

Higher School of Management and Digital Economy

ESGEN

**Dissertation submitted in partial fulfillment of the requirements
for the Master's Degree in**

Major: E-Business

Theme

**Impact of digital marketing tools on
company performance
Case of study: JUMIA**

Presented by:

Miss. Rania ZEGUERROU

Supervisor:

Mrs. Rafika TABTI

Co-Supervisor:

Mrs. Djedjiga BOUDJMIL

1st Promotion

JUNE 2022

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Dedication

I dedicate this work to my dear mother (may God welcome her in her vast paradise), for all her sacrifices, her love, her support and her prayers throughout my studies. She was my treasure, I dedicate this to you.

Mom : “I know you would have been very proud of me and I always remember your words ‘very few good things come easy’, thank you .”

To my dear father for his encouragement and supporting all the time and for helping me during my carriers of study. Thank you dad

To my dear sister Latifa Thank you for your presence always by my side, for your support and your love, I will always cherish your wise and encouraging words, and to her husband Amine, for his presence always as a big brother for me, and for being a supporter to me.

To my little dear sister Chirine for being always here with me, and to my dear brother Issam for his love and encouragement, for being always caring

To my Grandmother, for her support

And finally, to my friends Amira and Selwa with whom I shared Good and bad times throughout my university career. May this work be the fulfillment of your so-called wishes, and the fruit of your unfailing support, thank you for always being there for me.

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Abbreviation list

AOV	Average Orders Value
ADS	Advertisement
ADS	Advertisement
CRM	Customer Relationship Management
CPC	Cost Per Click
CAC	Customer Acquisition Cost
GMV	Grow Marketing Value
IT	Information Technology
KPIs	Key Performance Indicators
SEO	Search Engine Optimisation
SMART	Specific , Measurable, Achievable, Realistic, Timely
SMS	Short Message Service
SEM	Search Engine Marketing
SERP	Search Engine Results Page
URL	Uniform Resource Locator

General Introduction

General Introduction

A new phenomenon has appeared for some years now in Algeria and everywhere in the world, it is about the arrival of the Internet and the growing popularity of social networks on the Web. In an increasingly connected world, competition from digital businesses disrupts business models, and managers have little choice: the time has come for digital transformation and big data. This revolution upset the traditional models marketing established for more than a century

Since the introduction of digital in our lives, this field has evolved greatly; making it more obsolete each year after year. Every month the number of daily digital users increases, as well as the penetration of social networks, websites, and the use of digital tools such as smart phones and connected devices... etc. As a result of this era, consumer behavior is changing, becoming ultra-connected anytime and anywhere, and increasing their demands. The number of people interacting every day on different platforms is constantly increasing, creating countless data. All areas have been shaken by this digital revolution, including marketing. This last is diversified with the arrival of digital marketing.

Nowadays, when we talk about digital marketing we are convinced that in a few years we will talk about marketing without any additional precision, because including digital will be a no-brainer.

Digital Marketing can push the boundaries and reach the increasingly demanding and connected consumers. This marketing is developing each year, and is creating new possibilities for companies to respond to their consumers.

This digital revolution brings out new aspects of the practice of commercial exchanges in an electronic form called "electronic commerce", the new mode of commercial transactions through the Internet which is characterized by very rapid growth, affecting different important sectors of the economy. The phenomenon of commerce on the Internet is today far from being stabilized; IT has rapidly expanded and has taken place in our daily lives.

Digital has a positive impact on company activity. The visibility of the brand (number of prospects, customers, new segments and territories reached ..etc), as well as the understanding of customer expectations are all tangible benefits of digital.

This is why nowadays and with this upheaval, companies face a challenge in improving their performance, this is why:

The purpose of our work is to try to understand how digital marketing tools impact the company performance? To do so, we formulate the following central question:

“How can digital marketing tools impact the company performance ?”

In order to provide an answer to our problem, we considered it important for us to ask the following questions:

- How important is digital marketing for company performance?
- How are digital marketing tools effective for the company?
- Do digital marketing and the development of new tools provide more means for efficiency and increased business performance?

