

A bank transfer is an operation to transfer funds from one account to another. It is carried out electronically between two bank accounts, which are not necessarily held at the same branch or bank. This operation requires the issuing bank to know the precise bank details of the beneficiary account.

#### ➤ **Payment by postal order:**

The payment by money order is made at the post office and in all Algerian post offices addressed to the name of the site. To do this, simply go to the post office, ask to pay into an account and you will have in your hands a form to fill with the information of the postal current account of the site. After having paid you will have a receipt of operation which it is necessary to send by email to conclude the sale.

#### ➤ **Payment on delivery:**

The buyer pays the purchase invoice at the moment of receiving the package. This method is available to everyone and does not require an account. In return, the seller and the buyer must meet, and this type of payment is available only for the physical product.

#### ➤ **Payment through epay.DZ:**

This is the first site for processing data related to payment on the Internet in Algeria. This system allows users to benefit from a prepaid card to buy and sell online or to pay their bills without having to go anywhere. This card was launched on 12 April 2012.

## **1.2.7 Pioneering e-commerce projects in Algeria:**

Citizens are increasingly turning to online sales sites to order products or services. Using the Internet to shop, pay bills, or order a driver or a meal has become part of Algerians' habits.

The e-commerce sites in Algeria have multiplied in recent years, especially since the launch of 3G and 4G, indeed are sites of online sales of all kinds of products from food, clothing, Jumia.DZ is considered the leader of e-commerce in the country, recording more than 1.5 million visitors per month in 2020.

On the other hand, the absence of a legal framework to govern the functioning of e-commerce in Algeria, intended to protect both e-buyers and e-merchants, strongly exposes both parties to the risks of fraud and scams.

➤ **Jumia has attacked the Algerian market:**

Jumia Algeria, which records more than 1.5 million visitors per month in the year 2020, a growth of 50% compared to the year 2019, is one of the leaders of e-commerce in Algeria, the digital platform allows visitors to choose from a range of products that meet the requirements of customers, subject to JUMIA standards, and international standards. Cash payment has not prevented the platform from increasing its turnover. At Jumia, all transactions are paid in cash, and payment is made after delivery. the payment systems are safe and reliable.

➤ **Batolis, the challenger made in Alegria:**

Following the craze of the Algerian public for online shopping, others have chosen to embark on the adventure of e-commerce, for example, Batolis, an online shopping site 100% Algerian, which exists since 2015, Batolis offers to the customers the choice between many products, and it is committed to delivering their orders, and this on the entire national territory.

➤ **Yassir**

The newcomer who wants to revolutionize the way Algerians travel, e-commerce in Algeria is not limited to merchant sites, there are also several originals concepts Yassir is part of it to make it simple Yassir is an innovative service that allows Algerians (Algerians for the moment) to order a driver with their Smartphone.

### **Section 3: E-consumer as a research subject**

The Internet and the WWW significantly affect people and associations in under 10 years, online business has been on a consistent ascent.

The change from old to new advancements is essentially changing the connection between the customer and the firm. it is significant for administrators to comprehend online buy conduct and the elements that impact clients. Accordingly, the elements that impact mentalities,

abstract standards, and conduct toward online business are significant, and foreseeing the impact of character or way of life qualities on E-Business ought to be contemplated. From easygoing perceptions, promoting administrators for the most part expect that customers' conduct is consistent with their ways of life and characters. A few analysts have tracked down that singular conduct is impacted by character qualities and individual attributes.<sup>16</sup>

### 1.3.1 From Consumer to E-consumer

The concept of e-consumer originates from "consumer" and "electronic" electronics (or the Internet) Act as a prefix. A customer is a characteristic individual, who feels the requirements and fulfills them by buying and burning through (utilizing) products and services. On the other hand, the adjective 'electronic' emphasizes using electronic devices (for example a computer, a cell phone) with the expectation to interface it with a worldwide organization targeting acknowledging proposed destinations (for example requesting items). The important state of the presence of e-shopper is utilizing the Internet by him.<sup>17</sup>

In general, an e-purchaser is characterized personally, who utilizes the Internet specifically (not really in all stages) phases of shopping. In this specific situation, he utilizes the Internet intending to work with his shopping interaction or fulfilling the requirements, not necessarily, however, by ordering an item. The e-shopper's movement might be showed taking all things together or in just one phase of shopping, where the e-purchaser looks at items on the Internet, however, at last, he purchases an item in a conventional shop. In the thin sense, an e-purchaser is related to a characteristic individual, who shows and fulfills his/her utilization needs through items purchased on the Internet. In this sense e-customer impacts a request on labor and products on the Internet, turning into the last buyer of items offered on the web. An e-consumer's activities are generally shown in the demonstration of buying, utilization, having, and utilizing items through the Internet to fulfill his/her requirements yet, in addition, the necessities of a whole family. Such thinking of the thought acknowledges a circumstance. All activities before and after a purchase are traditionally done by e-consumer (e.g. gaining information, making payments) gave that an item or administration is bought dislike of all, on the Internet.

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<sup>16</sup> JACIOW (M), WOLNY (R), and STOLECKA-MAKOWSKA (A): "E-consumer in Europe: Comparative Analysis of Behaviours". Helion, 2013.

<sup>17</sup> JACIOW (M), WOLNY (R), and STOLECKA-MAKOWSKA (A): "E-consumer in Europe: Comparative Analysis of Behaviours". Helion, 2013, p 10-11.

### 1.3.2 The needs of e-consumer:

E-customer has various necessities. Needs are grasped as a state of lack of something and at the same time a factor starting a rationale capacity to act towards an appropriate difference in this state<sup>18</sup>. Needs, the fulfillment of which is conceivable straightforwardly in the demonstration of utilization by labor and products bought available, just as delivered in a family or got inside benefits are characterized as utilization needs<sup>19</sup>.

The source of consumption lies in the human psyche, the person goes about as an e-shopper. The source is brimming with pressures, the decrease of which causes satisfaction. the primary wellspring of the source of utilization needs is the e-buyer life form (needs result from his/her organic and mental prerequisites) and his encompassing (needs are made by e-shopper's working in a given human local area, for example, a family, a nation)<sup>20</sup>.

The condition to fulfill a need by e-customer is its earlier mindfulness. The consciousness of a need with e-customer is the most much of the time an outcome of:

- Acquiring information about another item (for example impacting the expansion of e-customer's mindfulness and his/her insight about an item),
- Changing a monetary circumstance, ensuring e-purchaser new monetary freedoms (for example, coming about because of happening a need to buy another item non-had previously or on the other hand, a superior model of the item utilized before),
- Changing assumptions towards an item (for example coming about because of the e-shopper's experience in utilizing items, alluding to quality and its specialized boundaries).

This is the e-purchaser who chooses which needs he/she needs or doesn't have any desire to fulfill and in which request it should happen. Essential requirements are fulfilled in

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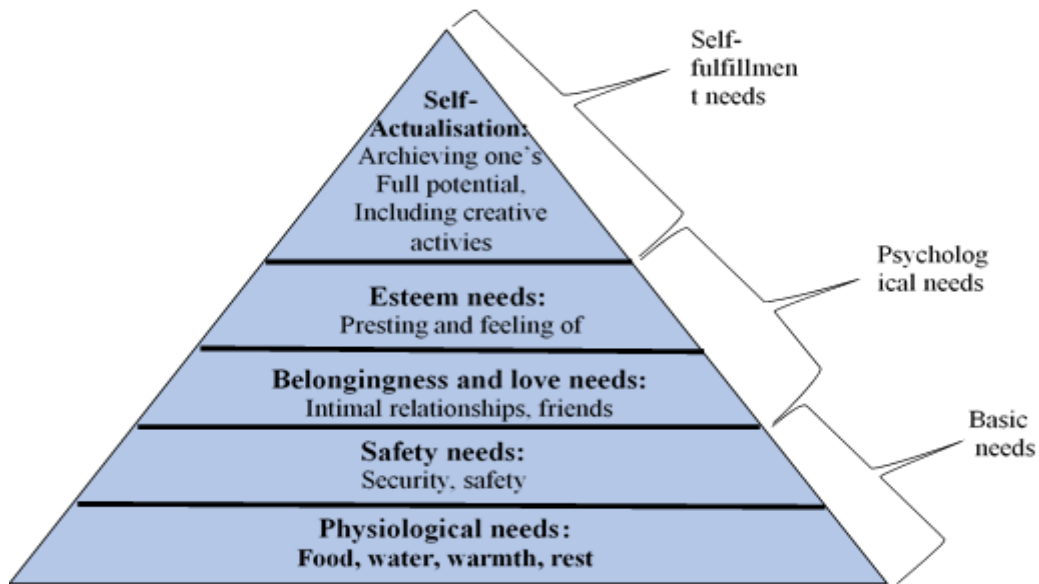
<sup>18</sup> JACIOW (M), WOLNY (R), and STOLECKA-MAKOWSKA(A): “*E-consumer in Europe: Comparative Analysis of Behaviours*“,2013, p. 12-14.

<sup>19</sup> : SOLOMON (M), BAMOSSY (G), and ASKEGAARD (S), HOGG (G): “*Consumer behavior: a European perspective, Prentice-Hall/ "Financial Times"*, 2002, p. 97 – 100.

<sup>20</sup> For the sake of the source of occurring needs, we may encounter the divisions of needs into biological and social, real, surrounding and seeming, needs-necessities (biological) and needs-aspirations (mental and social), primary and secondary (derivatives). These necessities vary from one another by scope, for instance, essential requirements concern fundamental conditions for human life, and auxiliary ones concern goods serving to satisfy primary needs. JACIOW (M), WOLNY (R), STOLECKA-MAKOWSKA(A) : “*E-consumer in Europe: Comparative Analysis of Behaviours*“,2013, p. 12-14.

any case (for example sustenance, lodging, wellbeing, unwinding), and in this way more significant level necessities (for example social, endorsement, distinction). as per Maslow

**Figure 03:** Maslow's hierarchy of needs, represented as a pyramid with the more basic needs at the bottom



**Source:** <https://www.simplypsychology.org/maslow.html#gsc.tab=0> (11/04/2021 at 22:00)

### 1.3.3 The characteristics of e-consumer:

E-consumers establish a particular market section, which causes that we may show its different qualities, separating it from a gathering of buyers traditionally doing shopping. The highlights describing e-consumer comprise<sup>21</sup>:

- Comfort (being reflected in e-customers' inclinations identified with doing shopping 7 days every week 24 hours per day and freedoms to get requested products inside a helpful cutoff time),
- lack of anonymity (coming about because of e-customers' readiness to be treated individually),
- Respect for time (exhibited in committing, by e-consumer, as much time as he/she needs to exercises identified with directing a shopping interaction on the Internet. while doing

<sup>21</sup> JACIOW (M), WOLNY (R), and STOLECKA-MAKOWSKA (A): "E-consumer in Europe: Comparative Analysis of Behaviours". Helion, 2013, p. 13-14.

shopping on the web, e-shopper has whole control additional time devoted to having data or to submit a request),

- readiness to modify the offer (meaning a likelihood to change the items to e-shopper's requirements and inclinations).

### **1.3.4 The influence of Ecommerce on consumer behavior:**

#### **1.3.4.1 E-consumer purchasing behavior:**

Buying e-practices might be viewed as an extraordinary instance of e-practices. Buying e-behaviors is an interaction of selection and/or a purchase of goods and services on the Internet, which fulfill e-customer's needs<sup>22</sup>.

The subsequent considerations will concern e-consumers` purchasing behaviors. The primary aim of purchasing behaviors is satisfying e-consumers` needs (because they do not purchase products for the shopping itself). E-consumers` purchasing behaviors may be defined as a derivative of the following assumptions:<sup>23</sup>

- E-consumers selecting among different alternatives of a product purchase, do it rationally and in a compatible way with their interests and profits (rationality of behaviors),
- E-consumers possess full and genuine information about products;
- E-consumers have full and certified data about items;
- E-consumers decide about purchases following their preferences, assuming a given income and price level.

#### **1.3.4.2 The factors which influence consumer behavior:**

A large number of factors influence consumers' behavior. Kotler and Armstrong (2008) classify these as:<sup>24</sup>

- **Psychological** (motivation, perception, learning, beliefs, and attitudes)
- **Personal** (age and life-cycle stage, occupation, economic circumstances, lifestyle, personality, and self-concept)

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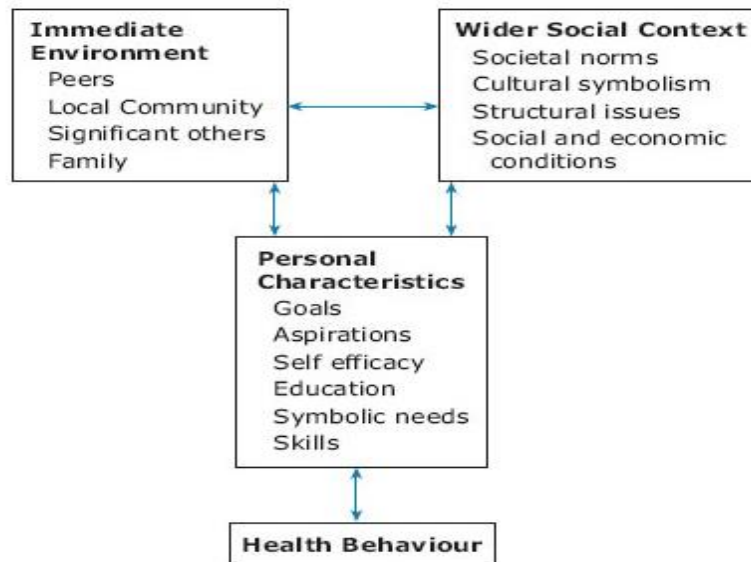
<sup>22</sup> JACIOW (M), WOLNY (R), and STOLECKA-MAKOWSKA (A): "E-consumer in Europe: Comparative Analysis of Behaviours". Helion, 2013, p. 17-20.

<sup>23</sup> JACIOW (M), WOLNY (R), and STOLECKA-MAKOWSKA (A): "E-consumer in Europe: Comparative Analysis of Behaviours". Helion, 2013, p 18-19.

<sup>24</sup> KOTLER (P), and ARMSTRONG (G) : *Principles of Marketing*, 12th edition, New Jersey, Prentice Hall, 2008.

- **Social** (reference groups, family, roles, and status)
- **Cultural** (culture, subculture, social class system).

**Figure 04:** The wider determinants of health behavior



Source: <https://www.open.edu/openlearn/money-business/business-strategy-studies/social-marketing/content-section-3.2#fig003-001> (14/04/2021 at 21:00)

the immediate environment approximates Kotler's social factors. Many studies of both commercial and social marketing emphasize the influence of family, friends, and others on our decisions. Peer group pressure is an important influence and may be negative or positive.

Figure 04 illustrates an approach known as a social cognitive theory which is based on the proposition that our behavior is determined by both personal and environmental factors.

### 1.3.5 E-consumer's new consumption trends:

E-Consumers' purchasing behaviors are firmly molded by the purported consumption trends. Trends may have a short-term or long-term character, a worldwide degree, or simply a provincial one. The contemporary patterns, which shape e-customers' purchasing behaviors in international space, comprise <sup>25</sup>:

- Globalization of consumption, understood as a process of popularizing product offers on world markets, globalization influences the occurrence of global consumer

<sup>25</sup> JACIOW (M), WOLNY (R), and STOLECKA-MAKOWSKA(A): "E-consumer in Europe: Comparative Analysis of Behaviours", 2013, p. 24-25.

culture induces processes of consumption massification and uniformization of goods-service offer,

- Individualization of lifestyles, especially in the segment of young consumers (although not only) manifested by the unconventional style of clothing, behavior and worshipped values. There occurs a progressing individualization of market behaviors, lifestyles, and creating subcultures.
- Presumption, manifested in customers' activity, who willingly share their market information, positive and negative encounters coming about because of utilizing an item, recommend or dissuade others from purchasing a product,
- Ethnicization of consumption, or development of electronic commerce (e-commerce) expanding improvement of m-trade (m-commerce portable business) causes significant changes in consumers' life;
- Ecologization of consumption, or a process of popularizing awareness of ecological conditioning of consumption. The effect of such a trend is consumption, which does not create any danger for the natural environment and does not create any stimuli for intensive exploiting its resources. It constitutes a margin of global consumption, but it is a promising symptom of increasing ecological awareness of contemporary consumers and e-consumers.

### **Conclusion:**

During this presentation of e-commerce, we were able to observe and deduce several interesting elements of information for the continuation of this work. As we have seen, eCommerce represents a part of e-business. It includes essentially the commercial transactions On the Internet from different types of terminals but also those carried out on private networks. those carried out on private networks. This channel of remote sale appeared thanks to the development of information and communication technologies and has allowed new forms of organization to exist.

Moreover, the use of e-commerce presents many advantages for companies. In particular, it allows to enlarge considerably the size of the potential market without involving important entry costs and to study the specifics of factors that influence consumer behavior in an electronic environment. There is a lot of potential for further analysis of consumer behavior, therefore it is important to develop new methods and techniques for the evaluation of consumer behavior in the environment. Finally, we concluded that consumers appreciate making their purchases online for the convenience.

**CHAPTER 2:**

**THE COMMON NODES BETWEEN  
ECOMMERCE, E-LOGISTICS,  
AND E-CRM**

## **Introduction**

Logistics is a major axis in the case of e-commerce and a point of differentiation that must be taken into account to optimize sales to the maximum and to get closer to customers and manage to retain them. In this chapter, we will see the impact of eCommerce on logistics and the important role that e-logistics plays in the context of e-commerce.

### **Section 1: the evolution of logistics:**

In today's highly competitive environment, many companies are entering the global arena to acquire the marketplace and exploit higher creation and sourcing efficiencies. E-commerce has brought new difficulties, just as freedoms to logistics management. The expense of logistics and transportation generally affects an organization's productivity. A worldwide market, rethinking, and activities place colossal tension on the coordination's capacity to get it done as fast as conceivable at the most minimal expense (Gunasekaran and Ngai, 2004a)<sup>26</sup>. Along these lines, a critical determinant of business execution is the part of the coordination's work in guaranteeing the smooth progression of materials, items, and data all through an organization's production network (Sum et al., 2001)<sup>27</sup>. All the more as of late, logistics has gotten more noticeable and is perceived as a basic factor in the upper hand because of the idea of a truly dispersed activities climate and global markets.

#### **2.1.1 The definition of logistics**

There are many kinds of the definition of logistics management, for example, according to Christopher (2011), Logistics were the process of strategically managing the procurement, movement, and storage of materials, parts, and finished inventory (and the related information flows) through the organization and its showcasing directs so that current and future profitability is maximized<sup>28</sup>. Douglas (2000) states "Logistics is that part of supply chain process that plans, implements, controls the productive, powerful stream and capacity of merchandise, benefits, and related information from point of origin to point of consumption to meet customers' requirements"<sup>29</sup>.

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<sup>26</sup> GUNASEKARAN (A), and NGAI (E.W.T): "Virtual supply chain management Production Planning and Control", Vol. 15, No. 6, 2004, pp. 582-596.

<sup>27</sup> SUM (C), and TEO (B): "Strategic logistics management in Singapore", International Journal of Operations and Production Management, Vol. 21, No. 9, pp. 1239-1260

<sup>28</sup> CHRISTOPHER (M): "Logistics & Supply Chain Management", 4<sup>th</sup> edition, Pearson Education Limited, London, 2014.

<sup>29</sup> DOUGLAS (M.L) & MARTHA (C.C): "Industrial marketing management", Elsevier, 2000, Volume 29, Issue1, pp.65-83.

Logistics is the designing and managing of a framework to control the progression of material throughout a corporation. This is a vital piece of the company because of geographical barriers. Logistics of an international company include movement of raw materials, coordinating flows into and out of different countries, choices of transportation, cost of the transportation, packaging the product for shipment, putting away the item, and dealing with the whole interaction.

### **2.1.2 Third-party logistics (3PL):**

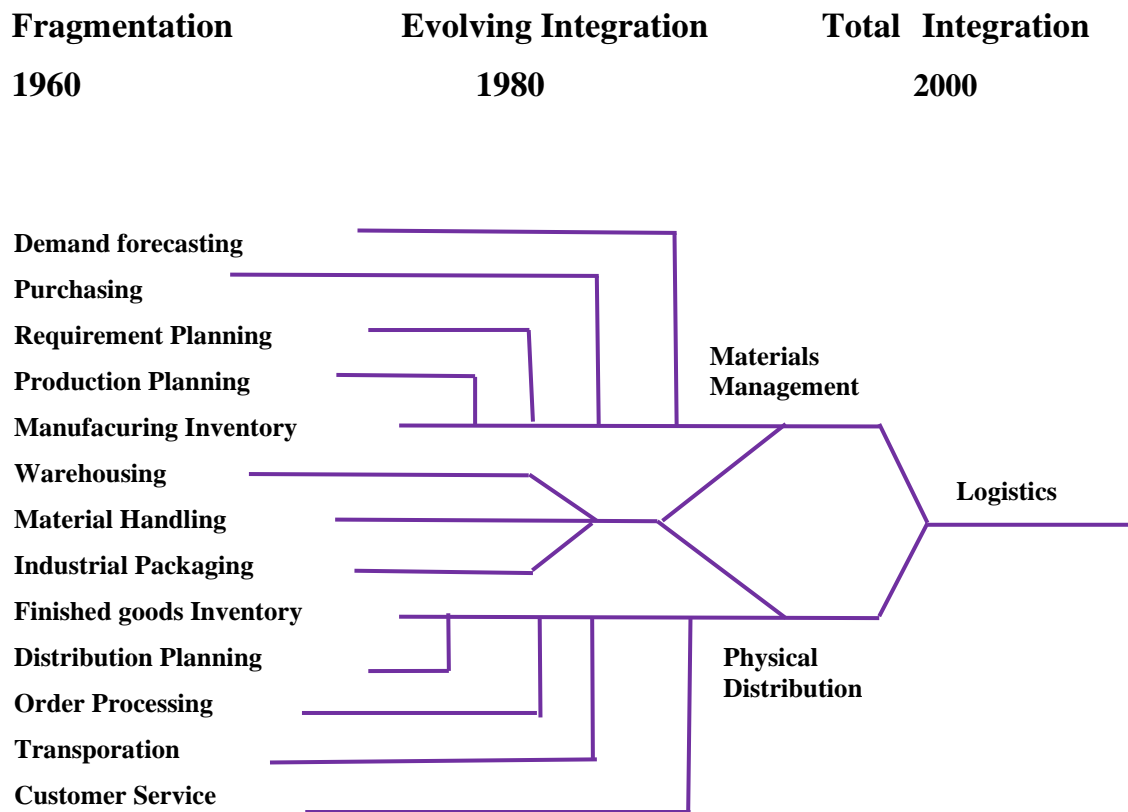
Third-party logistics (3PL) services are firms that offer a scope of coordination exercises for their shoppers, as indicated by Christopher (2011). As per Boumole (2003), outsider coordination is by and large characterized by the usage of an external firm to play out all or part of another firm's activities, it's identified with re-appropriating or contract logistics<sup>30</sup>.

### **2.1.3 Logistics Evolution:**

**Figure 05:** Logistics evolution

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<sup>30</sup> GOLAFSHANI (N): "*Understanding Reliability and Validity in Qualitative Research*", The Qualitative Report, 2003, Vol. 8 No. 4, pp.597-607



Source: SWATI (S):“ *Logistics Concept, Evolution, Objectives and Elements*“, p.2-3.

- **Fragmentation 1960** This era was known as fragmentation because everything that done was disintegrated
- **Evolving Integration:** At this stage of time new concepts of Logistical management were evolving
- **Total integration:** In the present scenario because of technological advances logistics has evolved as part of management<sup>31</sup>.

#### 2.1.4 Concept of logistics:

The idea of logistics is genuinely new in the business world. The hypothetical turn of events was not utilized until 1966. From that point forward, numerous strategic policies have advanced and logistics as of now costs somewhere in the range of 10 and 25 percent of the absolute expense of a global buy.