In addition, our approach will result in the confirmation or invalidation of a set of Hypotheses:

Hypothesis 01: digital marketing or e-marketing has become an essential performance lever for the company, it can boost brand image, recruit new customers, increase your database and therefore collect positive statistics,

Hypothesis 02: the main tools of digital marketing are an effective means of achieving the company's marketing objectives

Hypothesis 03: The adoption of digital tools has a strong direct impact on improving JUMIA's marketing performance

Our work will be divided into three main chapters; each chapter will be divided into sections. We use in this work a descriptive approach for the theoretical chapters (1 and 2) of our study, through consulting articles, books and through examination of some appropriate documentation. For the last part of this work we use an analytical approach to analyze the implementation of theoretical concepts in the field during the internship, using research tools which is an interview and questionnaire intended for a sample of 16 employees within the marketing department of the company, the study will be carried out using the Excel software that will help us analyzing data easily and quickly.

In first chapter we have in the first section where we are going to start begin with the notion of performance in its entirety, its origin, we will define it, its sources, types, objectives...ect, and its characteristics then in the second section we will talk more precisely of the commercial and marketing performance of which we will define them, its components, objective and we will highlight these two concepts. and in the last section we will speak in a first sub-section of performance indicators in the first section we will talk about performance indicators in general, define their characteristics, their characteristics, types, and their

importance then in a second sub-section we will start the marketing performance indicators define them, and how to choose them and in the end we will talk about the different main performance indicators

In the second chapter we will start in the first section from the general framework of digital marketing, where we will define it and we will talk about the evolution of traditional marketing to digital marketing, then we will talk about the characteristics and challenges of this marketing and finally the main digital marketing channels. In the second section we will talk about the different digital marketing tools, define them and we will deal with their characteristic and types.

The third chapter represents the beating heart of our work and is titled “The impact of digital marketing tools on company performance”, it will include the presentation of JUMIA in Algeria its services, its department, its mission and objectives. We will highlight the methodological and practical approach of our study, as well as the results and conclusions to finish at the end with recommendations and suggestions that we propose for the company

Chapter 01: Company performance

Introduction

The idea of performance is not a simple notion and many thoughts have been succeeded on this. The manager makes sense to study the objectives and determinants of this performance.

This chapter focuses on the performance it's composed of three sections which will be presented as the following:

The first section will be devoted to the general foundations of performance, the notion and definition of performance, its objectives, its types, its sources... etc.

The second section aims to present the notion of the commercial and marketing performance of the company: the definitions, the objectives, the characteristics....etc.

And finally, the last section will be about the main indicators of marketing performance

Section 1: The Concept of Performance

Performance is the ability to achieve preset objectives expressed in terms of process efficiency, quality of service or management efficiency. The performance approach is a steering mechanism aimed at improving the organization's efficiency by directing management towards achieving results within predetermined means.

This chapter presents a review of the literature relating to the concepts of business performance, the different types of performance, characteristics and dimensions performance. And also we will present the different approaches to corporate performance. Then we are going to clarify and identify the different performance indicators (KPIs).

1. Origin of the performance concept

The origin of the concept "performance" dates back to the 19th century in the French language. At that time, it designated both the results obtained by a racehorse and the success won in a race. Then he pointed to the results and sporting achievement of an athlete. Its meaning evaluated during the 20th century, it indicated in a numerical way the possibilities of a machine and denoted a return. Etymologically, in French, the use of the word "performance" implies the idea of result, realization, finalization of a product.¹

¹ CATALONE (R), TAMER (C) and YOHAN (Z): "*Learning orientation, firm innovation capability, and firm performance*", Vol 31,USA,2002, pp.515- 524

2. Definition of performance:

Business performance is most often defined by the improvement of its competitiveness, and therefore of its results. If the vision is correct, it is no less incomplete. Indeed, business performance is achieved above all in relation to its ambitions determined in its own strategic objectives.