Two principal stages are significant in the development of materials: materials

<sup>31</sup> SWATI (S):“ *Logistics Concept, Evolution, Objectives and Elements*“.

management and physical distribution;

- Materials the executives are the convenient development of crude materials, parts, and supplies.
- Physical dispersion is the development of the association's done items to the clients.

The two stages include each phase of the cycle including capacity. A definitive objective of logistics is:

"To arrange all endeavors of the organization to keep a practical progression of products."

The logistics managers need a suitable logistics plan that is capable of satisfying the company objective of meeting profitably the demand of targeted customers.

### **Inbound logistics + Material Management + Physical Distribution =Logistics**

- **Inbound logistics** covers the development of materials got from providers
- Material Management depicts the developments of material and segments inside a firm
- Physical distribution alludes to the development of products outward from the end of the mechanical production system to the client.
- Supply-chain management is bigger than coordination and joins logistics straightforwardly inside the client's complete correspondence organization and with the firm engineering staff. It includes manufacturers and suppliers but also transporters, warehouses, retailers, and customers themselves.<sup>32</sup>

## **2.1.5 E-logistics (Key to success in the digital economy)**

### **2.1.5.1 E-Logistics:**

With regards to logistics, the challenge has consistently been how to deliver items to clients as fast as possible. logistics is concerned with the progression of materials in the inventory network, from source through the mechanical cycle to the client, and afterward on to re-use/re-cycle or removal. By organizing all assets, logistics need to guarantee that assistance level concurrences with clients are respected.

E-logistics is characterized as mechanizing logistics measures and given incorporated, end-to-end fulfillment and supply chain management services to the players of logistics processes. Those

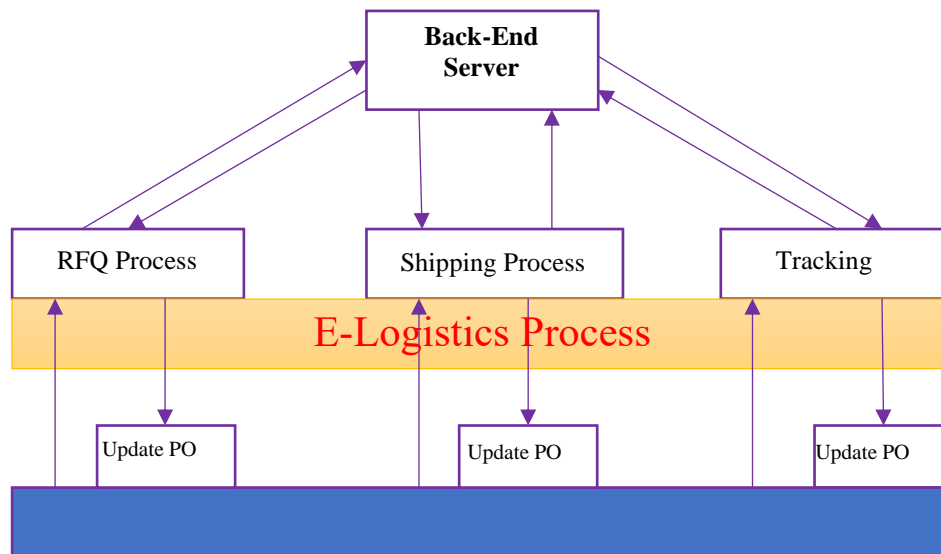
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<sup>32</sup> HANIEFUDDIN (S), SHAMSHUDDIN (S), and KHADAR BABA(S): "*Essentials of Logistics and Supply Chain Management*", Lulu.com, 2013

coordination's measures computerized by e-logistics give store network permeability and can be essential for existing e-Commerce or Workflow frameworks.

The run of the mill e-logistics measures incorporates Request for Quotes (RFQ), Shipping, and Tracking. As demonstrated in Figure, e-logistics cooperates with the business interaction administrator in an eCommerce worker<sup>33</sup>

**Figure 06:** Hight level view of an e-logistics process



Source: <https://researcher.watson.ibm.com/researcher/files/us-bth/zhang.pdf> (01/05/2021 at 00:00)

The business process manager summons the RFQ interaction to get the essential administrations, for example, getting the statements in an e-coordination's measure.

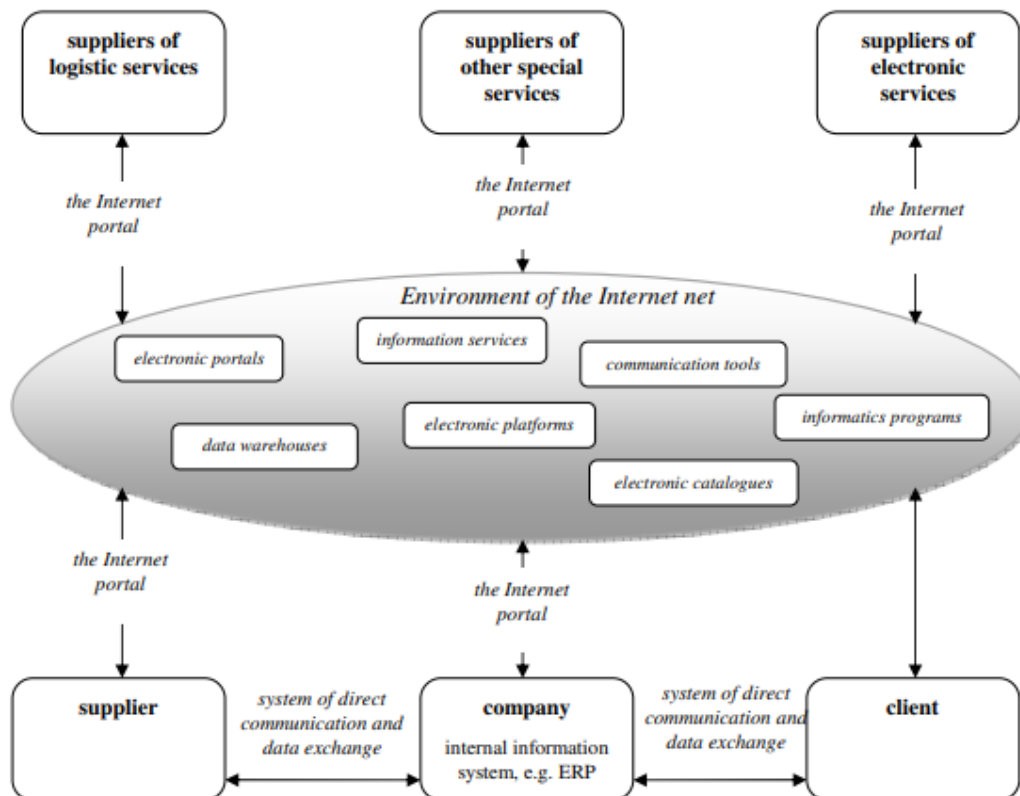
At whatever point the reaction is acquired, the purchase order (PO) is refreshed. The shipping process is also invoked by the business process management and upon completion updates the PO. Once goods are delivered, the tracking number is given to the client, and that the tracking number is planned to the PO number in an eCommerce. Clients can follow their shipment with the assistance of that number. The collaboration chart of e-logistics and business measure supervisor appears in Figure 06.

<sup>33</sup> SWATI (S): "Logistics Concept, Evolution, Objectives and Elements".

### 2.1.5.2 Cooperation tools of e-logistics:

The most often used tools of cooperation in the virtual scope of e-logistics are (fig.07): the Internet portal, electronic platform, electronic catalog, data warehouses, information services, systems of offers and purchasing, transactions systems, systems and communication tools, systems and software, e.g applications of supply chains' planning, dictionaries, digital maps, e-learning systems, etc.<sup>34</sup>

**Figure 07:** Example of e-logistics environment



Source: BARCIK (R) & JAKUBIEC (M) :“*E-Logistics - Aspects of Functioning*“. Acta Academica Karviniensia, 2012, 12(1), p. 5–12.

### 2.1.6 The difference between traditional and e-logistics:

Today, eCommerce is optimizing how the organizations oversee coordination along the whole worth chain and addresses one of the significant megatrends. Shipment's size is

<sup>34</sup> SWATI (S):“ *Logistics Concept, Evolution, Objectives and Elements*“.

contracting, their frequencies are expanding, and the Internet's universality sets out new difficulties and opens doors for organizations serving clients who are geologically scattered, hard to foresee, and delicate to cost and organization levels, [Wang et al. 2004].<sup>35</sup>Tune and Hu [2004] considered the contrasts between traditional and e-logistics and the consequences of their examination are introduced in Table the run-of-the-mill e-logistics measures<sup>36</sup>incorporate RFQ,<sup>37</sup>Shipping, and Tracking. As demonstrated in Figure num, e-Logistics collaborates with the business cycle supervisor in an eCommerce worker.

Quirk et al. [2003] expressed that e-logistics use Internet-based technologies for supporting the obtaining of material, warehousing, transportation and empowers distribution through directing enhancement with inventory tracking.<sup>38</sup>They conclude that e-logistics is the result of the presentation of eCommerce in logistics. E-logistics can be utilized for depicting three fundamental back-end processes expected to get the request after the "purchase" button is squeezed until the bottom line: warehousing, delivery, transportation, and customer interaction. The last processes usually include call center communication where the customer can ask questions, place orders, check his/her order status, and if needed arrange returns of shipments. In the modern world on many events, various companies are handling every one of these different capacities, and managing them successfully and promptly requires a full comprehension of each piece of the cycle. What's more, if the organization needs to incorporate them with companies' systems is much harder.

Wang and Pettit [2016] examined authentic improvements of an e-logistics system in the last 50 years through a few qualities<sup>39</sup>(regular e-logistics system, rising IT patterns, joining center, business application, and supporting PC innovation) while Merali, Papadopoulos, and Nadkarni [2012] introduced four-venture changes in ICTs since the 1960s, which impacted the e-logistics advancement:<sup>40</sup>

- network (between individuals, applications, what's more, gadgets);

<sup>35</sup> WANG (J), YANG (D), GUO (D), and HUO (Y):*"Taking Advantage of E-Logistics to Strengthen the Competitive Advantage of Enterprises in China"*, Proceedings of The Fourth International Conference on Electronic Business, Beijing, 2004, p.185-189.

<sup>36</sup> SONG (Y), HOU (H): *"On traditional M. F and Modern M. F"*, Journal of Beijing Jiaotong, University (Social Sciences Edition),2004, p.10-16.

<sup>37</sup> RFQ: Request For Quotes

<sup>38</sup> QUIRK (A), FORDER (J) and BENTLEY (D): *"Electronic Commerce and the Law"*, 2nd edition, WILEY(J) & SONS (L), USA, 2003.

<sup>39</sup> WANG (Y) and PETTIT (S): *E-Logistics: "Managing Your Digital Supply Chains for Competitive Advantage"*, Kogan, 2016, p. 3-31.

<sup>40</sup> MERALI (Y), PAPADOPOULOS (T), and NADKARNI (T): *"Information systems strategy: past, present, future?"* The Journal of Strategic Information Systems,21 (2), 2012, p. 125–153.

- limit concerning circulated capacity and preparing of information;
- reach and scope of data transmission;
- rate (speed and volume) of data.

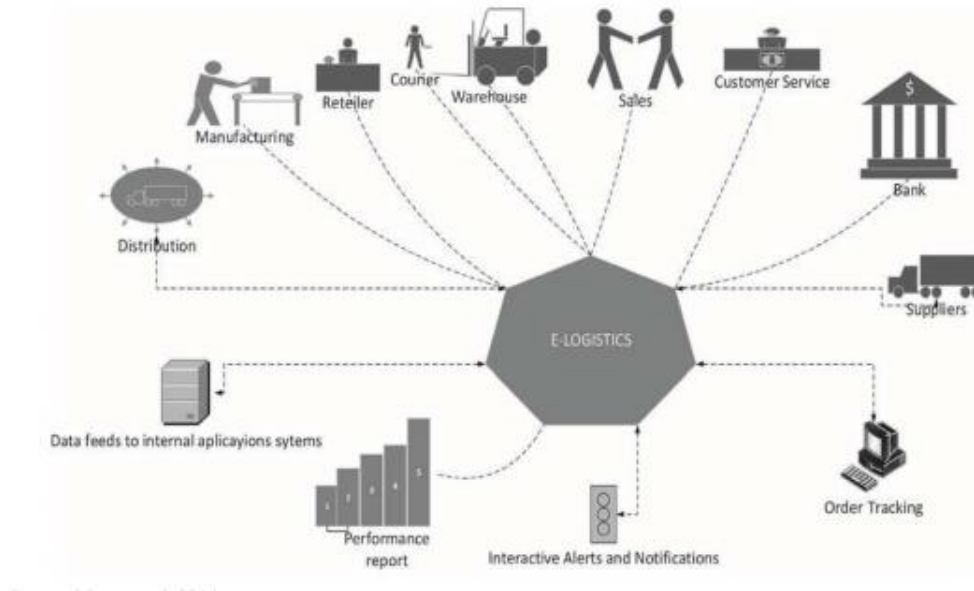
**Table 02:** Difference between traditional and e-logistics

	Traditional logistics	E-Logistics
Shipment type	Bulk	Parcel
Customer	Strategic	Unknown
Customer service	Reactive, Rigid	Responsive, Flexible
Distribution model	Supply-driven push	Demand-driven pull
Inventory / Order flow	Un-directional	Bidirectional
Destinations	Concentrated	Highly dispersed
Demand	Stable consistent	Highly seasonal, fragmented
Orders	Predictable	Variable

**Source:** ERCEG (A), and DAMOSKA (J): “E-logistics and e-SCM: how to increase competitiveness“. LogForum 15 ,2019, p.3.

The table Presents the differences between traditional logistics and e-logistics show challenges for companies that are involved in logistic processes if they want to create and maintain competitiveness in the market [Moroz et al.2014].<sup>41</sup>

**Figure 08:** E-logistics



**Source:** ERCEG (A), and DAMOSKA (J): “E-logistics and e-SCM: how to increase competitiveness“. LogForum 15 ,2019, p. 3.

<sup>41</sup> ERCEG (A), and DAMOSKA (J):“ E-logistics and e-SCM: how to increase competitiveness“. LogForum 15 ,2019, p. 155-169.

## **Section 2: the impact of e-commerce on logistics**

### **2.2.1 The effect of e-commerce on logistics:**

The effect of e-commerce on logistics specialist organizations has been examined by Delfmann et al. (2002). They contend that the strategic implications of e-commerce can be grouped into two primary classes: the rise of e-marketplaces, and the end of supply chain elements (disintermediation).<sup>42</sup> Virtual logistics assets can be exchanged in the manner in which most products are exchanged by companies and people. With the assistance of information technologies like the Internet and WWW, assets can be bought, used distantly, and loaned or sold when supply overwhelms necessities (Clarke, 1998). With virtual logistics activities, there is considerably more adaptability in the distribution of assets, and this implies that the assets accessible can be made equivalent to the assets utilized<sup>43</sup>.

### **2.2.2 How does e-commerce help to develop e-logistics?**

The role of eCommerce models in creating virtual logistics chains has been featured in numerous articles (Graham and Hardaker, 2000). The most important requirements for utilizing innovation are that a firm should comprehend the worth added for its clients and that it rebuilds a large number of its business measures to get its full advantages<sup>44</sup>.

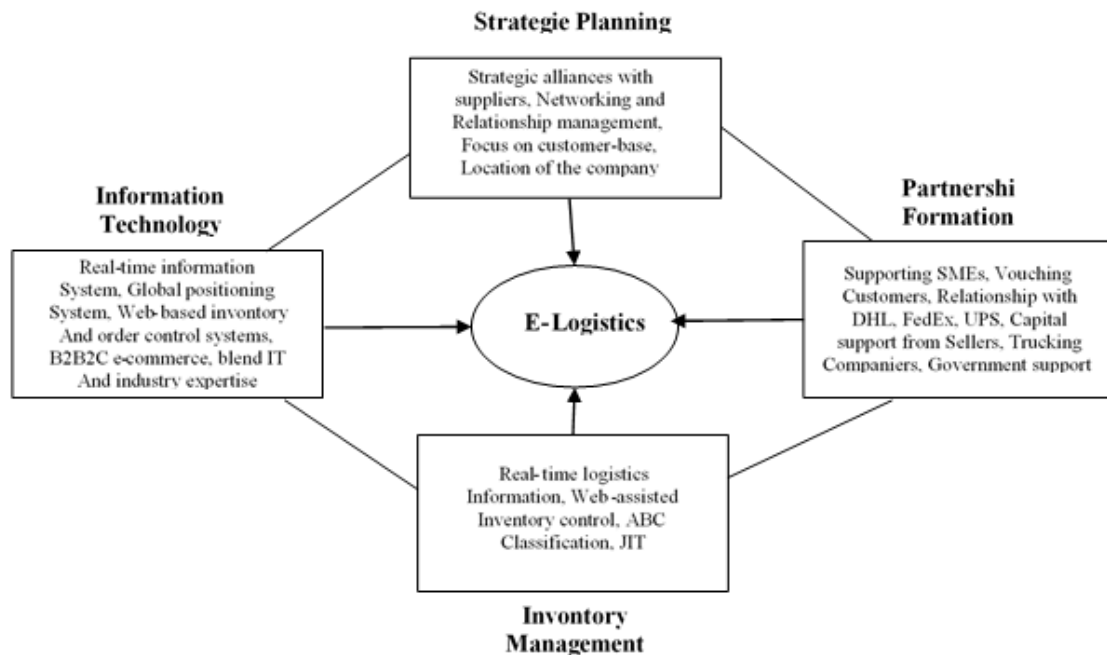
The targets of E-Logistics are: (1) reducing operating costs, (2) meeting product delivery deadlines, and (3) improving customer services (Leung et al., 2000; Gunasekaran and Ngai, 2004b). This structure has four significant measurements: (i) strategic planning, (ii) partnership formation, (iii) inventory management and, (iv) information management. The entirety of the four measurements are related and have been recognized as the significant empowering influences of a fruitful logistics system to get it done at the correct time and at least expense

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<sup>42</sup> DELFMAN (W), ALBERS (S), and GEHRING (M): “*The impact of electronic commerce on logistics service providers*“, International Journal of Physical Distribution and Logistics, 2002, Vol. 32, No. 3, pp. 203-222.

<sup>43</sup> CLARKE (M): “*Virtual logistics: An Introduction and overview of the concepts*“, International Journal of Physical Distribution and Logistics Management, 1998, Vol. 28, No. 7, pp. 486-507.

<sup>44</sup> GRAHAM (G), and HARDAKER (G): “*Supply chain management across the Internet*“, International Journal of Physical Distribution and Logistics Management, 2000, Vol. 30, Nos. 3/4, pp. 286-295.

**Figure 09:** a conceptual model for the development of an E-Logistics System

**Source :** GUNASEKARAN (A), NGAI (E. W. T), and CHENG (T. C. E):“ *Developing an e-logistics system: a case study*“. International Journal of Logistics Research and Applications, 2007, 10(4), p.27.

### 2.2.2.1 Strategic Planning :

Companies s are currently focusing on strategic planning for logistics to grow long haul plans and changes to their hierarchical logistics activities and thusly to improve their intensity through great logistics administrations. strategic planning, considering both outer and inside factors that impact the logistics execution of an association, requires the inclusion of top administration (Gunasekaran and Ngai, 2003).<sup>45</sup>Strategic planning for logistics should support the long-term objectives and goals of logistics in terms of flexibility, cost-effectiveness, and responsiveness to changing market requirements. In logistics, vital arranging includes settling on rethinking coordination’s administration prerequisites, making key unions dependent on center abilities in coordination, concluding how to deal with serious pressing factors, arranging the areas of dissemination focuses, and making budgeting and capital investment decisions in logistics, including the number of distribution centers and warehouses, and transportation capacity.

<sup>45</sup> GUNASEKARAN (A), and NGAI (E.W.T): “*The successful management of a small logistics company*“, International Journal of Physical Distribution & Logistics Management, 2003, Vol. 33, Nos. 9/10, pp. 825-837.

### 2.2.2.2 Partnership Formation :

Many companies are decentralizing their activities by reevaluating logistics service requirements. logistics service requirements. However, the recent trend indicates that companies consolidate their service offerings through mergers and acquisitions. The point is to accomplish lean creation or activities in both assembling and coordination by zeroing in on center skills. This will help make an organization more adaptable and receptive to changing business sector requirements. The main idea is to focus on the core competencies of one's organization as well as one's partners to deliver products on time and in the most cost-effective manner. The genuine test is the way to choose appropriate collaborating firms (Clarke, 1998<sup>46</sup>; Gunasekaran and Ngai, 2004a, b). <sup>47</sup>There are a few (key, strategic, and operational) standards that ought to be utilized in choosing accomplices.

### 2.2.2.3 Inventory Management:

Inventory management is as yet thought to be the main administrative assignment in logistics processes. Toward the finish of business measures in products creating companies, materials are traded. In this manner, inventory management assumes a huge part in making items accessible at the opportune time, at the ideal spot, and, obviously, at least expense. inventory management includes the arranging, co-appointment, and control of material stream along the logistics value chain. Fundamentally, this includes figuring out what to store, where, and how much (Gunasekaran and Ngai, 2004a, b). <sup>48</sup>Good inventory management requires successful requesting actual tally frameworks. This, thus, requires frameworks, for example, Assembling Resource Planning (MRPII), Distribution Requirements Planning (DRP) also, Enterprise Resource Planning (ERP). The administration of inventories ought to likewise incorporate the gear for the treatment of products and materials (Tarantilis and Kiranoudis, 2002; Sum et al, 2001). <sup>49</sup>There is no uncertainty that IT/IS like MRP II, RFID, and ERP have assisted with overseeing stock along with the supply chain in a more cost-effective way also, made conceivable the arrangement of improved logistics services to clients.

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<sup>46</sup> CLARKE (M.P):“Virtual logistics:“*An Introduction and overview of the concepts*“, International Journal of Physical Distribution and Logistics Management, 1998, Vol. 28, No. 7, pp. 486-507.

<sup>47</sup> GUNASEKARAN (A), and NGAI (E.W.T) :“*3PL Experiences from China Resources Logistics (Hong Kong)*“, International Journal of Logistics Systems and Management, 2004b, Vol. 1, No. 1, pp. 81-111.

<sup>48</sup> GUNASEKARAN (A) and NGAI (E.W.T): “*Virtual supply chain management*“, Production Planning and Control, 2004a, Vol. 15, No. 6, pp. 582-596.

<sup>49</sup> TARANTILIS (C.D). and KIRANOUDIS (C.T): “*Using a spatial decision support system for solving the vehicle routing problem*“, Information and Management, 2002, Vol. 39, No. 5, pp. 359-375.

#### 2.2.2.4 Information management:

Great logistics management with the executives is vigorously dependent on the accessibility of precise data. IT assumes a significant part in bringing all gatherings, including clients and providers, to a solitary stage in an incorporated logistics system to give practical and quality logistics services. The significance of IT in logistics management is featured by the way that clients can track, follow and produce progressed logistics reports so that opportune choices can be made and relating activities taken<sup>50</sup>. Numerous organizations are attempting to build up a consistent data framework with the goal that more precise and convenient data can be traded to help dynamic and give serious logistics services<sup>51</sup>(McFarlan, 1984; Alshawi, 2001; Dawe, 1994; Gunasekaran and Ngai, 2004a).<sup>5253</sup>A few business data frameworks are accessible for use in arranging dispersion necessities. With the assistance of the Internet, logistics has become worldwide, and that too with more limited conveyance cycles (Liao and Cheung, 2001).<sup>54</sup>These days, web-based information systems are broadly used to follow orders and speak<sup>55</sup> with the two clients and providers to assist companies with remaining serious universally (Strader et al., 1998; van Hoek, 2001; Gunasekaran and Ngai, 2004b).<sup>5657</sup>

#### 2.2.3 E-logistics's significant segments:

E-Logistics comprises four significant segments:(i) one-stop value-added services, (ii)management of electronic information, (iii) a transportation network, and (iv) automation in warehousing operations (See Figure). In logistics, customer satisfaction can be improved by one-stop value-added services. This requires a coordinated worth chain to be connected to a client care advocate with the goal that clients can get the entirety of the required administrations with only one contact with providers For instance, in government services, one-stop.

<sup>50</sup> GUNASEKARAN (A) and NGAI (E.W.T),“*The successful management of a small logistics company*“, International Journal of Physical Distribution & Logistics Management,2003, Vol. 33, Nos. 9/10, pp. 825-837.

<sup>51</sup> DAWE (R. L): “*An investigation of the pace and determination of information technology use in the manufacturing materials logistics system: a case study of Northern California's electronic manufacturers*“, Journal of Business Logistics, 1994, Vol. 15, No. 1, pp. 229 – 259.

<sup>52</sup> ALSHAWI (S) : “*Logistics in the Internet age: towards a holistic information and processes picture*“, Logistics Information Management, 2001, Vol. 14, No. 4, pp. 235-241.

<sup>53</sup> MCFARLAN (F): “*Information technology changing the way you compete*“, Harvard Business Review,1984, Vol. 57, No. 2, pp. 115-126.

<sup>54</sup> LIAO (Z. Q) and CHEUNG (M.T): “*Internet-based e-shopping and consumer attitudes: an empirical study*“, Information and Management, 2001, Vol. 38, No. 5, pp. 299-306.

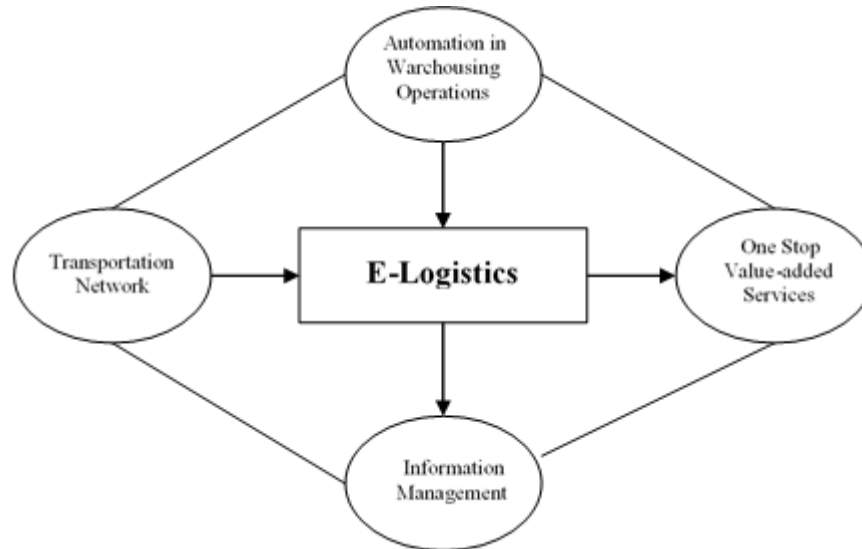
<sup>55</sup> GUNASEKARAN (A) and NGAI (E.W.T) :“*3PL: Experiences from China Resources Logistics (Hong Kong)*“, International Journal of Logistics Systems and Management, 2004b, Vol. 1, No. 1, pp. 81-111

<sup>56</sup> STRADER (T. J), LIN (F.-R) and SHAW (M.J): “*Information infrastructure for electronic virtual organization management*“, Decision Support Systems, Vol. 25, pp. 75-94

<sup>57</sup> VAN HOEK (R. I): Epilogue: “*UPS Logistics – Practical approaches to the supply chain*“, International Journal of Physical Distribution and Logistics,2001, Vol. 31, No. 6, pp. 463-468.

administrations permit you to discover any board administration, to make requests and applications, to take care of your bills, and so on, - all under one rooftop. A 3PL likewise gives various esteem added administrations, including item get together, bundling, re-pressing, re-filling, naming arranging, quality control, and so on to agree with nearby guidelines.

**Figure 10:** A Conceptual Framework for E-Logistics



**Source:** GUNASEKARAN (A), NGAI (E. W. T), and CHENG (T.C. E): “*Developing an e-logistics system: a case study*“. International Journal of Logistics Research and Applications, 2007, 10(4), 333–349.

## **2.2.4 E-logistics and customer service:**

### **2.2.4.1 Customer service:**

Customer service is the result of logistics activities:

- Create and foster customer loyalty through good services
- Hard to define and hard to measure comprehensively.<sup>58</sup>

Includes:

- Pre-transaction customer information about delivery options, return policy, warranty, billing information.
- Post-transaction support after the sale, installation, repair, returns, recall.
- Employee training affects all areas of customer service.
- Not all customers should have the same level of service.

<sup>58</sup> [Hudson](#) (A): “*Logistics customer service*“, Chapter4, 2016.

**Tableau 03:** Customer service elements at various stages of company operations

Customer service		
Pre-transactional Elements	Transactional Elements	Post-transactional elements
Marketing	Logistics	Logistics
1. Business programs or strategies that cover the customer service area – written declarations about standards, appropriate company structure and system flexibility. 2. Practical training and seminars for staff.	1. Delivery time (order cycle); 2. Product availability from stock; 3. Flexibility of supplies; 4. Frequency of delivery; 5. Reliability of supplies; 6. Complete delivery; 7. Quality of documentation; 8. Accuracy of delivery; 9. The convenience of submitting and monitoring orders.	1. Installation, warranty, replacement, repair and delivery of parts; 2. Observation of the product in use, consumption or personal use; 3. Supports returns, including complaints.

**Source:** LYSENKO-RYBA, Kateryna, and al :*“The Impact of Reverse Logistics on Customers Satisfaction”*, 2017, p. 6.

#### 2.2.4.2 E-logistics and customer satisfaction:

Companies serving present-day clients need to put resources into new advances and begin making and utilizing their e-logistics and e-SCM applications. They are outfitted with Internet and distributed computing and approach worldwide processing plants and global supply chains. So, the lone differentiator in being competitive in the market is to comprehend and satisfy customer needs. Companies need to be more customer-centric and not only customer-aware. This is the place where e-logistics and e-SCM can help companies in making and keeping a competitive advantage. developing technology permits organizations to offer more customized services – requesting, get, and conveyance alternatives. To be able to meet their customer's needs and keep them from going to the competition, they need to offer and/or use services with embedded digitalization in all areas of business.

Companies can create their services with the use of supply chain software, web and mobile applications, and different emerging digital tools. Companies need to adapt to a complex competition situation in logistics services and e-SCM in today's market to understand and satisfy customer needs and win their loyalty.

### **Section 3: CUSTOMER RELATIONSHIP MANAGEMENT in the Services E-CRM**

#### **2.3.1 Definition of customer relationship management:**

CRM is the core business strategy that integrates internal processes and functions, and external networks, to create and deliver value to targeted customers at a profit. It is grounded on high-quality customer data and is enabled by IT.<sup>59</sup>

The origin of customer relationships goes back centuries: as soon as our ancestors had to prospect, sell items or provide after-sales service, they were using this concept, although they did not define it as we do today. It was not until the development of information and communications technology in the 1990s that CRM was defined, and it was not applied strategically until the 2000s when CRM software began to be used in businesses. Increasing competition, rising costs of prospecting about the costs linked to creating customer loyalty, and vast client bases because of the rise of consumerism are among the elements which encouraged the development of customer relationship management.<sup>60</sup>

#### **2.3.2 Essence and Importance of CRM:**

The concept of CRM has gained wide acceptance and is recognized as a powerful tool for developing business, to gain a competitive advantage over others in the same line of business. Managing relationships with a customer have come under the limelight in the era of globalization where the customer has become more demanding than ever before Today, marketers are emphasizing more on satisfying customers which specifies that the customer must be satisfied and delighted concerning purchasing a product or availing the services. The CRM is the process of building continuous long-term, trusting win-win relationships with customers, distributors, dealers, and suppliers respectively.<sup>61</sup>

Certain factors are responsible for the growth of CRM that has been outlined in brief, as follows:

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<sup>59</sup> TRAINOR (K.J), ANDZULIS (J.M), RAPP (A), and AGNIHOTRI (R) :“*Social media technology usage and customer relationship performance: a capabilities-based examination of social CRM* “, Journal of Business Research.

<sup>60</sup> RAFIKI (A): “*CRM and organizational performance: A survey on telecommunication companies in Kuwait* “ 2019, International Journal of Organizational Analysis.

<sup>61</sup> PHILIP KOTLER: “*Marketing Management*“ ,2020, p. 131.

### **2.3.2.1 Life-cycle of Products Gets Shorter**

Brands normally have a shorter life span than the product category to which they belong. Introduction of new technology drives new product with it, therefore the emergence of new brands take place. Thus, there are many brands for the same product in the market which creates a need to satisfy the customer to the highest extent and thus mend the continuous amicable relationship with customers.

### **2.3.2.2 Firm's offering New Products Rapidly**

Due to the advent of new technology, firms are ready to offer new products very frequently, CRM creates a path for the manufacturer to create new products according to the needs and expectations of the customers.

### **2.3.2.3 Customer Share Become More Demanding**

The overall demand for products and services has been increasing in today's world. The customers are becoming more demanding while purchasing goods and services with the hope of getting many benefits from a particular product.

### **2.3.2.4 Increase in the Number of Educated Customers**

The level of awareness among customers has been increasing due to exposure to media and print ads. The customers have become more conscious about the availability of the different types of products and their brands. Thus, CRM is helpful to companies in having more customers by developing long-term relationships with its present and future customers.

### **2.3.2.5 Increase in Competition**

An increase in competition among several companies that have provided the same products and services has aroused the need of retaining old customers and creating new ones. If one company is good at maintaining a successful relationship with their customers in comparison to other companies, there are chances that other companies may lose the game. Thus, it has become essential for companies to develop long-lasting relationships with their customers, with the help of CRM practices.

### **2.3.2.6 Customers have become less loyal towards the Brand and the Company**

In today's scenario, customers have become less loyal towards the brand and the company, Newer and superior products, and services are entering into the market each time.

Thus, it has become necessary for the firms to improve or revise their products and services and to create trust through appropriate care of customers' needs and regular communication which is possible by coming closer to customers, understanding their needs through CRM practices.

### 2.3.3 Benefits of CRM

The practice of CRM requires considerable time and expense however there are certainly potential benefits of CRM as it allows the company to identify, contact, attract and acquire new customers. CRM applications allow the company to produce customer profiles by identifying target markets with high revenues and profitability potential, by generating leads, by selecting appropriate contact media. Data warehousing, e-Commerce applications, taste and preferences complaints, and other data. This kind of information is used by the company to serve them a better way and companies also use this information to keep up the expectations of the customers' unique needs.

The CRM provides customization and personalization capabilities that make customers perceive the organization in an entirely different way. It can include configuration, pricing, quotation, catalog, and personal generation capabilities that strap up the power of the Internet while ensuring the flexibility to respond quickly to changing technical and business conditions. Optimizing a company's sales cycle: This is accomplished when an organization is practicing CRM in their organization through capabilities such as online order entry, credit card processing, tax calculations, auctions, billing, order status, and payment processing. The CRM tools would help in providing the ability to communicate important information from supply chain units to the customer interface on time. Spots out the cross-selling and up-selling chances.

62

### 2.3.4 CRM Technologies:

TREPPER: *suggests three categories for CRM: "operational, analytical, and collaborative"*, 2000.<sup>63</sup>

#### 2.3.4.1 **Operational CRM:**

The CRM mechanizes customer-supporting business processes and improves customer-facing. CRM software applications enable the marketing, selling, and service functions to be

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<sup>62</sup> SIGALA (M): "*Customer relationship management (CRM) evaluation: diffusing CRM benefits into business processes*", Conference on Information Systems, 2004.

<sup>63</sup> TREPPER, and CHARLES H: "*E-commerce strategie*"s, pp. 32-48.

automated and integrated. <sup>64</sup>It aims to support the front office where direct customer contact occurs. It allows the organization to perform its work effectively and efficiently through the integration among various communication channels. It is a tool for improving customer service and facilitating communication between the client and the customer service officer which should increase customer loyalty and lead to a better service.

#### **2.3.4.2 Analytical CRM:**

Analytical CRM is concerned with capturing, storing, extracting, integrating, processing, interpreting, distributing, using, and reporting customer-related data to enhance both customers and company, it is also known as "Back-Office" or "Strategic" CRM which involves understanding the customer activities that take place in the front office. Various researchers have provided an understanding that analytical CRM is built on the operational CRM and aims at building data warehouses, improving relationships, and analyzing data by managing information concerning customer segments and behavior using statistical methods.

#### **2.3.4.3 Collaborative CRM**

Collaborative CRM stresses two-way communication instead of one-way communication. Collaborative CRM as the crossing point such as e-Mail Conferencing, Chat, Real-Time Applications makes easy interaction between a company and its customers, as well as within the business itself when dealing with customer information. It is a communication center or a coordination network that aims at building online communities, developing business-to-business customer exchanges, and personalizing services.

#### **2.3.5 A comparison between CRM and e-CRM:**

This distinction emphasizes that e-CRM is an enhanced version of CRM. It also suggests that CRM implementation is costly and time-consuming while e-CRM is very fast with less operational costs. Furthermore, it indicates the focus of e-CRM on the customer; hence the importance of investigating the link between e-CRM and customer loyalty. From the above, it is clear that CRM and e-CRM are the strategies that companies can use for building stronger relationships with customers to be profitable.

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<sup>64</sup> [www.elsevierdirect.com](http://www.elsevierdirect.com) (02/05/2021 at 23:00)

Drawn from the previous literature and the aforementioned, seven dimensions have been deemed essential for managing customer relationship on the web<sup>65</sup>.

**Table 04:** Comparison between CRM and E-CRM

Criterion	CRM	E-CRM
<b>System interface</b>	Work with back end application through ERP system	Design for front end application which in turn with back end application through enterprise .resource planning ERP System data warehouse and data mart.
<b>Customer contact</b>	Customer contact initiative through traditional means of a retail store, telephone, and fax	In addition to telephone contact also initiated to internet e-mail wireless mobile and PDA technologies.
<b>System overhead</b>	Web-enabled application required a Pc client to download various application	No such requirements the browser is the customer portal to E-CRM.
<b>Customization and personalization of information</b>	Personalized view for a different audience is not possible. Individual required programs of changes	Highly individualized dynamic and personalized views based on purchase and preferences are possible. Each audience individually customizes the views
<b>System modification and Maintenance</b>	Implementation is longer and management is costly because the system is situated at various locations and on several servers.	The system is designed around customer needs
<b>System focus</b>	The system is designed around product and job functions.	Reduced time and cost. System implementation and expansion can be managed in one location on one Server

<sup>65</sup> ALIM (S), OZUEM (W): "The Influences of e-CRM on Customer Satisfaction and Loyalty in the UK Mobile Industry".

<b>Customer data</b>	Data warehouse - Customer information - Transaction history - Products information	Web House - Customer information - Transaction history - Products information - Clickstream - Contents information
<b>Customer service</b>	Target1 marketing - Static service - One-way service - Time and space limits	One to one marketing - Real-time service - Two-way service - At any time - From anywhere

Source: Alim (S), OZUEM (W): “The Influences of e-CRM on Customer Satisfaction and Loyalty in the UK Mobile Industry”.

### 2.3.6 SIX ‘E’s OF e-CRM

Implementation of e-CRM is the basic need for a continuous relationship with customers. The basic of e-CRM is optimization and integration of cross channel. The six “e” in e-CRM can be used in many ways depending upon which the channels which e-CRM utilizes the issues which it impacts and other factors that have been explained in brief as follows:

#### 2.3.6.1 **Electronic Messaging Channels:**

Advocacy means creating an alliance between the interests of the company (and its employees) and those of the customers. Customers are sensitive to the seller’s alignment of incentives. They give full trust only when they are convinced that the firm is serious about creating a mutually rewarding, long-term relationship.

Evaluating the incentive structures will help you assess the company on this dimension. Performance metrics, employee evaluation criteria, and the structure of the business model will determine whether the business interests are aligned with those of the customers. In some cases, the competing interests of different customer groups or business partners may create misaligned incentives.

#### 2.3.6.2. **Enterprise:**

An e-CRM strategy depends more on the maintenance of a data warehouse that provides a detailed view of individual customer behavior and communication history. In this way, every

company gets added advantage to handle and outline the experiences of customer's through e-CRM.

#### **2.3.6.3 Empowerment:**

Consumers now have the authority to make decisions regarding when and how to converse with the organizations and in which way. the e-CRM approach should be planned in a way to provide accommodation to this kind of consumers and the e-CRM solution must be prepared to bring valuable information on time and patiently to its customers that she/he can accept it in exchange for his/her attention.

#### **2.3.6.4 Economics:**

Customer economics drives smart asset allocation decisions, directing resources and efforts at individuals which would provide the greatest return on consumer communication initiatives. Understanding customer economics relies on a company's ability to attribute consumer behavior to marketing programs. Many companies perform the best communication strategies to understand the economics of continuous customer relationships with customers.

#### **2.3.6.5 Evaluation:**

Companies need to evaluate customer interactions along with various customer touchpoint channels and compare anticipated ROI against actual returns through customer's analytical reporting for true evaluations. The evaluation output permit organization to constantly enhance their ways to optimize relationships in an ongoing way between an organization and its customers.

#### **2.3.6.6 External Information:**

The company builds an e-CRM solution to optimize continuous relationships between companies and their customers. External valuable information can be used to understand customer needs in a better way. External information can be gained from sources such a third-party information networks and web page profiler applications under the condition that companies adhere to strict consumer opt-in rules and privacy concerns. e-CRM must address customer optimization along three dimensions viz., Acquisition, Expansion, and Retention. These customer optimization dimensions help customers to cost-effective channels and cross-selling for a continuous relationship with the customers.

**Conclusion:**

Firms moved from production and selling concepts to a more complicated but guaranteed concept which is relationships between them and the clients. To achieve the best quality of relationships with customers, A well-established CRM policy must be implemented, that includes the fundamental e-logistics and distribution strategies and the relationship marketing and the necessary tools and technologies.

the first thing that should be done in any CRM strategy is to know your customers' needs and expectations, Success in doing an effective strategy will inevitably increase the profitability of the company.

**CHAPTER 3:**  
**E-LOGISTICS PRACTICE AT**  
**JUMIA ALGERIA**

## **Introduction:**

This chapter will be devoted to the practice of e-logistics within Jumia Algeria. After a presentation of the company, its organization, and its functioning. An analysis of the commercial policy and the pricing policy will be elaborated, as well as the presentation of the characteristics of the consumers, and the how to measure customer satisfaction, a SWOT analysis will be carried out, then explains the work of Jumia's e-logistics. Finally highlights the effect of E-logistics performance on customer satisfaction.

## **Section 1: Presentation of the "Jumia Group" and the subsidiary "Jumia Algeria":**

### **3.1.1 Presentation of the "Jumia Group":**

Jumia is an e-commerce company founded in Nigeria in May 2012 and has since expanded to 13 other African countries which are: Algeria, Morocco, Tunisia, Kenya, Egypt, Uganda, Cameroon, Senegal, Ghana, Rwanda, South Africa, Tanzania, and Ivory Coast as well as two Asian countries namely Bangladesh and Pakistan under the name Daraz. It is an online marketplace that connects buyers and sellers, providing a logistical service for shipping and delivery of parcels as well as a payment service.

Founded by the pan-African Africa Internet Group, which is more than 20% owned by "Rocket Internet", a German incubator<sup>66</sup> that has launched start-ups such as Zalando, Kaymu, and Jovago in Africa. The platform is a marketplace<sup>67</sup> that connects sellers and buyers by providing them with a logistical service for the shipment and delivery of parcels.

In June 2016, Jumia became the group's flagship brand in a rebranding<sup>68</sup> exercise, and Kaymu becomes Jumia Market, Jovago becomes Jumia Travel, Hellofood becomes Jumia Food, Vendito becomes Jumia Deals, Lamudi becomes Jumia House, Everjobs becomes Jumia Jobs, Carmudi becomes Jumia Cars and AIGX becomes Jumia Services.<sup>69</sup>

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<sup>66</sup> Incubator: According to "the free encyclopedia Wikipedia", a business incubator is a structure to support business creation projects

<sup>67</sup> Marketplace: According to the website "sellermania", a marketplace brings together buyers and sellers and allows items to be market items through a platform, called a marketplace.

<sup>68</sup> Rebranding: According to the free encyclopedia Wikipedia, is a marketing strategy in which a new name, term, symbol, design or combination is created for a brand, established with the intention of developing a new and differentiated identity in the minds of consumers, investors consumers, investors, competitors and other stakeholders

<sup>69</sup> <https://fr.wikipedia.org/wiki/Jumia> (15/05/2021 at 18:00)

Currently, the company employs over 5,000 people directly and almost 100,000 indirectly across the continent. 100,000 across the continent.

On 12 April 2019, Jumia was the first technology company dedicated solely to the African market to be listed on the New York Stock Exchange. It is now the most visited online platform on the continent, referred to as the African Ali Baba or the African Amazon.

The group's main strength is payment on delivery, with the possibility of gradually switching to online payment, available in some countries only, including Morocco. available in some countries only, including Morocco. In Algeria, this payment method is not yet available.

### 3.1.2 Presentation of the subsidiary company "Jumia Algeria":

Jumia Algeria, the number one online sales platform in the country is part of the Jumia Group, two years after the creation of the latter and its establishment in other African countries, the Jumia Algeria site appeared on the Algerian market in 2014 under the name of "Kaymu" becoming Jumia Algeria towards the end of 2016.

The company is currently divided into two departments, independent of each other but linked to the human resources and finance departments. These departments are "Jumia Market" which specializes in the sale of products online and "Jumia Food" for online meal delivery.

**Table 05:** Jumia Algeria's identity sheet

Jumia Algeria's identity sheet	
Company name	JADE E SERVICES ALGERIA
Commercial name	Jumia Algeria
Creation year	2014
Legal status	Limited liability company (SARL)
Registered office	203 Rue Ahmed Ouaked, Dely-Brahim, Algiers
Field of activity	Electronic retailing / Online sales and home delivery
Workforce	Jumia Algeria: + 200 Jumia Market : 120
Average size	Turnover Confidential
Current CEO	Tanguy Leriche
Website	<a href="http://www.jumia.dz">www.jumia.dz</a>
Number of visits per month	1 500 000 visits / month
Number of orders per day	+ 1000 during the Jumia Anniversary
Number of sellers	+ 400

Number of references available on the site	+ 50 000
Number of brands available on the site	+ 600
Number of subscribers on social networks	Facebook: 18,787,267 Instagram: 251,000

**Source:** own design based on data collected at the company level.

### 3.1.3 Presentation and organization of the "Jumia Market" service:

Jumia Market is the service responsible for marketing consumer products through jumia.DZ platform.

Like any company, Jumia Algeria follows an organization in order to ensure coherence in the global functioning of the company and maximum efficiency.

Indeed, the quality of the organization is an essential element that contributes to optimizing the profitability of the company.

The Jumia Market team works in an open space, which is a collective, unpartitioned work area that frees up communication and facilitates responsiveness between employees, which significantly increases work efficiency.

**Refer to Appendix N°1 For Jumia Algeria is organigram.**

Jumia Market is headed by Mr. Tanguy Leriche, General Manager, and structured into nine departments as follows:

- **The finance department:** Mr. Mohamed Djerboua is the head of the finance department within Jumia Algeria. The work of this department consists of the good management of the company's treasury, the planning of the expenditure of funds to optimize the management of resources with a view to profitability. This is the part of the organization that ensures of the organization that provides the effective financial management and financial control necessary to support all business activities.
- **The human resources department:** Ms. Nabila Khalifa is the head of the human resources department at Jumia Algeria. human resources department at Jumia Algeria. Her main role is to manage the administrative part of the personnel (control of absences; management of work contracts, paid leave, and payslips), she is also in charge of monitoring their skills by of their skills by drawing up training plans, but also to ensure

that employees respect the employees comply with the company's internal regulations. The human resources manager is also responsible for the recruitment of new staff.