According to A. Bourguignon, "Performance is defined as the achievement of objectives organizational objectives, regardless of the nature and variety of these objectives. This realization can be understood in the strict sense (outcome) or in the broad sense of the process that leads to outcome (action)..."¹

LORINO wrote on this subject "Anything and only that contributes to improving the value/cost couple that is to say to improve the net creation of value, is efficient in the company"²

According to David, "performance for an employee, for a business manager, perhaps for a management team, the overall result, the profit assessed on one or more years, objectively measuring the effectiveness of management"³. Then the performance raises a root meaning which is that of the accomplishment, of the finished shaping of something

Taking into account the different definitions put forward by the authors, we could propose the following definition of business performance:

"It is the ability of the company to generate profits and benefits for its various stakeholders, by designing products or services that can satisfy customers".

3. Performance components

The word performance is often confused with the terms efficacy, efficiency and effectiveness, considered similar notions despite the differences that exist between its concepts.

3.1. Efficacy

It consists in achieving the objectives set, and therefore the ability to do what is necessary, is the degree of maximum achievement of the objectives set for the company. It is considered

¹ BERTRAND (S. B) : « Perception de la notion de performance par les dirigeants des petites entreprises en Afrique », *La revue des sciences de gestion* (N°241), 2010, pp.117-124

²Translated : LORINO (PH) : « méthode et pratique de la performance » Edition les éditions d'organisations », Paris, 2003, P5

³DAVIS (J): "Determinants of human resources management performance on county efficiencies : A study of Florida Counties", USA,2008, p220.

that an activity is effective if the results obtained are equal to or greater than the defined objectives. In a briefer way, we can summarize efficiency in the following formula:¹

$$\text{Efficacy} = \text{Results achieved} / \text{Objectives}$$

3.2. Efficiency

It assesses the ability to obtain a given result from minimal resources, and therefore the “ability to do well”.²The notion of efficiency is similar to that of productivity. Efficiency reflects the ability to save the resources used to obtain a result given.

We can simplify the measure of efficiency in the following formula:

$$\text{Efficiency} = \text{Results achieved} / \text{Means implemented}$$

3.3. The effectiveness

Effectiveness goes even further in the evaluation by deciding on the triptych objectives/means/results, that is to say go back to the purposes which are at the very origin of the activity whose performance we are trying to judge According to a formulation by Jean Louis Le; “it is then a question of verifying whether we are doing what we really want to do”³

.For this we can conclude that the concept of effectiveness is strongly linked to the satisfaction with the results obtained. It is therefore easy to sum it up in the formula next:

$$\text{Effectiveness} = \text{Level of satisfaction obtained} / \text{Results obtained.}$$

For a high level of performance, we have three fundamental conditions:

- Satisfy stakeholders: for private companies, shareholders, customers, suppliers and distributors. We must therefore try to satisfy them all.

¹ Translated : BENITO (N), COMBES (M) : « *Gestion de la relation commerciale* », Paris, 2006, p.142.

² Translated :BICHLAN et MADY : « *Action commerciale* », édition bryales, Paris, 1999, p.338.

³ Translated : LE MOIGNE, (J.L) : *l'évaluation des systèmes complexe, in système de mesure de la performance*, Harvard Expansion, 1999, P. 203.

- Improve know-how: the successful company focuses its attention on know-how, rather than departments. We study interdepartmental transitions and we create multifunctional teams determined on the basis of the necessary know-how and existing skills.
- Better management of resources and organization: to implement know-how, the company needs resources in energy, materials, men, machines and information. It is not enough to own them but to manage them well

4. Performance objectives

It aims at a multitude of objectives and goals which are grouped as follows:¹

- Develop innovative products;
- Reward individual performance;
- Improve manufacturing processes and the working atmosphere;
- Reduce manufacturing costs
- Launch new products and meet delivery deadlines;
- Develop the creativity of the staff
- Improve the handling of complaints
- Develop market share and build customer loyalty;
- Strengthen and improve safety at work
- Identify and assess key skills
- Anticipate customer needs and improve profitability;
- Consolidate and develop know-how

5. Performance characteristics

Performance brings together a set of characteristics that can be listed in the following points:

5.1. The performance builds a support for judgments

It is often defined by criteria consistent with the representation those theoreticians and practitioners of performance and its measure.