- **The marketing department:** Headed by Mr. Sofiane Meghlaoui, marketing manager. He is in charge of designing and implementing the company's marketing policy with his team of marketers. marketing policy, while ensuring that the company obtains the best possible return on return on investment from marketing activities.
- **The commercial department:** Headed by Mr. Seif el-Islam Temacini, in charge of guiding and supervising the commercial team which is the main point of contact between the company and its customers (selling and buying customers). Their main missions are to prospect for sellers for the platform as well as to determine the needs of the buyers to satisfy them as best as possible, to enlarge the company's customer portfolio by prospecting, selling, and developing customer loyalty to achieve the commercial objectives set.
- **The content creation department:** Under the direction of Ms. Doria Ammar Khodja, this department is responsible for the content of the site, validating or not the products to be put on the jumia.DZ platform.
- **The IT department:** Managed by Mr. Abdelhak Kerouane, network administrator responsible for managing the physical cabling of the company's computer system, its proper routing<sup>70</sup>as well as ensuring the security of the network, and managing the various user accounts and access rights. Alongside Mr. Kerouane, there is the softwareMr. Abderrahim Laakab, his mission is to ensure the maintenance of software and applications for the company's information system.
- **The operations department:** Under the direction of Mr. Aymen Harhour, this department has an interface role between the different services of the company. The mission of its members is to implement the company's operational strategy, which concerns all the decisions taken by the management in order to optimize the resources of all the departments in the medium and long term. or long term, the resources of all

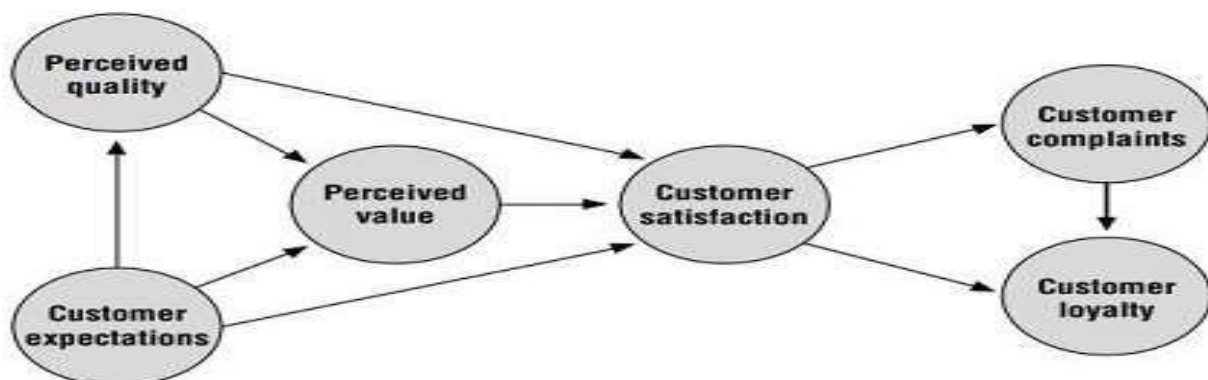
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<sup>70</sup> Routing: According to « the free encyclopedia Wikipedia », routing is the mechanism by which paths are selected in a network, to route data from a sender to one or more recipients.

types of operations and their contribution to the strategy to achieve the company's objectives.

- **The logistics department:** The logistics manager at Jumia Algeria is Mr. Nouredine Ouafi, whose mission with his team is to control the flow and stocks of goods at the warehouse located in El Djoumhouria, Les Eucalyptus. This department will be discussed in the next chapter.
- **The customer service department:** Led by Ms. Nouha Benkouider, in charge of supervising a team of teleoperators who take incoming calls from customers, to customers, in order to answer any questions, deal with complaints and ensure customer and to ensure customer follow-up. Customer service is an essential tool for customer satisfaction. It is a loyalty-building tool that meets customers' expectations of personalization. A brand's image is built on its customer service, and consumers judge a service in its entirety.
  - We find **The customer satisfaction service** in the customer service as well: this service is defined as a measurement that determines how happy customers are with a company's products, services, and capabilities. Customer satisfaction information, including surveys and ratings, can help a company determine how to best improve or changes its products and services.

**Figure 11:** Model of Customer Satisfaction



Source: <https://asq.org/quality-resources/customer-satisfaction> (25/05/2021 at 18:00)

### 3.1.4. The measure of customer satisfaction:

A major factor in customer loyalty is customer happiness. The concept of customer happiness is complex and encompasses many different factors. It's not as straightforward as measuring revenue or growth, though it definitely affects both of those metrics. In the following, we will shed some light on how Jumia Algeria measures customer satisfaction.

- **The customer satisfaction score, or CSAT,** is a time-tested metric. It is a customer satisfaction survey that targets the customer with variations of a very basic question: "how would you rate your experience interacting with our sales/customer service/support department?"

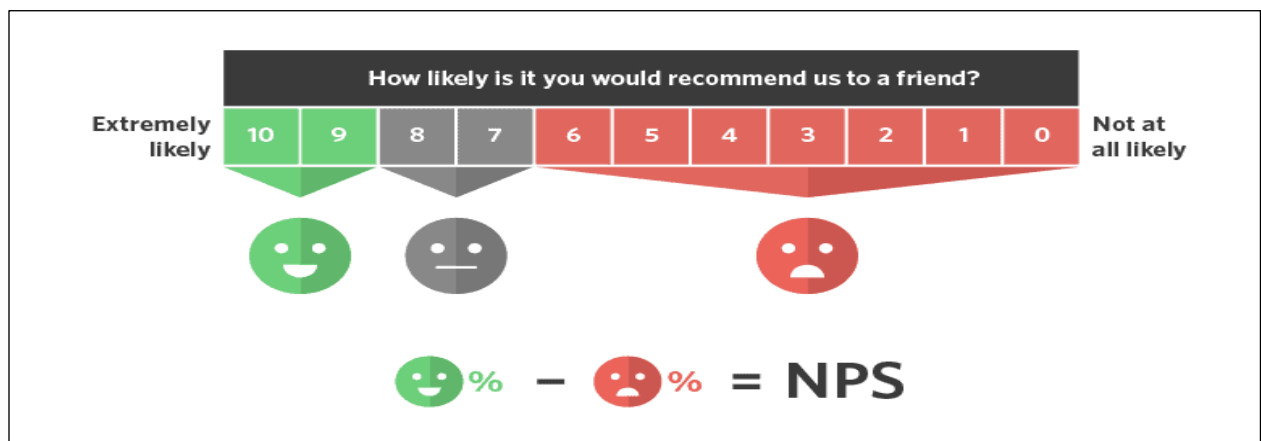
**The scale ranges from: very unsatisfactory / unsatisfactory / neutral / satisfactory / very satisfactory.**

- **Net Promoter Score or NPS,** was introduced to account for the lack of predictive power of the CSAT when it comes to customer loyalty. This question looks like this:

**"On a scale of 1 to 10, how likely are you to recommend our product/service to a friend?"**

This organizes respondents into three groups.

**Figure 12: Net Promoter Score**



**Source:** Jumia's satisfaction client service

the NPS is calculated by subtracting the percentage of detractors from that of promoters. The higher the score, the better.

### ❖ Direct Feedback and Customer Satisfaction

The most straightforward way of giving customers the support they want is by asking them directly through a customer satisfaction survey. Surveys are a useful tool for collecting data pertaining to the customer satisfaction metrics listed above. The various types of surveys target different customer demographics and will yield different results.

- In-app customer surveys: These are presented to the customer while they are in the process of using Jumia service. This means an immediate reaction and a potentially high response rate.
- Customer Surveys via Email: this way aims to ask broader questions about the entire customer experience, then email is the way to go. It can also target segmented customers to ask in-depth questions about their situation.
- Post-service customer surveys: These types of surveys approach the customer immediately following a service interaction. They can occur via email, live chat, or over the phone.

#### 3.1.5 Jumia Market's Operating Process:

In order to achieve its objectives, Jumia Market has set up a unique operating model that allows it to be efficient in order to best satisfy its customers and maximize the company's profit, starting with relationships, as the good atmosphere within the company and team spirit are essential to its development and smooth operation. This starts with relationships, as the good atmosphere within the company and team spirit are essential to its development and smooth operation.

##### ➤ **Step 1: Acquisition of sellers**











Department responsible: "Commercial"

The first step in Jumia Market service's operating process is the acquisition of sellers. Each salesperson, also known as a "seller manager", is responsible for his or her product category and therefore for his or her sellers.

The acquisition of sellers is the key step in the service's operating process. It is therefore essential to have a good knowledge of the seller and the products he wishes to put on sale on the Jumia.DZ platform.










To do this, the salesperson must have a maximum amount of information on the products that will be provided by the seller, some of which are obligatory, such as:

-  The name of the seller's shop.
-  The product's brand name.
-  The product name.
-  The reference of the product.
-  The price.
-  The quantities.
-  The product description.
-  The characteristics of the product.

Once all the information has been collected, the salesperson can then organize it and put it in Excel format to transmit it to the "content" team.

- **Step 2: Checking and modifying product data sheets for approval or rejection of items**
  - Department responsible: "Content"
- ❖ **Phase 1:** Verification of information and content sent by the sales team, related to the products of the sellers:

This is verified in accordance with the quality control guidelines, which are the following:

-  Specify the value of the attribute: size, color, material, etc...
  -  Ensure that the main images are on a white, light, and plain background.
  -  Ensure images match the product name and description.
  -  Ensure products are in the correct category.
  -  Reject multiple images describing a single product.
  -  Check the product price to avoid errors.
  -  Reject products with prices displayed on the image.
  -  Reject duplicate or repeated products.
  -  Obscene images are not allowed.
- ❖ **Phase 2:** Modification of information according to the charter and content guidelines, in terms of:

- Product images:
  - 🌸 It is strongly recommended that all images are entered on an absolute white background.
  - 🌸 Products should fill at least 80% of the image frame.
  - 🌸 Logos and text are not allowed on images.
  - 🌸 Image dimensions should be between 650x680 pixels and 2000x2000 pixels.
  - 🌸 Image size should not be larger than 3MB.
  - 🌸 Image reflections are not allowed.
- From nomination and description of products:

**Table 06:** The nomination and description of products

Nomination	Description
<p>Jumia Market attaches great importance to the format of the title. It is important to follow the naming conventions.</p> <p>Here are the elements to remember when naming products on the Jumia.DZ site:</p> <ul style="list-style-type: none"> <li>• Capitalize the first letter of each word.</li> <li>• Introduce a keyword.</li> <li>• Add color or a variant.</li> </ul>	<p>Product description philosophy: The product description should be able to answer the following questions:</p> <ul style="list-style-type: none"> <li>• Who is the product intended for?</li> <li>• What are the features and details of the product?</li> <li>• Why should I buy and use this product?</li> <li>• How does the product work?</li> </ul>

**Source:** Personal design

❖ **Phase 3:** Product approval or rejection:

In this final stage, after checking the information, modifying and correcting errors according to the content guidelines, the content team can approve the products for inclusion in the jumia.DZ platform. In order to be visible and easy for the customer to make the order.

**3.1.6 Jumia Market's sales policy:**

**3.1.6.1 Product policy:**

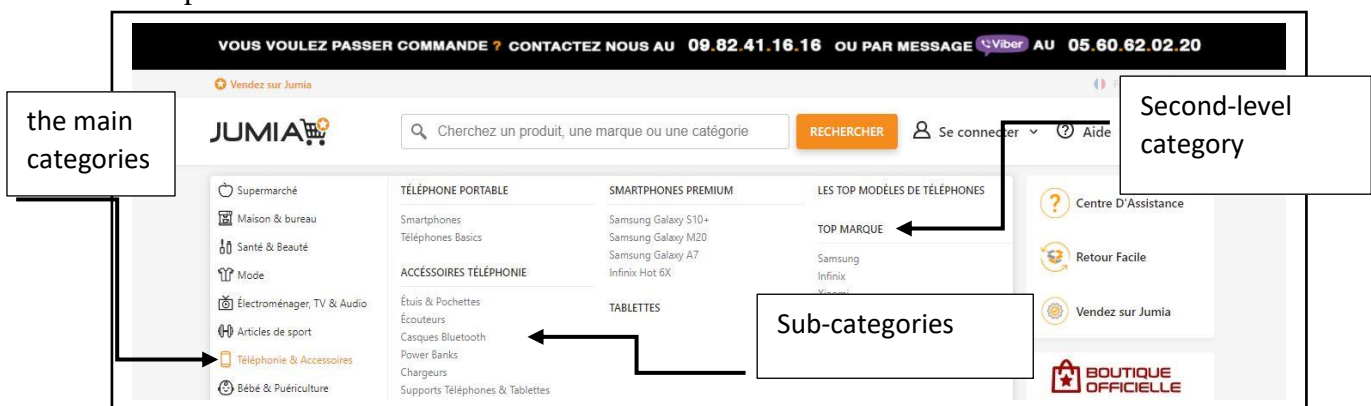
For its Marketplace "Jumia Market", through its online sales site "Jumia.DZ", Jumia Algeria offers for sale various products of different categories.

Launched at the beginning of 2015, Jumia Market starts with the following product categories:

Household appliances, computers, and telephony, before also offering ready-to-wear, books, and perfumes. In just five months of existence, the platform has succeeded in offering its customers ten product categories, aiming for 20,000 references by the end of 2015.<sup>71</sup>

Currently, the site has more than fifteen main product categories. Each main category is divided into second-level categories and then into sub-categories, so that the categories, so that the consumer can easily find the desired product in a wide range of references.

**Figure 13:** Screenshot from the "jumia.dz" website showing the list of main categories, as well as the list of second-level categories and their sub-categories, taking the main category "telephony and accessories" as an example



Source: Jumia website

On the Jumia.dz platform, Internet users can choose from a multitude of products and brands. They will be able to find products from international and world-renowned brands, but also local products whose brand is not particularly well known, and which, through their presence on the platform will give the brand in question greater visibility.

### 3.1.6.2 Communication policy:

In the face of market competition, communication is the mainstay for companies to stand out in the eyes of a consumer society. This is particularly true for online businesses, which are the new consumer model of our time. In order to achieve its objectives, Jumia Market as an

<sup>71</sup> <https://www.liberte-algerie.com/entreprise-et-marches/leader-du-e-commerce-en-algerie-244679/pprint/1> (20/05/2021 at 22:00)

online sales platform invests heavily in a digital communication strategy. The objectives of this policy are the following:

- Develop the notoriety of the Jumia.dz website.
- Attract prospects in order to acquire new customers.
- Encourage consumers to buy in order to increase sales.
- Build customer loyalty.

Jumia Market digital communication policy is based on 4 axes:

- Referencing.
- Communication through the jumia.dz website.
- Communication through social networks.
- Other means of communication.

#### **3.1.6.2.1 Jumia Market's referencing strategy:**

The Jumia.dz website benefits from a high visibility on Google search engines, thanks to compliance with the rules of SEO (Search Engine Optimization) which include a set of actions and techniques to improve the positioning of the site in the natural results of search engines, its practices are multiple among which we find:



**Indexing of the Jumia.dz website on Google:** This means that the site is of course registered in the Google database in order to be visible in the search results of Internet users. This operation is generally done automatically once the site has been created, but it takes a long time to be materialized.




**Optimized tree structure:** The tree structure of a site refers to the organization and the hierarchical structure of its pages (represented by their URL<sup>72</sup>s), an optimized site structure allows crawlers<sup>73</sup> to analyze the content of all the pages to return them to the correct (crawlers) to analyze the content of all the pages to return them in the search results.

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<sup>72</sup> URL: Uniform Resource Locator

<sup>73</sup> Crawlers: According to « the free encyclopedia Wikipedia », a crawler or spider is a software robot in charge of exploring Internet sites and content. consulted the 21/05/2021 at 14:00

 **Unique and high-quality content:** The mastery of web writing is essential and contributes greatly to SEO<sup>74</sup> positioning, The editorial content of the site must meet the requirements of search engines and in particular, that of Google which favors unique and quality content with relevant keywords. relevant keywords.


- Unique content: In order to achieve unique editorial content, Jumia Market applies naming conventions to the format of the product titles.

**Table 08:** Representing two examples of product nominations from two different categories on the Jumia Market platform.

Main category	Second level category	Sub-category	Product naming style
Telephony & Accessories	Phone Mobile	Smartphone	<ul style="list-style-type: none"> <li>• <b>Style:</b> Product name + Screen size + <b>Ram</b> + <b>Rom</b> + Colour + <b>Warranty</b>.</li> <li>• <b>Example :</b> Nokia Smart Phone 3.4 - 6.39"- 4GB - 64GB - Purple - 1 Year Warranty</li> </ul>
Mode	men's clothing	T-shirt	<ul style="list-style-type: none"> <li>• <b>Style:</b> Product name + <b>Sex</b> + <b>Reference</b> + Colour</li> <li>• <b>Example:</b> Ralph Lauren T-Shirt Col Rond For man - A16-KT40D- gray</li> </ul>

**Source:** Personal design based on information collected at the Jumia services level.

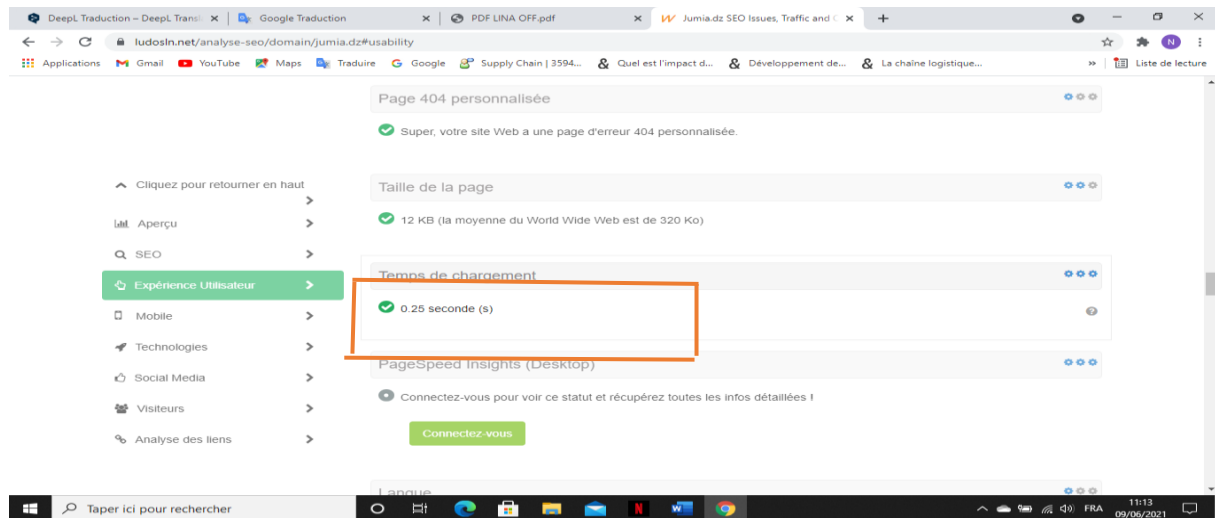
- Quality content: To obtain quality editorial content that will allow the search engines' algorithms to correctly understand the structure of the site and what it wishes to highlight, it is essential to include the right information and keywords in the URLs, which should also be short

 **Site loading speed:** A slow loading speed of a website's pages means that search engines will crawl fewer of these pages, which will negatively impact the website's SEO. Optimizing website speed is, therefore, an essential and indispensable part of an effective SEO strategy, as Google's algorithm takes this into account as a criterion. The loading time of the Jumia.DZ website is 0.25 seconds, which is favorable for SEO.

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<sup>74</sup> SEO: Search engine optimization According to« the free encyclopedia Wikipedia»,SEO is the process of improving the quality and quantity of website traffic to a website or a web page from search engines (21/05/2021 at 14:00)

**Figure 14:** Screenshot from the SEO analysis site "SLN WEB" showing the loading time of the site Jumia.DZ (Version 15 January 2021 07:14:59 PM)



**Source:** <https://www.ludosln.net/analyse-seo/domain/jumia.dz#usability> (22/05/2021 at 13:00).



**Deployment of an adapted communication on social networks:** Social networks help to develop the visibility of a site, its notoriety and to generate qualified traffic. they also increase the number of links pointing to it. Indeed, these elements have an impact on the SEO ranking by allowing the site to gain social signals. Therefore, seeking to develop its presence on social networks would be an SEO lever.

Finally, to monitor its SEO positioning and the performance of its site, Jumia Market uses analysis tools such as Google Analytics and Google Search Console.

### 3.1.7 Characteristics of online consumers of "Jumia.Dz" online consumers:

Following an interview with the managers of Jumia Market. They informed us that the platform receives more than 1,700,000 visits per month. 55% of visitors are men and 45% are women. For her part, the Algerian consumer prefers to order products related to wellness, home maintenance and clothing.

As regards the different age groups of Jumia.dz online consumers, it is the 25-34 year old who generate the most visits with 34% of the traffic. The 18-24 year old follow with 28%. The 35-44 age group represents 13% of the number of visits.

The most important factors that would encourage consumers to buy from the platform are the conditions and delivery times, with a percentage of the platform, we find the conditions and

delivery times with a percentage of 30%. In second place comes the price of the products with a percentage of 25%. The quality of the products followed by the quality of the products with a rate of 20%. In fourth place, we find the guarantee of the products with 15%. Notoriety is in the last place with 10%.

For special occasions, Algerian consumers prepare in advance. During Ramadhan, for example, there is a high demand for new decorations, crockery, small household appliances, etc... In response to this, Jumia launches promotions such as "Les journées Dire l'affaire" with a selection dedicated to this holy month and with free delivery options. Ans the customer relationship management department is in charge of this.

### **3.1.8 Pricing policy:**

For reasons of confidentiality, not enough information is available about the pricing policy of Jumia Algeria. However, the following information was provided to me by the company are as follows:

- Jumia Market, recommends that its sellers regularly offer customers discounts on products and clearance sales to prices of products as well as stock clearance to sell at low prices in order to stimulate demand and build customer loyalty.
- According to the guide presenting the general conditions of use of the Jumia.dz website:
  - ❖ The price of any product must be the one indicated in the list and the description of the product concerned
  - ❖ The price of any Product must include all taxes and comply with applicable laws in force in the territory.
  - ❖ Packaging costs, handling costs, administrative costs, insurance costs and other costs, administrative costs, insurance costs as well as other costs and incidental charges shall only be borne by the buyer only if this is expressly and clearly stated in the list and description of the products concerned.
  - ❖ In terms of margins, Jumia Algeria takes on each sale made on the Marketplace from 3 to 15% depending on the product category plus 50 Da for logistics costs.
  - ❖ For the payment of the products, the latter will have to be settled by the customers at the time of the delivery.

**3.1.9 SWOT analysis of Jumia Algeria:**

SWOT analysis is a tool that allows the company to identify all the internal and external factors that could impact its current plans. These plans can be for a new product, project, or strategy that the company is about to launch. This analysis helps the company to understand the dynamics of everything related to the situation and to be fully aware of all the factors involved in making a decision.

In this model of analysis, strengths and weaknesses are seen as internal factors, fully controllable by the organization itself. Opportunities and threats, on the other hand, are seen as external factors that may or may not be controlled by the organization.

**Table 08:** SWOT analysis of Jumia Algeria

<b>Internal diagnostic</b>	
<b>The Strengths</b>	<b>the Weaknesses</b>
<ul style="list-style-type: none"> <li>• Algerian leader in e-commerce, Jumia Algeria occupies a strong position and enjoys a successful brand image on the market.</li> <li>• Customer-oriented, Jumia caters to wide customers for their daily needs.</li> <li>• A considerable number of sellers, Due to the high Due to the high volume of traffic on the site Jumia.Dz, a large number of sellers have joined the platform to offer their products for sale. More than 600 sellers are registered on the platform in 2021.</li> <li>• logistics and distribution system efficient. Jumia uses highly efficient and distribution systems to ensure reliable, safe, and fast delivery of products to customers.</li> </ul>	<ul style="list-style-type: none"> <li>• Any disruption in the Internet connection will affect the business to a large extent. For example, periods of total Internet outages, such as the ferry season or maintenance of submarine cables with new technologies, cause the company considerable losses.</li> <li>• Lack of consumer confidence in e-commerce</li> <li>• Some products may be defective and cannot be inspected prior to shipment due to their packaging, so defects will be detected first by customers at the time of delivery who will therefore be dissatisfied.</li> </ul>

External diagnostic	
The Opportunities	The threats
<ul style="list-style-type: none"> <li>• Opportunity to expand its activities and services.</li> <li>• Taking advantage of the growing use of mobile technologies among customers.</li> <li>• The surge in online orders since the implementation of containment and distancing measures due to the Covid-19 pandemic.</li> </ul>	<ul style="list-style-type: none"> <li>• Intense competition</li> <li>• Increase in cybercrime</li> <li>• Risk of counterfeiting and sales fraud by some sales fraud by some dishonest seller</li> </ul>

Source: Personal design

## **Section 2: E-Logistics practice in Jumia Algeria**

My practical internship was also carried out at Jumia Services (logistics department), so a presentation and description of the company are necessary

### **3.2.1 Presentation and organization of the "Logistics " department :**

Jumia Services is part of Jumia Group, which is composed of logistics and payment services.

The Jumia services team works in an open space, which is a collective workspace that is not partitioned, allowing free communication and facilitating reactivity between employees, which clearly reinforces the efficiency of work.

#### **Refer to Appendix N°2 For Jumia services is organigram**

Jumia services is headed by Mr. Nouredine Ouafi, General Manager, divided into two parts in term of selling, the seller is free to choose between drop shipping or Jumia express and its structured in eight services:

**3.2.1.1 Jumia Express:** Mr. Salim Nazim Benchenane is the Head of Jumia express, this service is where items are stored at Jumia Express Warehouse, then picked, packed, and shipped each order directly to the customer.

Figure 15: Introduction to Jumia express services



Source: <https://vendorhub.jumia.dz/jumia-express-3/> (26/05/2021 at 20:00)

- **Inbound service:** Mr. **Amine Lahraki** is the head of the Inbound service at Jumia services. Inbound refers to receiving stocks from sellers to store them in the warehouse as part of Jumia Express (The activity of inbound of items into OMS<sup>75</sup> is divided into two stages, i) Receiving and ii) Inbounding)
  - ♣ The seller raises a Purchase Order (PO)<sup>76</sup> of items that they would like to store in the warehouse. Upon PO approval by the commercial team, the seller books a slot for warehouse inbound using the scheduling tool.
  - ♣ Upon vendor arrival, the stock is offloaded and the vendor sorts them based on SKU<sup>77</sup> for ease of identification for the inbound manager. The inbound manager does a full count of items received (Only the quantity of items within the PO should be received No item should be received without PO) and does a smart QC<sup>78</sup> (sample quantity for each SKU) of the item description, image, condition, etc. at SKU level, for all SKUs in the PO<sup>79</sup> i.e. 100% count for quantity and Smart QC<sup>80</sup> for Quality – This is done in order to reduce vendor waiting times. Countries can align on a smart QC sample % based on item category, value, the physical condition of the shipment, vendor history, etc. A complete QC is done for the selected sample as per the rules. Upon completion of smart QC, the inbound finance agent

<sup>75</sup> OMS: Order management system.

<sup>76</sup> PO: Purchase order.

<sup>77</sup> SKU : Stock Keeping Unit

<sup>78</sup> QC : Quality control

<sup>79</sup> PO : Purchase order

<sup>80</sup> Smart Qc: is for the quality of items and not item quantity. i.e. quantity is thoroughly checked against PO.

signs the vendor delivery receipt, and Jumia PO validating the quantity received. The signed Goods Received Note (GRN) is uploaded onto a g-drive<sup>81</sup>.

- ♣ Once a shipment is received (vendor is free to leave the premises), the inbound team proceeds with inbounding the items while performing a complete QC of all the items received (100% QC).
- ♣ If QC Fail Items are identified at the Receiving stage, items are to be given directly back to the Vendor. Must be:
  - ❖ Ensure removed quantities are noted on the vendor delivery note and vendor-signed PO
  - ❖ In the event where Vendor Delivery Agent cannot receive RTV<sup>82</sup> (i.e. in case of 3rd-Party Logistics Provider)
  - ❖ Items are inbounded and marked as defective and an RS<sup>83</sup> is created for the items
  - ❖ Items sent to RTV Hub following QC Fail (Reception)
  - ❖ Vendor notified of Items to RTV, via inbound summary email (VSC<sup>84</sup> Team) at the end of the day and automatically when the RS package hits the RTV hub
  - ❖ Items in packages are sent to RTV Hub (in WH - Space is Created needs location definition)
  - ❖ Packages remain in RTV Hub for 7 days + 60 days before Forfeit.
- **Inventory management service:** Mr. **Kriati Tarek** is the head of the inventory management department at Jumia services, the inventory team is responsible for put away, storage, and management of all packages in the hub. Below are tasks for the inventory team:
  - ♣ **Put-away:**

To ensure all packages received at the hub are moved into appropriate inventory locations on the same day with 100% accuracy. All packages in pending status have to be in inventory locations. They have to investigate/escalate any package in pending status that was not received by hub staff.

**Refer to Appendix N°03 for Jumia express storage fees**

<sup>81</sup> G-drive : Google drive , according to “ the free encyclopedia Wikipedia “, Google drive is a file storage and synchronization service developed by Google. It allows users to store files in the cloud (on Google's servers), synchronize files across devices, and [share files](#).

<sup>82</sup> RTV : Return to vendor

<sup>83</sup> RS : return supplier

<sup>84</sup> VSC : Virtualized Service Controller

♣ **Cycle Count:**

- ❖ **Daily cycle count:** This is done with the aim of counting every package in inventory within a specific time frame depending on your inventory size (3 - 7 days recommended). This is to ensure a high level of inventory accuracy is maintained.

Strategic cycle count: This is done in areas prone to OOS<sup>85</sup> or loss. Such areas are identified from daily OOS and loss reports. This ensures any errors in those areas are corrected and properly managed

- ❖ **Mid-year & End of year cycle count:** These are done in the middle of the year (June/July) and end of year (January) as part of our company process.

- ❖ **Location Management:** The Hub has to keep the packages for 7 business days and make 3 attempts to vendor to deliver. upon receiving the packages, they should be sorted based on vendor name so that when the vendor arrives all the packages are in one place and easy to locate as well. It is essential to ensure the packages are in the right locations so that packages can be found easily/faster when the vendor arrives to pick. In case of a missing package, where the system shows vendor has 9 packages at an RTO<sup>86</sup> hub to collect however, only 8 or fewer packages were identified physically and handed over. To avoid this, the hub manager should have "Missed packages" reported on a daily basis after comparing the cycle count data and HMT<sup>87</sup> report to assist in tracking the inventory/losses.

- ♣ **Outbound service (express checkout):** Mr. **Sofiane Youtichene** is outbound manager. The activity of Outbound service is divided into two stages, i) *Picking and Consolidation* and ii) *Packing and Shipping*.

- ❖ **Picking & Consolidation:**

Warehouse picking can be divided into two types of picking:

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<sup>85</sup> OOS : Out Of Stock

<sup>86</sup> RTO : Return to origin

<sup>87</sup> HMT : Hub Management Tools

**Order Based Picking:**

- In this scenario, the items are picked based on one order at a time i.e. items are consolidated during the picking
- Picking queue settings are done for the whole warehouse along with "sort in trolley" enabled for multiple item queues
- Used for warehouses which handle low volume (2,500 item throughput per day)

**Item Based Picking:**

- In this scenario, the items are picked and then later consolidated per order
- Picking queue settings are done based on warehouse zones
- Used for warehouses which handle high volumes

For any type of picking, picking rules can be configured on OMS<sup>88</sup> to enable better productivity for pickers. These rules can be based on region/city, payment methods, WH zones. Always use the "order creation date" as a sorting rule. There are also two different picking methods:

**1. Continuous Picking:**

- A. To treat the picklists falling into the queue are treated as a unique batch composed of all orders pending to be picked
- B. With "order creation date" as the sorting rule, all pending orders are picked based on order FIFO<sup>89</sup> basis regardless of their locations
- C. Picker should choose "cart is full" option to stop picking from that queue when they reach the packing station

**2. Batch Picking:**

- A. To limit the number of picklists that can get assigned for the picker when (s)he chooses the queue to pick. The limit can be
- B. With "order creation date" as the sorting rule, the batch of picklists is made based on the order FIFO and within the batch, the items are sorted based on location >> Recommended Default Queue Configuration
- C. Recommended batch size is 40-50 items

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<sup>88</sup> OMS: Order Management System

<sup>89</sup> FIFO : First In First Out

Picking agents have to use mobile picking devices to access the queues. As per the set rules, the orders placed by customers are divided into picklists and when a picker chooses a queue, those picklists get assigned. Hence, pickers always have to choose a queue, scan their mobile picking bin, go to the location as directed by the system (on the device) and scan the UID<sup>90</sup> to pick them. The detailed process document for picking queue settings and picking process is here.

**Note:** In terms of allocation of picklists to picking queues, the picklists with status "in progress" are prioritized over "open" status picklists

Once the items are picked, they are consolidated into racks as per the order. This is to ensure the customer receives all possible items of order in one package instead of multiple packages. This step also helps us in processing more efficiently down the stream in logistics. The agent scans a picked item and assigns a location, later the system will suggest the same location when the item of the same order is scanned. The Consolidation Dashboard will have a view to look at i) items that are pending to be picked, ii) items that are picked but are pending to be consolidated, iii) all the items are consolidated (or packing pending).

#### ❖ **Packing and Shipping:**

Shipper does a QC as per the guidelines, ships the item on system and handover the items to packer with Jumia Invoice and shipping label.

Packers take them and pack them physically as per the guidelines to reduce the chances of damage in transit/logistics. Packers place the invoice inside the package and shipping label outside the package along with display labels of Fragile, Heavy, etc.

To ensure good customer experience, Jumia place Quality Assurance Agents in the warehouse to QC the shipped items as per the quality and packaging standards. The agents QC the items after inbound or after the item is shipped for an order.

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<sup>90</sup> UID: Unique Identifier

**Figure 16:** Presentation of Jumia express services

**Source:** Jumia express services.

### 3.2.1.2 Jumia No express:

➤ **Drop shipping service: Mr. Anis Oulmas is the responsible of Drop shipping service.**

In Jumia, we have 4 sub-models within dropship but first we have to highlight the concept of service level agreement.

♣ **Fulfillment SLA<sup>91</sup>**

When a local marketplace dropship order is placed, the Seller has 48 hours to bring the items as a package at a drop off hub for fulfillment. Within the 48 hours, the vendor is expected to set the order as "ready to ship" on Seller Center, print all necessary documents (shipping label, sales invoice, and carrier manifest), bring the appropriate packaging material while arriving at the VDO<sup>92</sup> to ship the packages. If the order is not successfully shipped within 48 hours, the order will be auto-canceled by VIBES<sup>93</sup> and the vendor will be charged a penalty. Extensions are given for weekends, public holidays, and other circumstances approved by the business.

In the situation where VIBES misses cancellation of packages, all orders that have exceeded the 48-hour order created to shipped SLA will be manually canceled by a designated person in Seller Operations at 2 PM daily.

<sup>91</sup> SLA: Service level agreement


<sup>92</sup> VDO: Vendor Drop Off

<sup>93</sup> VIBES: is a system used by jumia to check and verify all the orders of consumers.

♣ **Service type: drop shipping**

we have 4 sub-models within dropship:

1. **Vendor Pick-ups (VPU):** Once an order is placed, the seller will be notified to keep the items/packages ready to be shipped. A Jumia agent will go to the seller's location to collect them at a pre-agreed time and take them to the hub and ship them. This service on HMT is referred to as "Forward Collection Pick-Up" (FCP). In case of any failed delivery of the packages, they are brought back to the same (sellers') location to handover to the seller under the "Reverse Delivery Door" (RDD) service code. The VPU is an expensive model to implement
2. **Vendor Drop-off (VDO):** Once an order is placed, the seller has to bring the items/packages to Jumia hub for shipping and delivery to the customer. Once the packages are brought to the hub, they will pass through the QC process as listed on Vendor Drop-off (VDO). This service on HMT is referred to as "Forward Collection Dropoff" (FCD). In case of any failed delivery of the packages, they will be made available for the seller to collect from RTV hub under the "Reverse Delivery Pick-up" (RDP) service code.
3. **Self Drop-off (SDO):** The self-drop-off feature is a premium service offered to sellers where eligible vendors are able to visit the VDO hub and ship their packages directly into the network. To be eligible for this service, the vendor must have had a Quality Score of 100% in the previous month.
4. **Full Dropship (FDS):** In this feature, the seller will take up the full ownership of the delivery of ordered items to the customer. The seller will be registered as a vendor and as a 3PL to be able to deliver the items. The seller products must always be on "PrePaid<sup>94</sup>" for proper management or to avoid the issues related to reconciliation.

 **QC Agent:** The QC agent is responsible for collecting packages from vendors and handling these packages.

 **Quality Control (QC):**

- a) **SMART Sampling:** As part of Quality Control, to ensure products with good quality standards are shipped to customers, Jumia does a QC for items received from sellers.

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<sup>94</sup> Prepaid refers to services paid for in advance.

In an effort to improve productivity, we can set rules on which type of products to conduct the quality checks before dispatching to customers. This process is called Smart Sampling - the system flags which packages have to be checked by the QC agent based on certain criteria (e.g. new customer order, products with higher Quality Return Rate, new product/vendor, Specific product categories, etc). Once any of the set criteria is matched, the system flags the order for quality check and the QC agent is mandated to check and confirm that the physical item brought by the seller matches exactly what the customer ordered. QC agent does the necessary checks.

b) **QC Pass:** The packages that meet the set quality standards are called as QC Pass packages. The QC agent is expected to ship only the QC pass packages. QC agent can QC pass a package, based on following checks:

- Package level: Position of the shipping label, seller invoice/receipt, usage of appropriate packaging materials to avoid damages in transit
- Item Characteristics - Color, Brand, Specification, Size, Weight, etc
- Item Quality - Defect Status/Condition, Unit Count, Seal and Genuity of the item,ect

**Note:** If QC passed, and package accepted, then shipping the package (It will be sent to all network service).

c) **QC Fail:** During the QC, if there is any difference between what the customer ordered and what the vendor is about to fulfill, the QC agent is required to QC fail the package and capture an attempt on the system stating the reason for package QC fail and also capturing the image of the failure reason. The package/item should be rescheduled if the vendor confirms that (s)he is able to bring the correct item. If the vendor does not fulfill the package/item within the stipulated SLA, the order will be canceled. If the vendor says they do not have the correct item to fulfill the order then the agent should fail the package and not reschedule it.

➤ **Packaging Material Guidelines:** To ensure that we reduce the chances of damage to packages due to handling or in transit, Jumia Services has come up with recommended packaging guidelines for all categories of items. QC agents are to ensure that all packages are being shipped are packed as per the recommended packaging guidelines here to reduce the chances of damage in transit/logistics.

Figure 17: Jumia packaging rules



Source: Jumia services.

- **All Network department:** Ms. Tinhinane Demri is the responsible of all network department. The activity of All network is divided into three stages, i) *Receiving the packages* and ii) *Sorting the packages* iii) *Dispatching the packages*.
- ♣ **Receiving the packages:** A package will enter logistics when its status is changed to shipped at the first mile (Warehouse - Jumia Express Consignment or VDO).
- ♣ **Sorting the packages:** The package is then moved to a sorting center to be redirected to the respective last mile hub (pick station or fleet hub) as per the customer city and mode of delivery choice. Network moves with 3PL<sup>95</sup>/controlled hubs happen at pre-aligned times

<sup>95</sup> 3PL: **Third-party logistics** according to “shipbob” website, 3PL refers to the outsourcing of ecommerce logistics processes to a third party business, including inventory management, warehousing, and fulfillment. 3PL providers allow ecommerce merchants to accomplish more, with the tools and infrastructure to automate retail order fulfillment.

during the day/night and SC<sup>96</sup> manager should ensure all the packages are ready for dispatch by that time. Performance to be monitored based on the accuracy of the sorting, ability to finish within the limited time, and coordination to ensure moves happen as per schedule.

- ♣ **Dispatching the packages:** is the physical distribution of sorted and master-bagged packages to the final delivery hubs locations via a network move.

Jumia should not keep packages pending to be dispatch (The dispatch associate details.i.e. Name and mobile number) for a longer duration at the sorting centers. If packages are dispatched to the wrong hubs, they will come back again to the hub and can increase the workload too.

To move multiple packages from one hub to another, instead of tracking each package individually, they combine multiple packages in one master bag as a moveable unit (MU). Agents will have to make one MU<sup>97</sup> for each master bag and should ensure the packages are placed properly that they won't be damaged inside the master bag. Each large item (e.g. TV<sup>98</sup>, fridge, etc.) is one MU. The packages will be placed in a specified location/area and once the network truck arrives, the agent will make the Moveable Unit (MU) in the presence of security, driver, and CCTV<sup>99</sup>. Once the MU is locked on the system and physically, the sorting center will print the handover document and take signature from security and driver.

- **Last Mile hub (fleet hub) service:** The nearest hub which delivers the packages to the customer is called Last Mile Hub. They can be of two types, (1) we go to the customer address or (2) the customer comes to us to pick-up. Each of the last mile hubs will have to ensure compliance based on the following checklist. The Last mile hubs can be managed by Jumia internal staff (referred as controlled hubs) or 3rd party companies (3PL hubs).

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<sup>96</sup> SC : Seller center is the interface that is used by merchants to market and sell their products directly to customers , they can handle all of the tasks of shipping, customer service, and returns for the orders yourself or through a third-party logistics provider (3PL) they choose

<sup>97</sup> MU : moveable unit, Dynamic locations and identifiers, MUs are assigned to inventories at any stage of processing (receiving, storage, picking, and shipping). This helps track products in temporary and storage locations; and monitor product movements within receiving lanes, temporary positions, picking containers and on equipment.

<sup>98</sup> TV : Television

<sup>99</sup> CCTV : Closed-circuit television according to “ the free encyclopedia Wikipedia” , CCTV is also known as video surveillance, is the use of [video cameras](#) to transmit a signal to a specific place, on a limited set of monitors

- ♣ Fleet Hub: If the customer chooses the mode of delivery as door delivery, the package will have a service code as "Forward Delivery Door (FDD)" and will be directed to the respective fleet hub in that region.
- ♣ Pick Up Stations: If the customer chooses the mode of delivery as pick up, the package will have service code as "Forward Delivery Pick Up (FDP)" and will be directed to the respective pickup station in that region.

**Note:** Concerning the deliverymen, in the Wilaya of Algiers, Jumia deliverymen are recruited by the company, while for the other Wilayas, Jumia Algeria collaborates with delivery companies whose names were not communicated to me for reasons of confidentiality.

**Refer to Appendix N°4 for delivery times and costs of products on the Jumia.dz website**

- **Return to vendor (RTV) service:** The items that are supposed to be sent back to the sellers are stored in an RTV hub for vendor collection. Each drop-off point will have an RTV hub to facilitate the pickup of returned packages for the seller.

In response to an RTV, which may result in an exchange, refund or replacement, the retailer or vendor will usually inquire why the user is returning a product. A few of the most frequent reasons include product defects or errors and delayed shipments.

#### ♣ The process of RTV:

RTV hubs have multiple stations to assist sellers with their packages to collect.

- ❖ Each station is equipped with a laptop/tablet for the seller to access.
- ❖ Upon arrival at RTV station, the seller has to log into the RTV Handover Module.
- ❖ RTV agent will pick the seller packages pending to be collected.
- ❖ The seller should click on the refresh icon and all packages being delivered will show up.
- ❖ The seller has to confirm the successful collection of the packages collected from the hub and logout.
- Vendors are not allowed to reject returned packages at the RTV hub. If a vendor has a complaint about packages being returned to them, the package is to be marked as delivered on HMT by the RTV agent, the vendor is expected to leave with the package and raise a claim on Seller Center. Based on the seller claims process, if there is an issue with the

package, the vendor will be settled with compensation. In a situation whereby the vendor decided not to go with the physical package, a notification mail should be sent to the Vendor Support team to inform the vendor of the 100% pick up process and if the package is not picked within 5 working days, the package will be forfeited.

➤ **Aftersales service:** Mr. **Salah Eddine Adib** is the manager of Aftesales service at Jumia services. The aftersales team conducts a basic QC, validate customer claims for the warehouse fail deliveries and customer returns. Upon processing, the next steps for the package are identified based on the liability part. Dropship cancelations (direct RTV/closed packages) should not come to aftersales.

AS<sup>100</sup> locations have to be created as per the WH<sup>101</sup> Inventory on the OMS<sup>102</sup>. Once they are created on OMS, the local IT rep to raise a help center ticket to ECS team to create the same on WMT.

#### ♣ **Receiving process**

When Sorting Center sends the MU, the Aftersales team receives them on WMT<sup>103</sup>. When the network move arrives, hub manager in presence of security validates against the MUs that are sent to the hub (via HMT and also via driver handover document copy from the previous hub) and if there is any tampering on the MU seal. In case of any issue, a flag is raised immediately to the QMT losses team for investigations as per Lost Management routines. If everything is normal, the hub manager will proceed to receive the packages.

The packages are only received but not opened at this step. All the received packages are sorted based on the type of items and source for faster processing in the next steps.

- ❖ Customer Returns;
- ❖ Delivery failed packages shipped from Warehouse;
- ❖ Items to Forfeiture from CRTV<sup>104</sup>;
- ❖ RTC fail deliveries ;

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<sup>100</sup> AS : After Sales

<sup>101</sup> WH : warehouse

<sup>102</sup> OMS: Order Management System

<sup>103</sup> WMT : Warehouse Management Tools

<sup>104</sup> CRTV : Customer Return To Vendor

♣ **Reverse QC**

All the packages that are received will go through a QC process done by agents in WMT. There should be multiple processing stations, one for each agent. each station should have 6 locations.

Agent productivity can be improved if we broadly divide the stations:

- ❖ To process the customer returns.
- ❖ To process the WH failed deliveries.
- ❖ To process the forfeitures and RTC failed deliveries.

Once the package is open, the QC agent has to select the package that(s) he will be processing and answer the questions listed based on the physical item with the agent. If there is any missing item in the package, the corresponding UID will be marked as "lost-aftersales" and has to be investigated as part of Lost Management.

**Table 09:** The WMT QC decision tree checks the following:

	Check	Description
1	Issue verification	QC agent to notify if the issue reported by the customer exists. The agent will be shown the item description and customer return reason, and options to notify if they agree or disagree with the customer reported issue.
2	Issue liability evaluation	Based on the type of issue, the issue verification output and the return reason assigned in aftersales, as well as the issues' history of all the parties involved, a suitable party responsible for the issue reported is identified
3	Item Saleability	QC agent has to choose the item condition (AS Reason) based on the physical item that is being processed
4	Item damage level	If Item Saleability is non-sellable, the agent will be redirected to choose a defective reason which assigns a damage level to be used for offline sales, in future
5	AS Decision	Based on various factors (e.g. the previous checks, shipping type, RMA cases, Smart QC, contract type, PO type, etc), the final decision for the item is given

**Source:** Jumia’s aftersales service.

**Table 10 : Aftersales Decisions Mapping :**

AS Decision			Meaning
1st Part	2nd Part	3rd Part (Damage Level)	
RTV			Return to Vendor - To pack the item to be sent to the vendor
RTI			Return to Inventory - To Putaway the items in good condition
RTG			Return to Global - To request a decision from the JG vendor between RTV and Forfeiture. While the item is standing by waiting for the vendor's feedback the items will be placed in JG locations in inventory
RTE			Return to Express - To change the shipping model of a marketplace item to JExpress and then inbound it
RTD			Return to Defective - To Putaway the defective items already owned by Jumia or owned by the vendor (to be written-off)
RTF			Return to Forfeiture - To forfeit items coming from failed RTV.
RTC			Return to Customer - To send to the customer.
RTP			Return to Pending - To Putaway the items coming from failed RTC
21D			The system suggestion will be RTW and have to be placed in the DFT-21D location. To move the item to "Return-Delayed" status (to be written-off)
	GC		Item in good conditions
	BC		Item in bad conditions
		A	Packaging damaged (non branding) => Can be sold online again (90% of the original value)
		B	Item not damaged / Content mismatch
		C	Item slightly damaged => Cannot be sold online (70% of the original value)
		D	Item damaged but can be repaired => Cannot be sold online (30-40% of the original value)
		E	Item heavily damaged (cannot be repaired) => Cannot be sold online (10% of the original value)

		F	Item completely destroyed => Cannot be sold online or offline (0%)
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Source: Jumia's aftersales service.