It involves a value judgment on the activities, results, products and effects of the organization on its environment. This concept has, as a social construct, as much meaning as there are individuals or groups who use it¹

¹ CUMBY (J) and CONROD (J): « *Non-financial performance measures in the Canadian biotechnology industry* ». Journal of Intellectual Capital, 2001, pp 261 – 272.

So performance remains a matter of perception. For a manager, it may be the profitability or competitiveness of his company, for an employee, it may be the working climate, and for a client, the quality of the service provided.

"Performance has become a notion that is all the more complex to grasp as it seems difficult today to be in a good position on all the criteria at the same time"²

5.2. Performance is an evolving concept (over time)

The components of performance evolve over time, the evaluation criteria between and those defined by the environment are changing. Thus, factors that condition the success of a company during an innovation phase may prove to be incompatible with those required during a development phase.

It must be admitted that there are combinations of human, technical, financial and organizational factors which are effective in a given context and which are no longer so in another. These combinations are multiple and change over time.³

5.3. Performance is rich in contradictory components

It is presented as a set of complementary and sometimes contradictory parameters. This is true when the manager seeks to minimize costs, while taking care to improve product quality and maintain employee morale. These criteria therefore impose permanent arbitration.

If the economic dimension remains dominant, a company can at a particular stage of its development or according to the personality of its manager, give priority to such dimension (human resources, satisfaction of internal groups, etc.)

5.4. Performance is driven

Advocating a global approach to performance, many authors offer managers a framework for understanding the company including indicators that complement and clarify each other and that are linked to multiple objectives. "Financial criteria alone are not enough for managers and in practice, non-financial indicators complement the first ones, they are the engine of future success, they provide pilots with an essential global vision of performance in several areas simultaneously"⁴

¹ Translated : SAULQUIN (J.Y) : « *Gestion des ressources humaines et performance des services* », Revue gestion des ressources humaines ; N° 36, juin 2000, P 20

² Translated : MORIN, GUINDON, BOULIANE : « *Mesurer la performance de l'entreprise* », in Encyclopédie de gestion, édition DALLOZ, Paris, 1996, P 66.

³ CALATONE(R), TAMER (C), YUSHAN (Z): "*Learning orientation, firm innovation capability, and firm performance*", Industrial MKG Management., 31, 2001, pp.500- 510.

⁴Translated : .SAULQUIN5(J.Y): « *Gestion des ressources humaines et performance des services* »,Revue gestion des ressources humaines ; N° 36, juin 2000, P 21

6. Identification of sources of performance

There are two types of source of performance at the level of one and business: ¹

6.1. Internal sources

They contain three types of performance (performance human resources, technical performance, and financial performance);

6.2. External sources:

This is an extrinsic performance or inherited from the environment which is due to all external developments.

Performance, perceived and measured at the level of the company group, originates in two sources whose impact is combined one is internal; the other is inherited from the environment.

Table N° 01: External performance and internal performance.

External performance	Internal performance
Is mainly oriented towards shareholders and external organisations.	Is geared towards managers.
Focuses on results, present or future.	Focuses on the process of constructing the Result from the resources of the organization.
Requires production and communicate the information.	Need to provide information necessary for decision making.
Generates the analysis of the great equilibria.	Results in the definition of the variables of action.
Gives rise to debate between the different Stakeholders.	Requires a unique vision of performance in order to coordinate actions of each towards the same goal

Source: Niven,(P): *"Balanced scorecard step-by-step: "Maximizing performance and maintaining results"*.2nd Edition John Wiley and Sons, New Jersey, USA,2010, P336.

On the one hand, an intrinsic performance or that of the company which itself results from the combination of a:²

¹ SANTOS-VIJANDE (M. L), LOPEZ-SANCHEZ (J. Á) and GONZALEZ (C): « *Organizational learning, innovation, and performance in KIBS* ». Journal of Management & Organization, Vol. 18,2012, pp. 870-904

² SANTOS-VIJANDE (M. L), LOPEZ-SANCHEZ (J. Á) and GONZALEZ (C): « *Organizational learning, innovation, and performance in KIBS* ». Journal of Management & Organization, Vol. 18,2012, pp. 870-872

- **Human performance**, those of the collaborators of the organization to which we
We will report efficiency improvements first because our purpose is to social management and that there are no production without men to conceive it or achieve;
- **Technical performance**: defined as the ability to implement effectively, investments
- **A financial performance**: describing the effectiveness in the mobilization and employment of financial resources.