### **Section 3: the impact of e-logistics on customer satisfaction**

#### **Introduction:**

In the economic sector, the Internet has become a major sales vector that allows access to a global market of direct buyers in a few clicks. In Algeria, this practice is little used because of a set of brakes that prevent its development. The interest is carried on today on the performance of the e-logistics and the satisfaction. Our objective was to check the interest of these two (2) variables and test the influence that could have on the performance of the e-logistics compared to the satisfaction on the cognitive emotional and behavioral answers of the customers of the Jumia. The question which is posed would be to know:

#### **“ What is the impact of E-logistics performance on customer satisfaction?”**

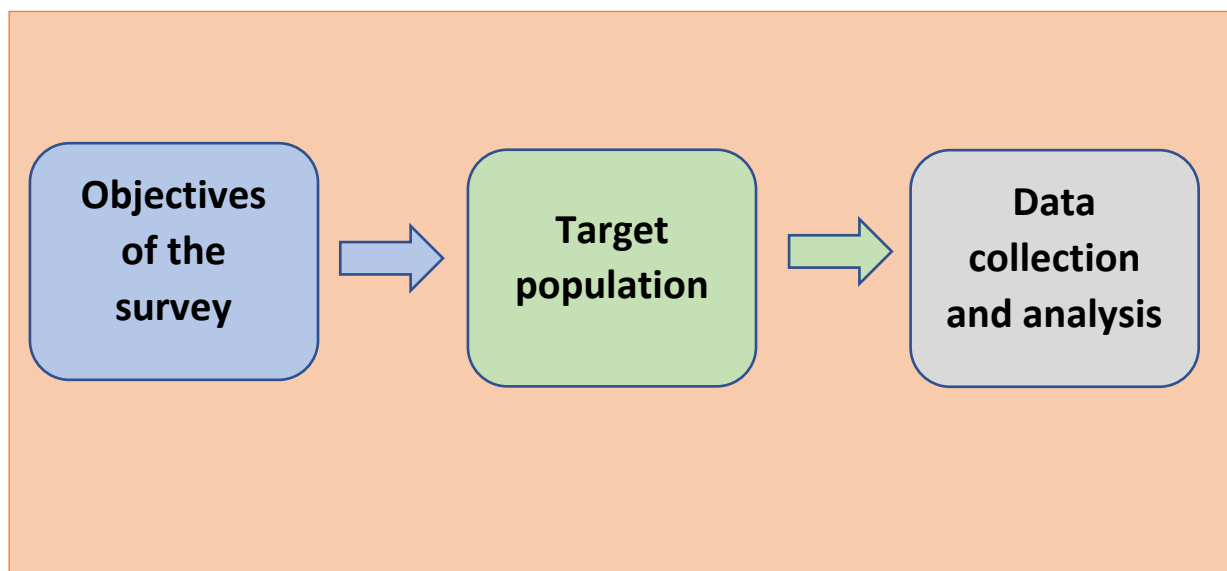
To answer our question concerning the impact of e-logistics on customer satisfaction, we conducted a study with several consumers.

#### **3.3.1. Presentation of the survey:**

This section will present the empirical study, where we will outline our research methodology and finally discuss the results of the study and their analysis.

We can summarize the approach of our study in three main steps shown in the following figure:

**Figure 18:** The three stages of the study



Source: Personal design

### 3.3.1.1 Objectives of the survey:

Our survey is part of an exploratory research whose aims are:

- ♣ Use of e-commerce sites.
- ♣ The respondent's experiences with the Jumia site.
- ♣ Consumer attitudes towards this type of internet commerce.
- ♣ Consumer attitude towards the type of delivery offered by Jumia.
- ♣ Consumer attitude towards the type of payment (on delivery).
- ♣ Consumer attitude towards the delivery time.
- ♣ Consumer attitude towards the quality of the products.
- ♣ the development obstacles of Jumia services.

### 3.3.1.2 Sample:

The target population for this survey is individuals of all ages. In an urban and rural setting. The sample size was 100. Respondents were subject to one specific condition (people who have used the Jumia site before). They were selected in a random way, of which 60% of the sample represents men and 40% are women with different socio-professional categories, and different cities.

### 3.3.1.3 Data collection and analysis:

#### ❖ Methodological approach:

The methodology adopted in our survey is based on a sampling technique as a data collection process, using a questionnaire administered online.

#### ❖ General terms of the survey:

- Questionnaire development: Our questionnaire consists of 24 questions, including multiple-choice, closed-ended questions, and linear scale questions.

A test was carried out on 4 clients beforehand in order to check whether the questions were well understood and the terms used were assimilable. Indeed, a carefully constructed questionnaire makes it possible to arrive at relevant results that can give us a description that is closer to reality. Similarly, the online survey was conducted over a period of one month.

- Data analysis:

After collecting the questionnaires, the collected data are analysed using the Excel spreadsheet, which allows us to present the results in the form of graphs in order to carry out our analysis and give more precise interpretations.

### 3.3.2 Presentation of the survey results:

In this part, we will present and discuss the results of our survey. But before we begin this presentation and analysis, we think it is useful to first review our working hypotheses.

**Hypothesis N°1:** Customer satisfaction is positively and significantly related to E-logistics performance which improves customer service and increases the average of Jumia's sales.

**Hypothesis N°2:** We believe that Jumia has basic service quality to ensure customer satisfaction, which leads to increase its profitability in the short, medium and long term.

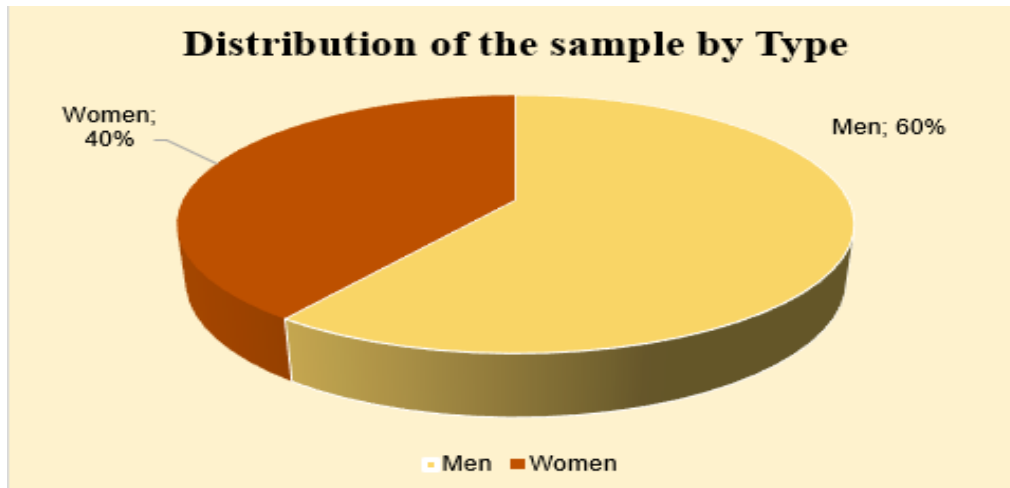
**Hypothesis N°3:** we assume that the increase in satisfaction will enable customers to use the Jumia's products time and time again, which will increase Jumia's sales level, leading to an increase in organizational profits.

#### 3.3.2.1 Presenting the results of the survey:

**Question 01:** You are?

**Answer 01:** The results are as follows:

Gender type	Number	%
Men	60	60%
Women	40	40%
Total	100	100



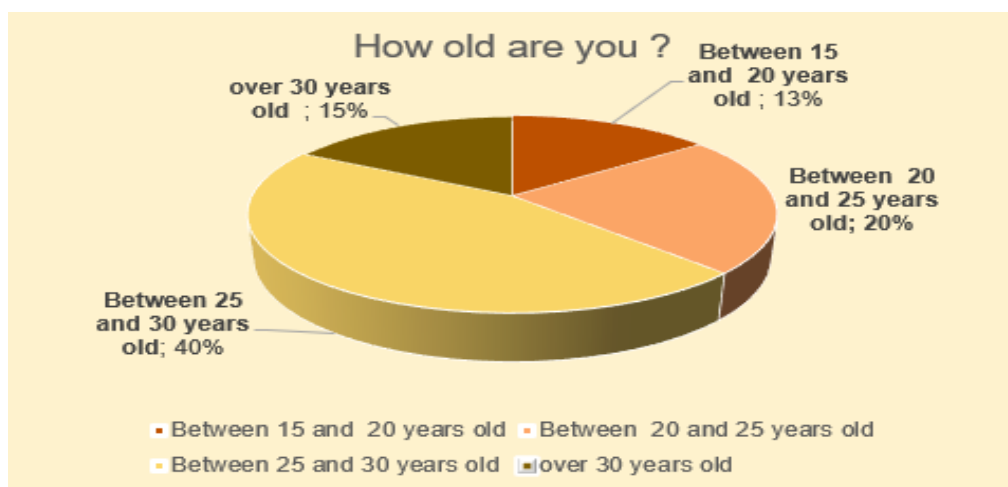
**Figure 19:** 3D pie chart showing the distribution of the sample by gender.

**Comment 01:** We note that, out of a sample of 100 respondents, the proportion of men (60%) is higher than that of women (40%).

**Question 02:** How old are you?

**Answer 02:** The results are as follows:

<i>Age</i>	<i>Number</i>	<i>%</i>
<i>Between 15-20 years old</i>	<i>13</i>	<i>13</i>
<i>Between 20-25 years old</i>	<i>32</i>	<i>32</i>
<i>Between 25-30 years old</i>	<i>40</i>	<i>40</i>
<i>Over than 30 years old</i>	<i>15</i>	<i>15</i>
<i>Total</i>	<i>100</i>	<i>100</i>



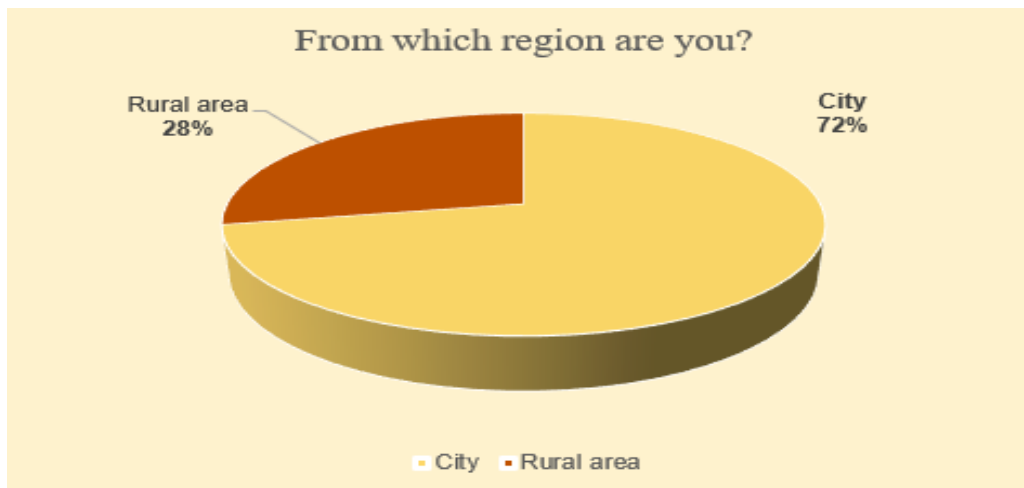
**Figure 20:** Typical 3-D pie chart representing the repair of the sample by age

**Comment 02:** The graph clearly shows that the sample under study is composed mainly of a young population ( $60\% \leq 30$  years old. The (over 30 years old years) represent 15% of the sample and the ( 15-20 years old) only 13%.

**Question 03:** From which region are you?

**Result 03:** The results are as follows:

Region	Number	%
City	72	72
Rural area	28	28
<b>Total</b>	<b>100</b>	<b>100</b>



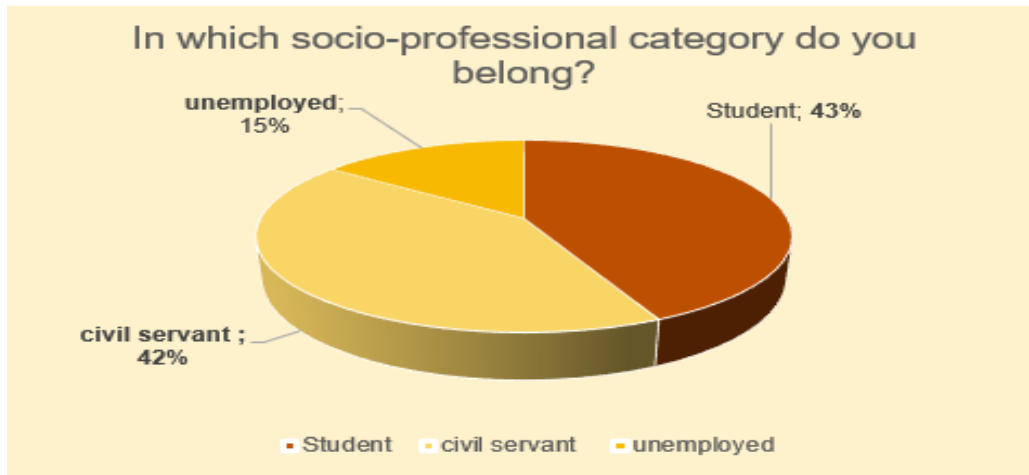
**Figure 21:** Typical 3-D pie chart representing the category of the region type in the sample

**Comment 03:** we notice that, 57 Respondents from cities which represent (57%) from the total and 43 of them are from rural areas or (43%).

**Question 04:** In which socio-professional category do you belong?

**Result 04:** The results are as follows:

Category	Number	%
Student	43	43
Civil servant	42	42
Unemployed	15	15
<b>Total</b>	<b>100</b>	<b>100</b>



**Figure 22:** Typical 3-D pie chart representing the socio-professional category of the sample

**Comment 4:** we see that, 70% of our sample were students, making a total of 70 people, 20% represented civil servants, and the lowest proportion was the unemployed with a total of 10 people (10%).

**Question 05:** Have you ever bought online?

**Result 05:** The results are as follows:

	Number	%
Yes	100	100
No	0	0
<b>Total</b>	100	100



**Figure 23:** Typical 3-D pie chart representing the sample's use of the Internet

**Comment 5:** we note that, all respondents are Internet users. That is 100% of the sample proportion. At the same time who does not use the internet nowadays.

**Question 06:** Have you ever tried e-commerce sites in Algeria?

**Result 06:** The results are as follows:

	Number	%
Yes	100	100
No	0	0
Total	100	100



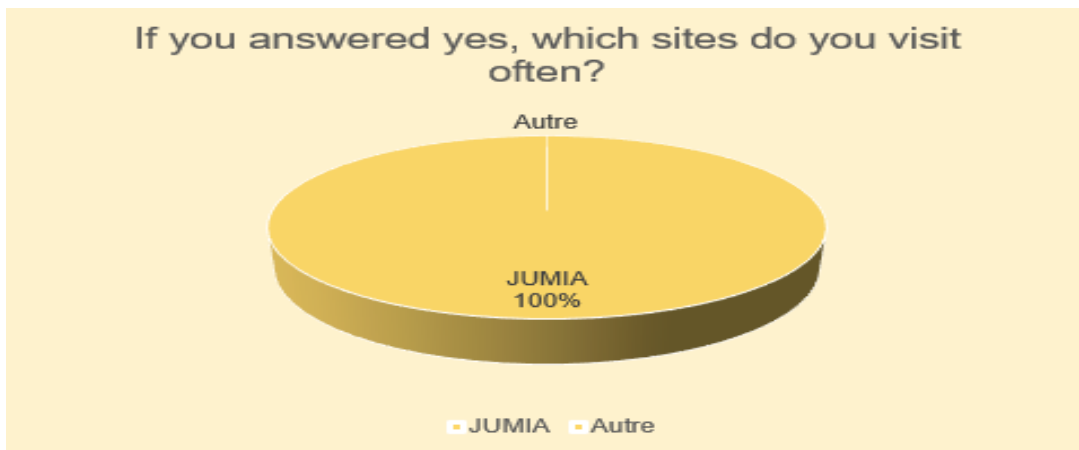
**Figure 24:** Typical 3-D pie chart representing the use of Algerian merchant sites.

**Comment 6:** 100% of respondents know and use merchant sites in Algeria.

**Question 07:** Which sites do you visit often?

**Result 07:** The results are as follows:

	Number	%
Yes	100	100
No	0	0
Total	100	100



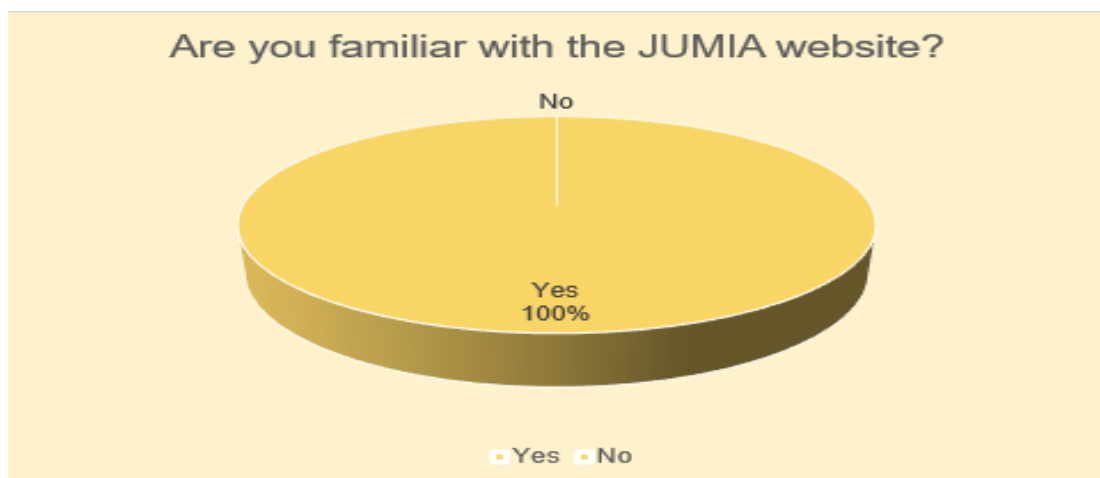
**Figure 25:** Typical 3-D pie chart representing the knowledge category of the Jumia website

**Comment 7:** we find that, all respondents know the Jumia site. That is, 100% of the sample proportion.

**Question 08:** Are you familiar with the Jumia website?

**Result 08:** The results are as follows:

	Number	%
Yes	100	100
No	0	0
Total	100	100

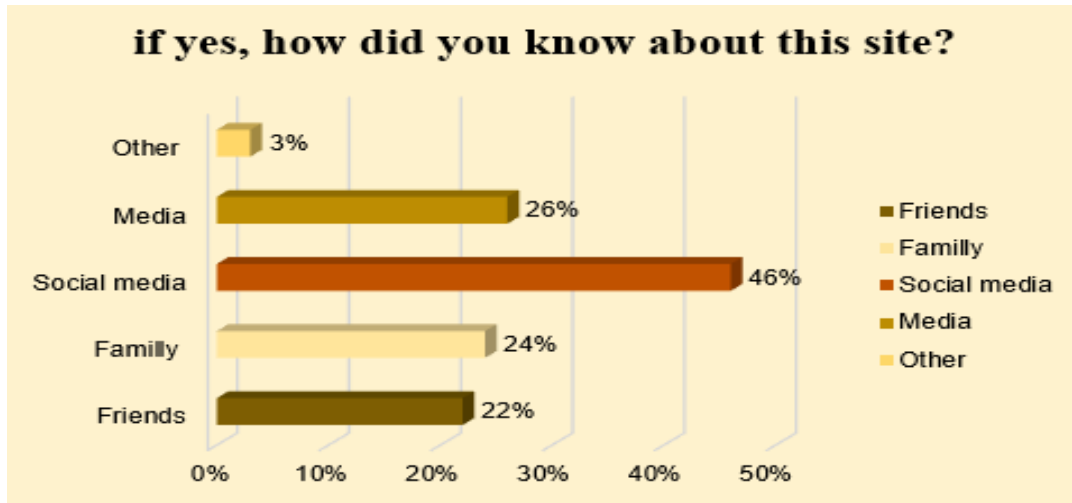


**Figure 26:** Typical 3-D pie chart representing the knowledge category of the Jumia site.

**Comment 8:** we note that, All respondents are users of Jumia site, they are accustomed to shopping on the Jumia site. That is, 100% of the sample proportion.

**Question 09:** How did you know Jumia?

**Result 09:** The results are as follows:



**Figure 27:** Bar chart representing the way customers became aware of Jumia.

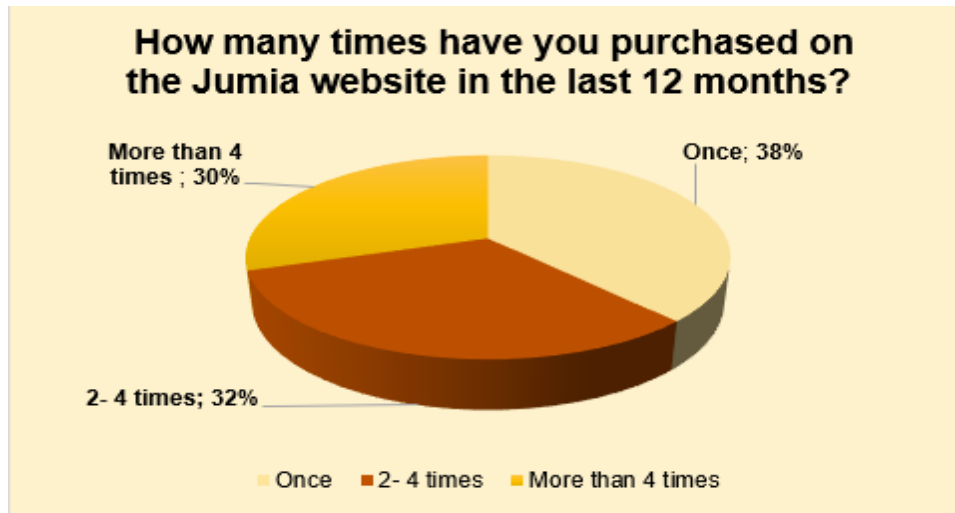
**Comment 09:** This study showed that 46% of respondents know Jumia from social networks, we can say that Jumia is very active on it, 26% know Jumia from media, family and friends with respectively 26%,24%and 22%.

To note that 3% of respondents know Jumia from other ways.

**Question 10:** How many times have you purchased on Jumia website in the last 12 months?

**Result 10:** The results are as follows:

	Number	%
Only Once	38	38
2-4 Times	32	32
More than 4 times	30	30
Total	100	100



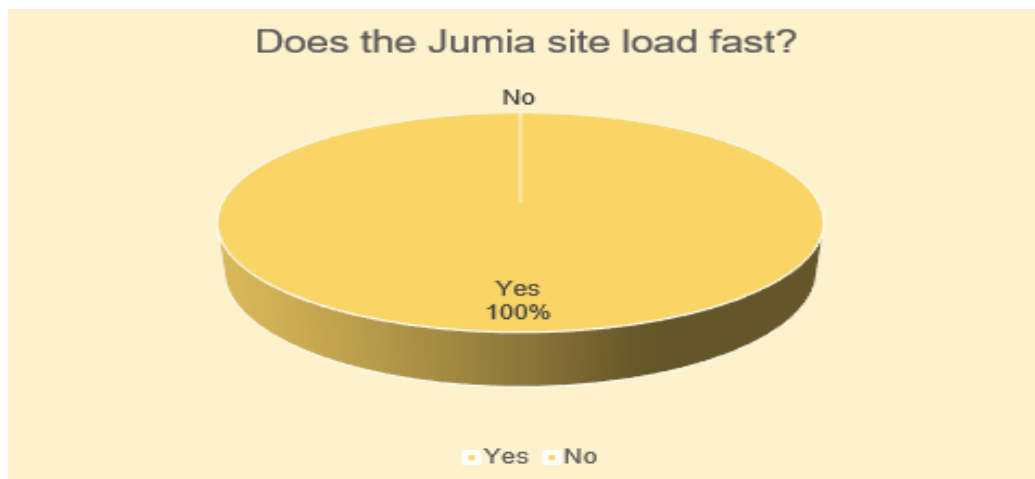
**Figure 28:** Typical 3-D pie chart representing the number of times a customer has purchased from Jumia in the last 12 months.

**Comment 10:** 38% of respondents say they have only purchased once from the Jumia site in the last 12 months compared to 32% and 30% with respectively who have purchased (2-4 times) and (more than 4 times).

**Question 11:** Does the Jumia site load fast?

**Result 11:** The results are as follows:

	Number	%
<b>Yes</b>	100	100
<b>No</b>	0	0
<b>Total</b>	100	100



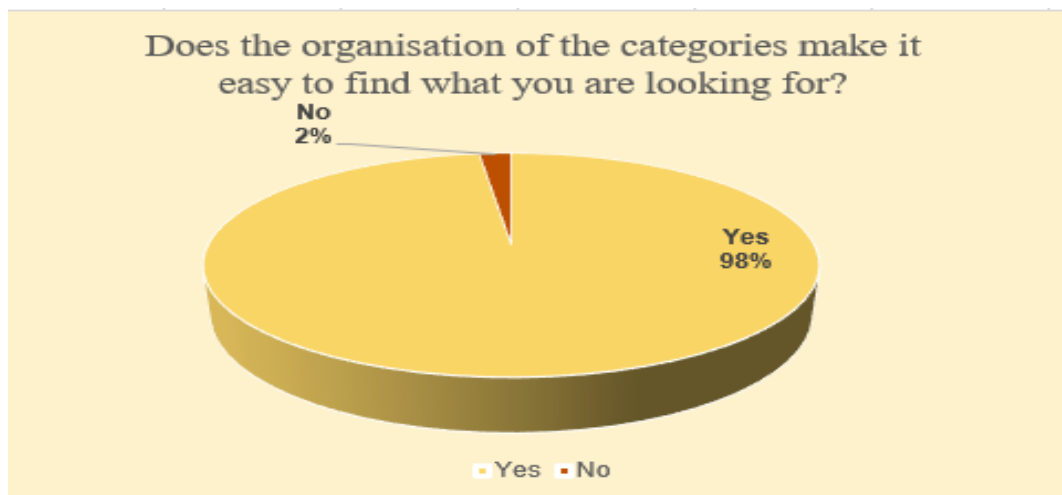
**Figure 29:** Typical 3-D pie chart representing the number of customers who voted that the Jumia site loads quickly.

**Comment 11:** All respondents agreed that Jumia site loads quickly. which means 100% of the sample proportion.

**Question 12:** Does the organization of categories make it easy to find what you are looking for?

**Result 12:** The results are as follows:

	Number	%
Yes	98	98
No	2	2
Total	100	100

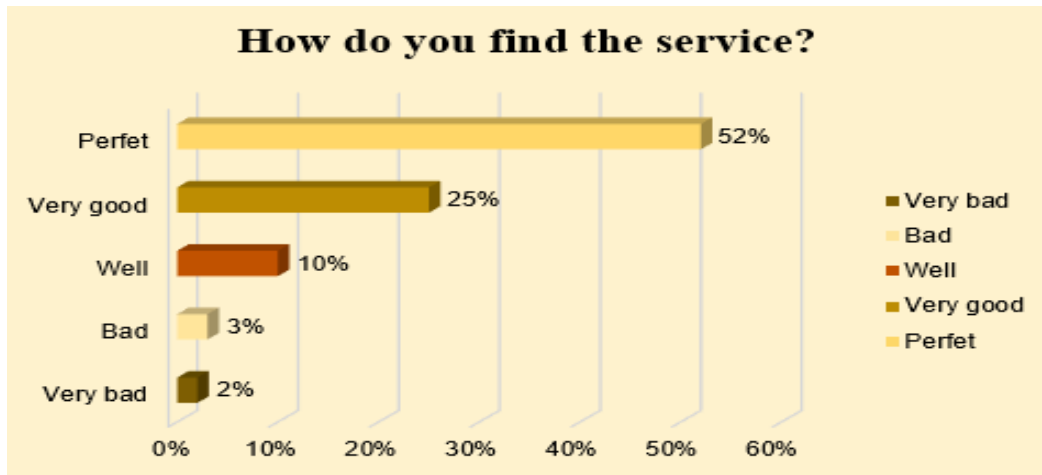


**Figure 30:** Typical 3-D pie chart representing the opinion numbers of customers about Jumia site is categories organization.

**Comment 12:** We notice that the majority of the customers (98%) find Jumia is categories organization easy to reach and find products from different categories because it is very well organized. Contrary to 2% of the customers who think Jumia needs to work on the organization of the categories.

**Question 13:** How do you find Jumia service?

**Result 13:** The results are as follows:

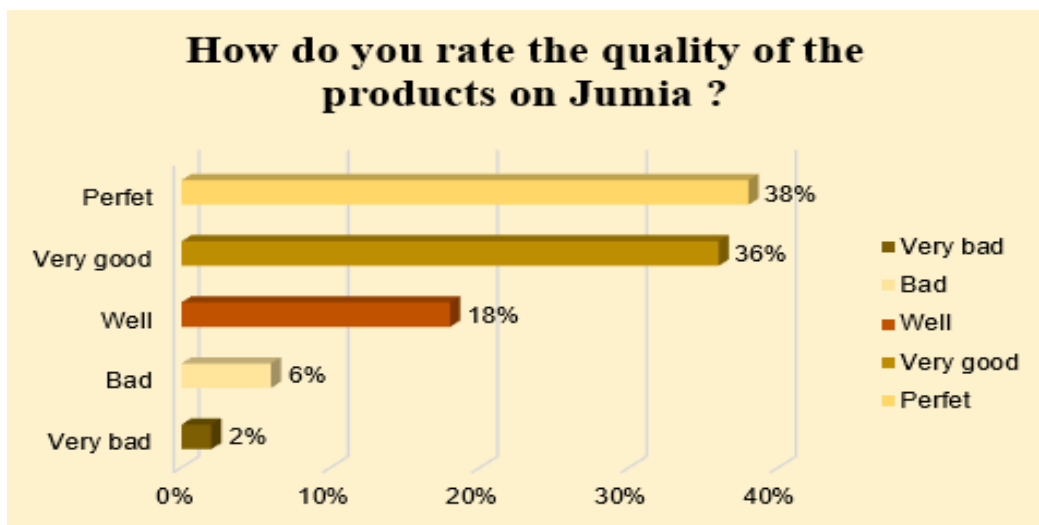


**Figure 31:** Bar chart representing how customers find Jumia service

**Comment 13:** 52%, More than a half of the customers find Jumia is service perfect and satisfying, 25% of them see it as a good service, 10% find the service well, 3% find it Bad and 2% find it very bad.

**Question 14:** How do you rate the quality of the products on Jumia?

**Result14:** The results are as follows:

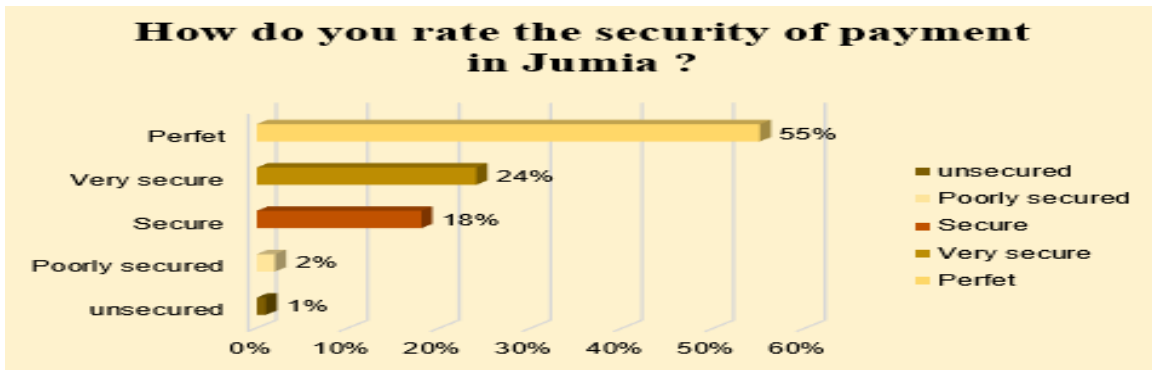


**Figure 32:** Bar chart representing how customers rate the quality of Jumia products.

**Comment 14:** 38%, 36% of the customers find the quality of Jumia products with prospectively perfect and very good, 18% of the customers find it well, contrary to 6% and 2% who find the quality bad and very bad.

**Question 15:** How do you rate the security of payment in Jumia?

**Results 15:** The results are as follows:



**Figure 33:** Bar chart representing how customers rate the security of payment in Jumia.

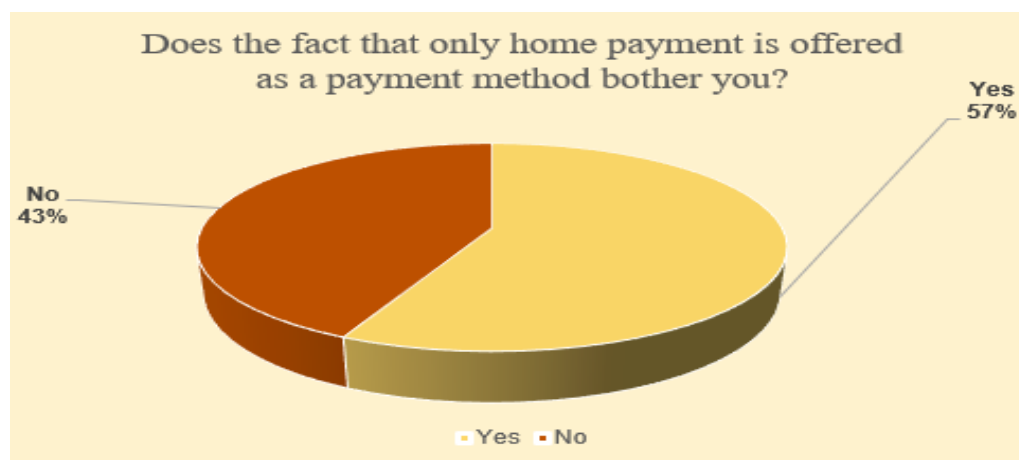
**Comment 15:** We notice that 55% of the customers find the payment is Jumia perfect in the way of security, 24% of them find it very secure, 18% see the way of payment in Jumia secure, 2% and 1% of them find it poorly secured and unsecured.

We are talking about payment on delivery, it's the only way of payment in Jumia.

**Question 16:** Does the fact that only home payment is offered as a payment method bother you?

**Results 16:** The results are as follows:

	Number	%
Yes	57	57
No	43	43
<b>Total</b>	100	100

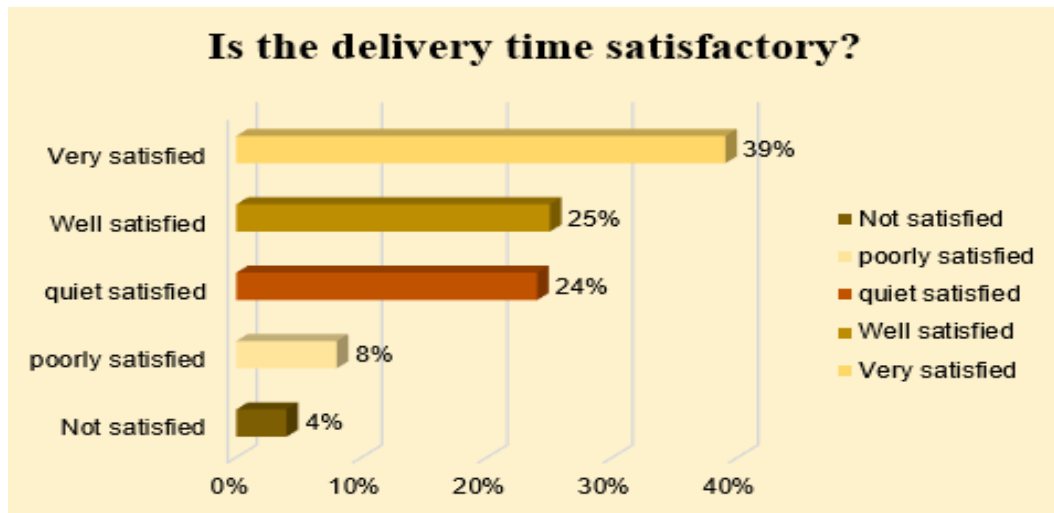


**Figure 34:** Typical 3-D pie chart representing the opinion of customers about the payment method offered by Jumia.

**Comment 16:** 57% of respondents said that the method of payment is unsatisfactory (most of them preferred e-payment method or by postal checking account) compared to 43% who said they do not need another method of payment.

**Question 17:** Is the delivey time satisfactory?

**Results17:** the results are as follows:



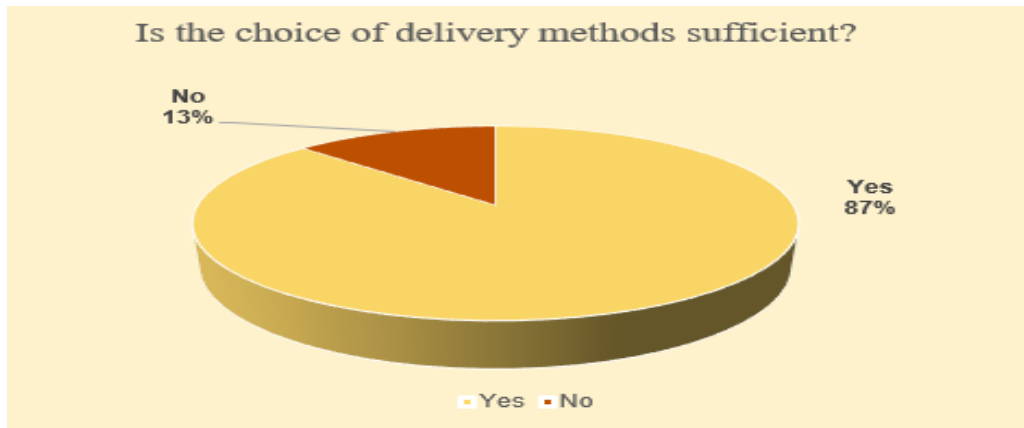
**Figure 35:** Typical 3-D pie chart representing the opinion of customers about the delivery time.

**Comment 17:** Only 39% of respondents said they were satisfied with the delivery time, 25% are well satisfied, 24% are quite satisfied, and 12% (8% - 4%) are Poorly and not satisfied by the delivery time, they find it too long specially the ones who live in rural areas.

**Question 18:** Is the choice of delivery methods sufficient?

**Results 18:** The results are as follows:

	Number	%
Yes	87	87
No	13	13
Total	100	100

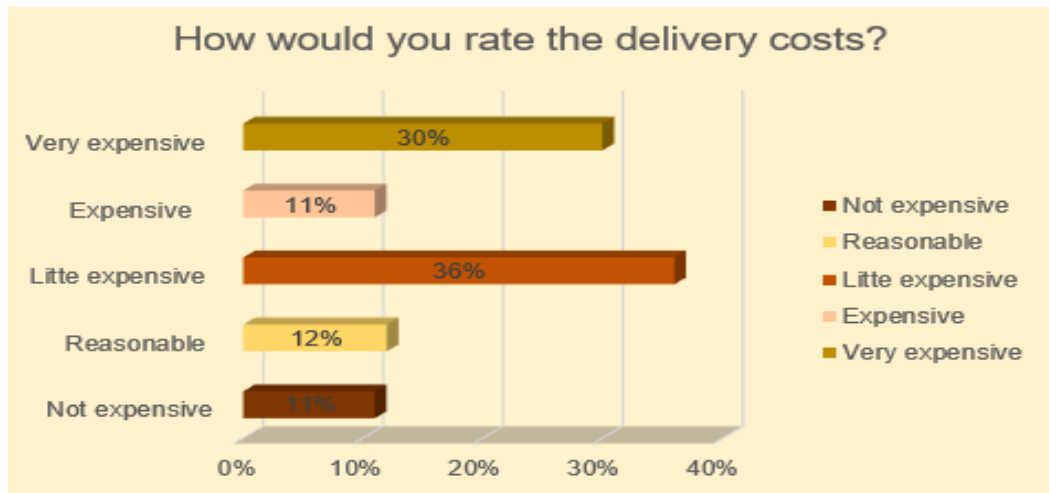


**Figure 36:** Typical 3-D pie chart representing the opinion of customers if they are satisfied about the delivery methods offered by Jumia.

**Comment 18:** As for the delivery method, the rate of people who find the methods offered sufficient and satisfactory is 87%. And only 13% of them think the opposite.

**Question 19:** How would you rate the delivery costs?

**Results 19:** The results are as follows:

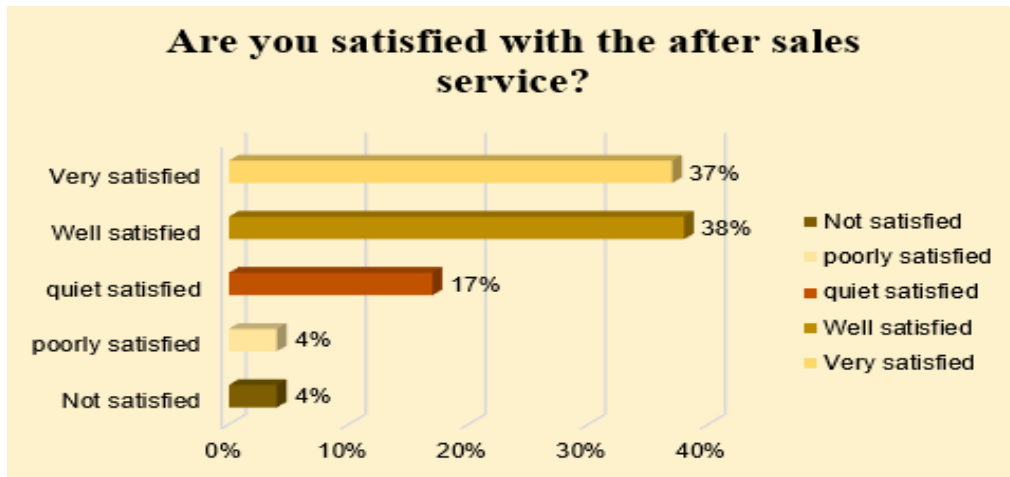


**Figure 37:** Typical 3-D pie chart representing how customers rate the delivery costs?

**Comment 19:** 36% of respondents declared that they find Jumia is delivery costs little expensive, 30% find it very expensive, 12% of the customers stated that it is reasonable as a delivery cost, 11% voted expensive and 11% Not expensive.

**Question 20:** Are you satisfied with the aftersales service?

**Results 20:** The results are as follows:

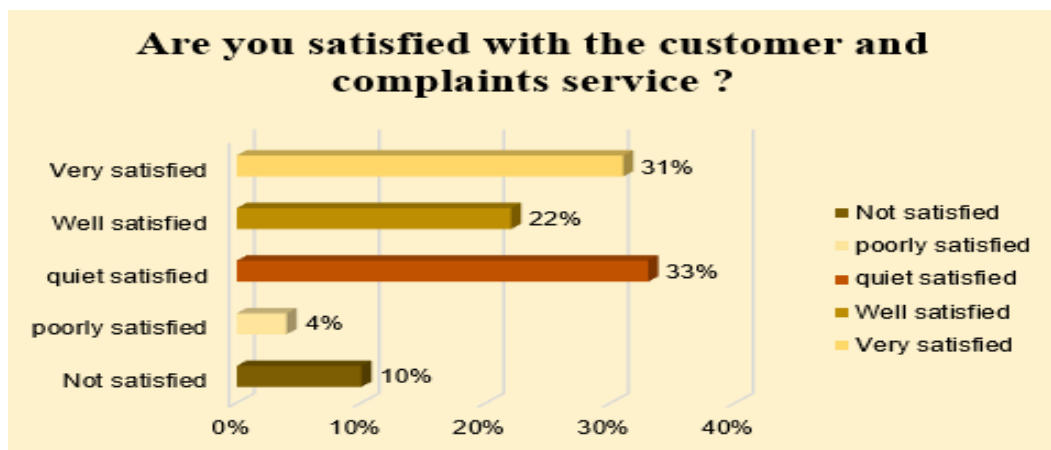


**Figure 38:** Typical 3-D pie chart representing if the customers are satisfied with the aftersales service

**Comment 20:** 38% of people questioned stated that they are well satisfied by Jumia’s aftersales service, 37% of them find it very satisfied, 17% quiet satisfied, and 4% find it poorly and not satisfied.

**Question 21:** Are you Satisfied with the customer and complaints service?

**Results 21:** The results are as follows:

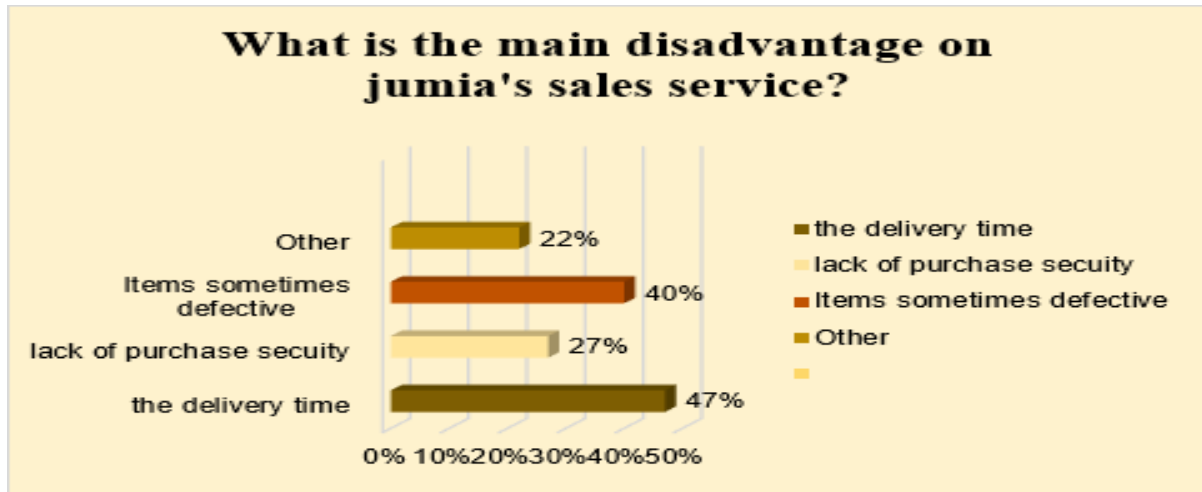


**Figure 39:** Typical 3-D pie chart representing if the customers are satisfied with the customer and complaints service

**Comment 21:** Regarding customer service and complaints, the rate of those who find it quiet satisfied is 33%, 31% are very satisfied, 22% are well satisfied, 10% are not satisfied and 4% are poorly satisfied.

**Question 22:** what is the main disadvantage on Jumia’s sales service?

**Result 22:** the results are as follows:

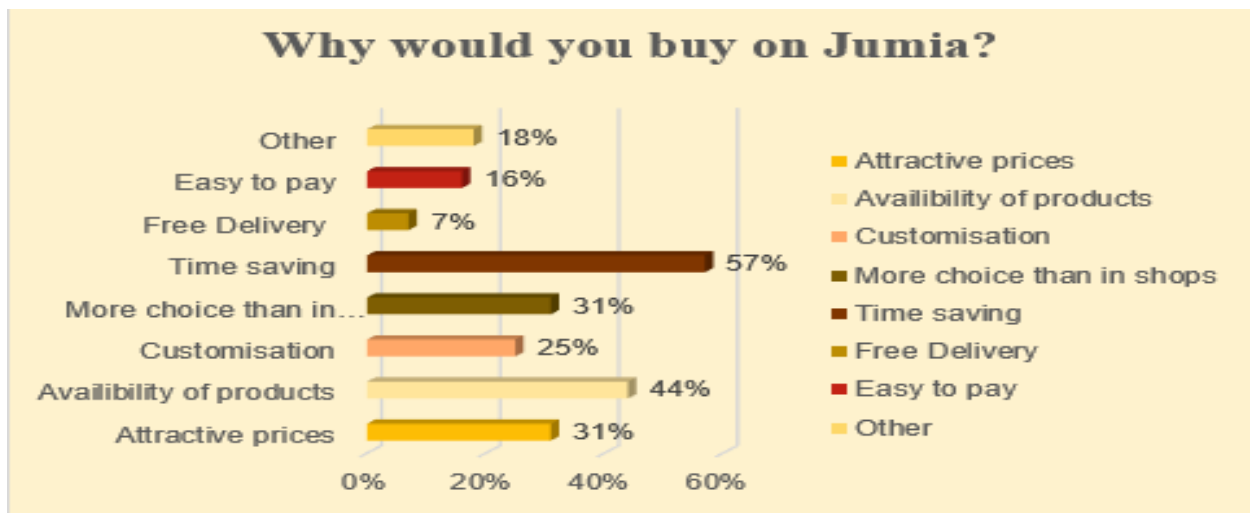


**Figure 40:** Typical 3-D pie chart representing the main disadvantage on Jumia’s sales service.

**Comment 22:** half of the respondents claimed that the main disadvantage on Jumia’s sales service is the delivery time, 40% of them stated that the items are sometimes defective, 27% Lack of purchase security, and 22% said for other reasons.

**Question 23:** Why would you buy on Jumia?

**Result 23:** The results are as follows:



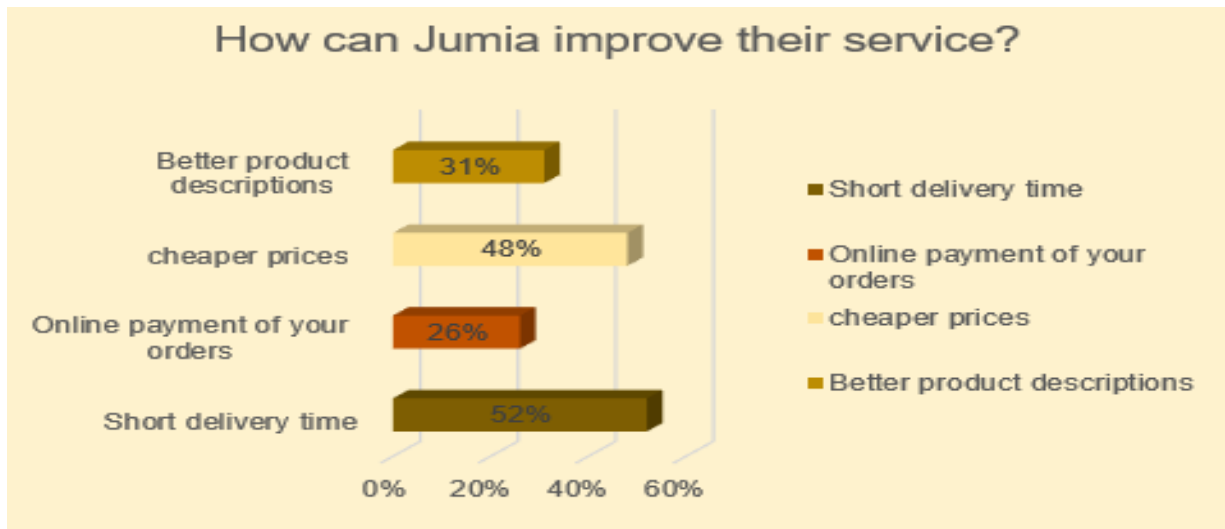
**Figure 41:** Typical 3-D pie chart representing the reasons to buy on Jumia for.

**Comment 23:** 57% of the customers buy from Jumia because online shopping is time saving, 44% because of the availability of products, 31% we find two reasons because of the attractive prices and more than choice than in shops, 25% because of customization, the website allows

users some customization, 18% voted for other reasons, 16% because it is easy to pay, and because when you buy more than 5000 da you get free delivery, we find 7% of the users voted for free delivery.

**Question 24:** How can Jumia improve their service?

**Result 24:** The results are as follows:



**Figure 42:** Typical 3-D pie chart representing the points Jumia needs to work on to improve its service.

**Comment 24:** More than half (52%) of the consumers voted for short delivery time specially the ones who live in far areas than cities, 48% of them preferred cheaper prices of the products, 31% wants a better product description and 26% of the users wants an online payment to be available on Jumia payment methods.

### 3.3.3 Survey summary:

This survey, which we conducted among Jumia Algeria, allowed us to draw several conclusions:

- ❖ The sample we studied is relatively evenly divided between men and women and is made up of relatively young people who are connected to social networks and have already made an online purchase, more specifically on the Jumia website.
- ❖ 100% of the sample are satisfied with the speed of downloading from the Jumia site
- ❖ Concerning the presentation of the sites, they do not find any problem because all the details regarding the products, the buyers, their opinions and suggestions are well defined.

- ❖ the products, the buyers, their opinions and suggestions are well defined
- ❖ 5/5 of the sample found the Jumia site well organized and satisfied
- ❖ 74% of the customers are happy and validate the quality of Jumia products
- ❖ the majority of customers find the payment method secure as it is hand to hand
- ❖ most customers are satisfied with the payment method on delivery. however, a minority of customers also prefer e-payment either by postal current account (ccp)<sup>105</sup> or dahabiya card.
- ❖ 87% of customers are satisfied with the delivery method
- ❖ 2/5 of the sample are not very satisfied with the delivery price
- ❖ The majority of customers are satisfied with the after-sales service
- ❖ 3/5 of customers are not satisfied with the customer and complaints service
- ❖ Concerning the delivery time,47% find it a bit long, specially the rural areas.
- ❖ The majority of the sample prefer and are interested in buying online on Jumia for several reasons such as time-saving, availability of products, and more choice than in the shop.
- ❖ At last, 80% of the sample recommend for short delivery time and lower prices for products

Finally, this survey will allow us to:

- Know how consumers think of Jumia service and Jumia site.
- Know consumers' needs.
- Better improve the logistics services, more precisely the delivery and the preparation of the orders to make them more satisfied and loyal.

#### **3.3.4 Suggestions:**

In particular, through our survey, the responses to the Jumia customer questionnaire recommend the following improvements:

- ❖ Responding to customer needs on time;
- ❖ Speed of execution;
- ❖ Improving the quality of services;
- ❖ Improving payment methods

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<sup>105</sup> CCP : Postal Current Account means a current account deposited with the bank branch of a postal establishment, combined with means of payment such as a chequebook and a payment (or withdrawal) card

- ❖ Improving customer service
- ❖ Changing delivery rates
- ❖ Information on new products

### 3.3.5 **Recommendations:**

In order to improve the performance of e-logistics and its impact on customer satisfaction, we will submit several practical recommendations:

- ❖ Review the distribution policy and not rely solely on direct distribution channels;
- ❖ Implement a better communications strategy to sell the products;
- ❖ Work in synergy with your own distribution and communication departments to unify a well-defined customer relationship strategy that meets consumer expectations;
- ❖ Improve complaint handling procedures;
- ❖ Improve the quality of the agent-customer relationship;
- ❖ Development of means of communication (telephone, internet service ....);
- ❖ Improving customer relationships by enhancing feedback and by creating customer communities therefore they can share their experience.
- ❖ Introduction of a loyalty relationship to lead to a good company-customer relationship;
- ❖ Opt for loyalty strategies;
- ❖ Implementing a customer relationship management system (old and new customers);
- ❖ The installation of a CRM in an information system will allow better management and planning of production and therefore of sales;
- ❖ review your communication policies towards your customers by adopting a pull strategy which emphasizes advertising communication or a push strategy which emphasizes non-media communication by adopting sales promotion techniques, participation in shows, fairs, exhibitions, open houses to make their sites and products known, both regionally and internationally products, both on a regional and national level;
- ❖ Modify Delivery times and rates
- ❖ Optimise the order and execution flow by taking several steps:
  - Organise order processing by ensuring that the most popular products are in view and easily accessible in the warehouse.
  - Hire additional and temporary staff to perform certain shipping and delivery tasks.

- Communicate clearly and regularly with those responsible for fulfilment and delivery to avoid mistakes and save time.
- Prioritize orders for shipment so that customers who paid more for fast shipping receive their order first, Organize orders by delivery method, so that products delivered locally or by the same carrier are grouped together and delivered at one time.
- Apply the same day delivery method <sup>106</sup>
- ❖ Apply electronic payment method for online sales transactions (Electronic payments can expedite both the order fulfillment cycle and the payment delivery period).
- ❖ Managing risk to avoid supply-chain breakdown can be done in several ways
- ❖ minimize inventories can be done by introducing a build-to-order (on-demand) manufacturing process as well as by providing fast and accurate information to suppliers
- ❖ Collaborative commerce among members of the supply chain can be done in many areas such as delivery service.

### **Conclusion:**

In this chapter, we have approached the practical framework of our research work, and for that we have seen the presentation and the organization of “Jumia Group” and “Jumia market”, then we have explained the work of Jumia’s e-logistics, and finally we have analyzed the results obtained from the questionnaire survey distributed to Jumia's customers.

After interpreting the results, we found that half of the of the customers are relatively satisfied with the services provided and the majority of them are loyal to Jumia.

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<sup>106</sup> Same day delivery: is defined as the **delivery of products in less than 24 hours**, preferably within the same day, although it is not always possible.

# GENERAL CONCLUSION

## **General conclusion:**

Interest in the Internet has changed so drastically in recent years that one can speak of a universal breakthrough. The remarkable increase in users can be attributed mainly to the appeal of the World Wide Web, the Internet feature that is enjoying the greatest growth. There is some uncertainty about how much the Internet and electronic commerce is being used, and especially about the expansion of such usage in the future. At the same time, E-Commerce is a new phenomenon that is surely going to have an enormous impact and significantly change the way individuals and companies shop, manage their business activities, and distribute their products. in Algeria, it seems like the particular context of the covid-19 is appropriate for the development of e-commerce., but electronic payment represents one of the most important obstacles to its development. It is for this reason that we believe it is necessary for the Algerian authorities to provide support to online traders.

As far as Algerian consumers are concerned, e-commerce represents a completely new culture. in this context, it is important for companies to devote, In this context, it is important for companies to devote significant efforts to studying consumer needs in order to help the online offer to adapt to them.

Consumer behavior has become very complex and difficult to understand, One of the keys to success is to have been able to respond to the real needs of consumers from the start by sharing their values and passions. One of the keys to success is to have known from the start how to respond to the real needs of consumers by sharing their values and passions. The company must focus its efforts in order to be able to differentiate itself from its competitors and to develop its strategy.

In this research, we relied on a documentary study, as well as a quantitative study carried out on a sample of 100 Algerian consumers whose main objective was to determine the satisfaction and loyalty of the latter towards the online purchase on the Jumia site.

The objective of any study is to provide answers to the problem posed, this thesis has as its main problem: "*With the timid introduction of online shopping sites, will e-commerce be able to develop the E-logistics performance and How can E-logistics performance impact consumer satisfaction?*" We have tried to answer this question by setting three starting hypotheses.

After having collected, processed the data, and interpreted the results, we came to the following conclusions:

- ❖ In spite of the perpetual changes that the Algerian market knows, nothing proves that it tends towards new perspectives such as E-commerce. Even if online commerce is strongly spread in the world and made its entry in Algeria, it will never be able to replace the traditional commerce which remains always dominant in Algeria.
- ❖ The Algerian consumer is more and more connected and is inclined to have more confidence in E-commerce, according to the results of our study, and this through the purchases that he makes online.
- ❖ Social networks are changing the way people consume because of their interactivity, the exchange of opinions between internet users, the personalization of communication, and more targeting with direct contact between the user and the brand. Therefore they influence the way of consumption
- ❖ Businesses can use the internet to gain global visibility across their extended network of trading partners and help them to respond quickly to a range of variables, from customer demand to resource shortages.
- ❖ Delivering high e-logistics services is a qualification for achieving customer satisfaction and only through customer satisfaction can the company gain loyal customers
- ❖ The installation of a CRM is an information system that will allow better management and planning of production and therefore of sales
- ❖ In e-logistics, customer satisfaction can be improved by one-stop value-added services
- ❖ The important point is that the price is one of the factors affecting consumer satisfaction. consumers are willing to pay more money if quality goods are delivered just in time

These results allowed us to verify our hypotheses:

**H1:** According to the current growing trend of the e-commerce market and the performance of e-logistics, the Algerian consumer is inclined to have more confidence in e-commerce, which improves customer service and increases the average sales of Jumia, it can be concluded that customer satisfaction is positively and significantly related to the performance of e-logistics. This hypothesis is validated.

**H2:** Our research has shown that Jumia has basic service quality to ensure customer satisfaction, which leads to increase its profitability in the short, medium and long term. This hypothesis is validated

**H3:** Customer relationship management has an impact on customer satisfaction and Both of these variables have a positive correlation. The company makes CRM strong and reliable, customers will be more satisfied and retain the company. our research has shown that the increase in satisfaction enables customers to use Jumia products time and time again, which it increases Jumia sales level, leading to an increase in organizational profits. hypothesis is validated.

Finally, it can be said that the Algerian consumer is in favor of the development of eCommerce in Algeria despite all the obstacles that the eCommerce market encounters in terms of infrastructure and means, first and foremost the logistics chain and distribution.

However, there are certain limitations and constraints to our study. The collection of data during the preparation of this thesis was not always easy and accessible due to the impossibility of obtaining certain information deemed confidential.

At least, we hope that the results we have achieved in this work can be further developed through other research, based on larger figures and better-developed knowledge

In conclusion, we hope that this modest work has achieved its objectives and that the managers of the online trading company "Jumia" will take our recommendations into consideration.

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[www.elsevierdirect.com](http://www.elsevierdirect.com) consult the 02/05/2021 at 23:00

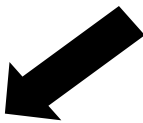
[www.jumia.dz](http://www.jumia.dz)

# Appendices

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**JUMIA ALGERIA**



**JUMIA MARKET**

**JUMIA FOOD**

**FINANCE DEPARTEMENT**

**HUMAN RESOURCES DEPARTEMENT**

**MARKETING DEPARTEMENT**

**COMMERCIAL DEPARTEMENT**

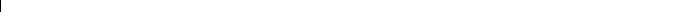
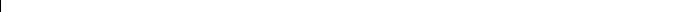
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**IT DEPARTEMENT**

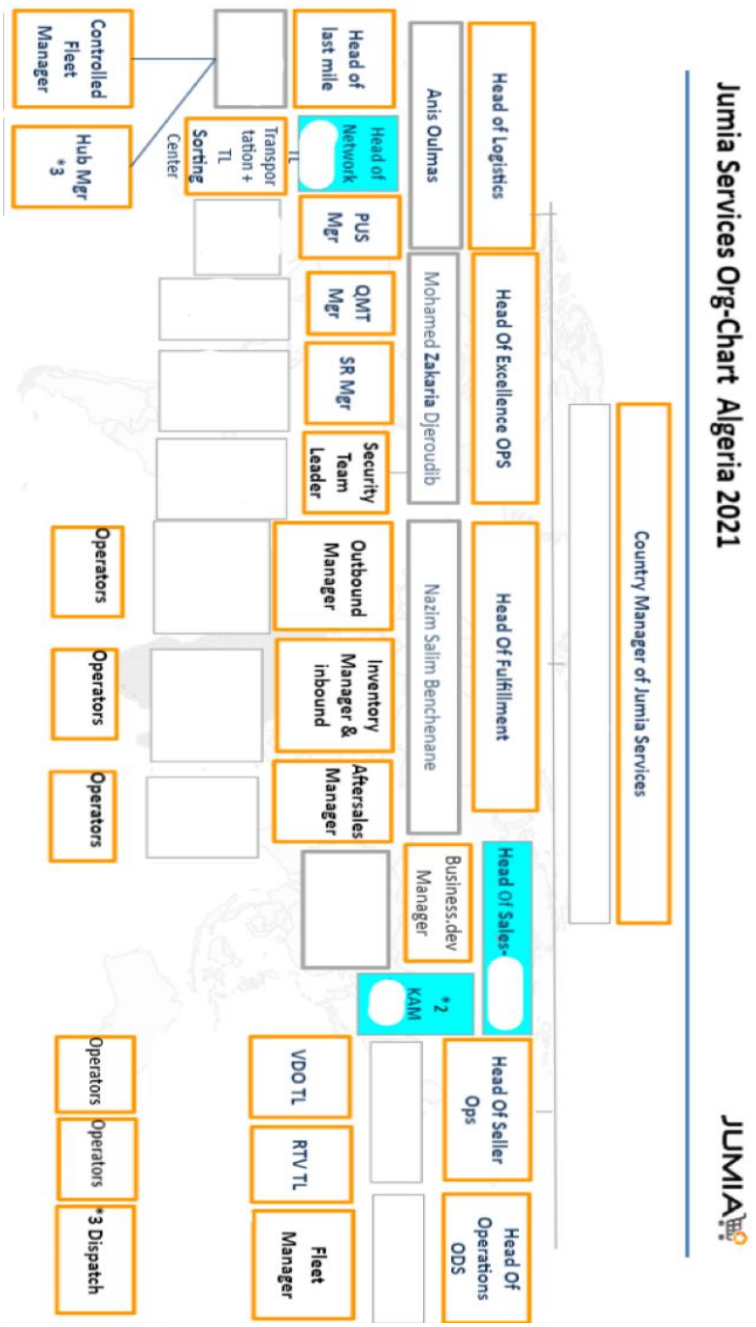
**OPERATIONS DEPARTEMENT**

**LOGISTICS DEPARTEMENT**

**CLIENT SEVICE DEPARTEMENT**



Appendix N°02 for Jumia services is organigram



**Appendix N°03 for Jumia express storage fees**

Durée	Taille		
	Petit	Moyen	Grand
<b>0-15 jours</b>	Gratuit	Gratuit	Gratuit
<b>16-30 jours</b>	0,30 DZD	1 DZD	3 DZD
<b>31-60 jours</b>	0,60 DZD	2 DZD	6 DZD
<b>61-90 jours</b>	1,80 DZD	6 DZD	18 DZD
<b>91-180 jours</b>	3,00 DZD	10 DZD	30 DZD
<b>181-360 jours</b>	4,50 DZD	15 DZD	45 DZD
<b>&gt;360 jours</b>	6,00 DZD	20 DZD	60 DZD

## Appendix n°04: Shipping costs and delivery times for products on the Jumia.dz website

### FRAIS DE LIVRAISON PAR COMMANDE

		Produits Jumia Express		Produits Livraison Standard	
		1 Produit et Plus	1 Produit	2 Produits	Maximum
Alger	Petit	200	200	280	600
	Moyen	450	450	657	1000
	Large	2500 X Le nombre de produits	2500	5000	2500 X Le nombre de produits
Blida, Boumerdes et Tipaza	Petit	250	250	350	700
	Moyen	550	550	800	1100
	Large	2500 X Le nombre de produits	2500	5000	2500 X Le nombre de produits
Tizi Ouzou, Béjaia, Sétif, Oran, Constantine, Annaba et Tiencen	Petit	350	350	490	800
	Moyen	800	800	876	1200
	Large	3000 X Le nombre de produits	3000	6000	3000 X Le nombre de produits
Chlef, Laghouat, Djelfa, Souk Ahras, Bouira, M'sila, Skikda, Batna, Bordj Bou Arreridj, Mascara, Mostaganem, Sidi Bel Abbès, Aïn Témouchent, Jijel, Biskra, El Taref, Médéa, Aïn Defla	Petit	700	700	880	1000
	Moyen	900	900	1315	1400
	Large	Non disponible	Non disponible	Non disponible	Non disponible

Français

**JUMIA** Chercher un produit, une marque ou une catégorie... **CHERCHER** [Besoin d'aide ?](#) [Bonjour, Lina](#) **Panier**

## Expédition & Livraison

Toutes les informations relatives à nos délais de livraison se trouvent ci-dessous :

	Article portant le logo <b>JUMIA Express</b>	Livraison standard
Sur Alger	entre 1 et 3 jours	entre 2 et 4 jours
Sur Blida, Boumerdes, Tipaza	entre 2 et 4 jours	entre 2 et 5 jours
Sur Tizi-Ouzou, Sétif, Béjaia, Constantine, Oran, Annaba, Tiencen	entre 3 et 6 jours	entre 3 et 7 jours
Chlef, Laghouat, Souk Ahras, Bouira, Djelfa, M'sila, Skikda, Batna, Bordj Bou Arreridj, Mascara, Mostaganem, Sidi Bel Abbès, Aïn Témouchent, Jijel, Biskra, El Taref, Médéa, Aïn Defla	entre 5 et 7 jours	entre 4 et 8 jours

**Appendix n°05:** delivery time compared to order picking time.

 Alger	Si commande validée avant 14h première tentative de livraison <b>entre 1 et 3 jours</b>
 Blide, Boumerdes, Tisza	Si commande validée avant 14h première tentative de livraison <b>entre 2 et 4 jours</b>
 Tizi-Ouzou, Sétif, Constantine, Oran, Annaba, Tiemcen	Si commande validée avant 14h première tentative de livraison <b>entre 3 et 6 jours</b>
 Les autres wilayas	Si commande validée avant 14h première tentative de livraison <b>entre 3 et 7 jours</b>

**Appendix N°6: Questionnaire for the study of the impact of e-logistics on customer satisfaction****QUESTIONNAIRE****Question 1: You are?**

- Men
- Women

**Question 2: How old are you?**

- Between 15 to 20 years old
- Between 20 to 25 years old
- Between 25 to 30 years old
- More than 30 years old

**Question 3: From which region are you?**

- City
- Rural area

**Question 4: In which socio-professional category do you belong?**

- Student
- Civil servant
- Unemployed

**Question 5: Have you ever bought online?**

- Yes
- No

**Question 6: Have you ever tried e-commerce sites in Algeria?**

- Yes
- No

**Question 7: Which sites do you visit often?**

- Jumia
- Other

**Question 8: Are you familiar with the Jumia website**

- Yes
- No

**Question 9: How did you know Jumia?**

- Friends
- Family
- Social networks
- Media
- Other

**Question 10: How many times have you purchased on Jumia website in the last 12 months?**

- Only once
- 2 to 4 times
- More than 4 times

**Question 11: Does the Jumia site load fast?**

- Yes
- No

**Question 12: Does the organization of categories make it easy to find what you are looking for?**

- Yes
- No

**Question 13: How do you find Jumia service?**

- Perfect
- Very good
- Well
- Bad
- Very bad

**Question 14: How do you rate the quality of the products on Jumia?**

- Perfect
- Very good
- Well
- Bad
- Very bad

**Question 15: How do you rate the security of payment in Jumia**

- Perfect
- Very secure
- Secure

- Poorly secure
- Unsecure

**Question 16: Does the fact that only home payment is offered as a payment method bother you?**

- Yes
- No

**Question 17: Is the delivery time satisfactory?**

- Very Satisfied
- Well satisfied
- Quite satisfied
- Poorly satisfied
- Unsatisfied

**Question 18: Is the choice of delivery methods sufficient?**

- Yes
- No

**Question 19: How would you rate the delivery costs?**

- Very expensive
- Expensive
- Little expensive
- Reasonable
- Not expensive

**Question 20: Are you satisfied with the aftersales service?**

- Very Satisfied
- Well satisfied
- Quite satisfied
- Poorly satisfied
- Unsatisfied

**Question 21: Are you Satisfied with the customer and complaints service?**

- Very Satisfied
- Well satisfied
- Quite satisfied
- Poorly satisfied
- Unsatisfied

**Question 22: what is the main disadvantage on Jumia's sales service?**

- The delivery time
- Lack of purchase security
- Items sometimes defective
- Other

**Question 23: Why would you buy on Jumia?**

- Attractive prices
- Availability of products
- Customization
- More choice than in shop
- Time saving
- Free delivery
- Easy to pay
- Other

**Question 24: How can Jumia improve their service?**

- Short time delivery
- Online payment of your orders
- Cheaper prices
- Better product descriptions

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