On the other hand, an extrinsic performance or inherited from the environment which is due to all external developments. A seller sees very buoyant markets opening up, sale price of a subsidiary rises, a company benefits from the temporary operation of a patent, so many examples of sales situations that are not attributable to the effectiveness internal organization in a position to perceive others). At the end of all of its processes, the overall performance of the company includes the lowest costs (just the useful and necessary) but also, through competitiveness, the satisfaction and the price, i.e. all the values perceived by the customer fundamental of the company is based on the adequacy of its offer with its markets, in the perspective of profitability of the resources involved. Competitiveness depends on its overall performance¹

The first, in external vision from the markets, which is generally aimed at actors in a contractual relationship with the organization.

The second, in internal vision from mastery of processes and activities that concerns essentially the actors of the organization

7. Forms of performance²

7.1. Customer performance

Customers have become the company's priority. Customer satisfaction becomes a necessity that wants to ensure certain durability in the industrial or commercial sector. Client satisfaction requires a strong commitment from all stakeholders' resources of the company over a fairly long period of time. Indeed, the opening of international markets has resulted in the reversal of the balance of power between the company and its customers. The reversal of

¹ ATKINSON (A), WALTER (J) and WELLS (R): "A Stakeholder Approach to Strategic Performance Measurement." Sloan Management Review, Cambridge, Spring 1997, pp. 25- 30

² HALLGREN (M), OLHAGER (J): « *Lean and agile manufacturing: External and internal drivers and performance outcomes* ». International Journal of Operations and Production Management, 29(10), 2009, pp.188–200

this report redirects all the structure prioritizes listening and marketing activities. Companies today understand that to be competitive, you have to deploy substantial efforts to capture and retain market share. This effort is coming to fruition in anticipation of their expectations, whether explicit or implicit, but also through customer portfolio loyalty to develop its positioning in the competition

7.2. Shareholder performance

Access to capital has become a strategic issue for the company due to several interrelated developments; in particular, one can mention the growth of needs in capital, linked to technological developments and, more recently, a resurgence of the role of institutional investors. In addition the necessity of business expansion encouraged them to continually seek capital in order to support their economic growth. According to financial markets the performance of the enterprise is measured by the creation of wealth for the shareholder.

7.3. Personal performance

To innovate and serve customers better, employees have become the stone cornerstone of any customer-oriented business. This new data has revealed for today's companies the need to motivate their employees in such a way that each employee feels involved and responsible for the future of the company. Consequently, staff motivation has become a permanent concern for the business managers who measure staff satisfaction and try to energize motivation accordingly. In addition, the competition between companies for the know-how obliges the latter to effectively retain their human capital for the retaining within the company. Furthermore, companies that have managed to maintain a good performance in human resource management have understood the importance of recognition and the relationship of trust between employee and company.

7.4. Partner performance

Today, companies are increasingly entrusting high-value-added activities partners. Its activities, such as design or transportation, represent a significant strategic impact in the corporate value chain. Optimizing the value chain becomes partly dependent on efficiency of the supplier (partner) in question.

Thus, the relationship between company and supplier is not limited to a simple agreement contractual but of a long-term strategic relationship. Therefore strategic management is the search for a permanent exchange of information between the partners, which allows saving significant costs that make the difference compared to the competition. This relationship between the companies and the partner is a source of synergies within the same value chain.

7.5.Social performance

To be successful, today's company must have a strategic vision that is shared by all, employees and managers. In other words, it is not possible for the company to succeed by favoring only the economic aspect without taking into account the social aspect. Moreover, the globalization of information and the pressures of the surrounding society have made the activity of companies more and more complex, because, to evaluate several variables in their social environment such as: the environment, labor rights, have become an integral part of business strategies. Therefore, it is no longer enough to minimize costs without taking into account the value of the social risk incurred by the company.

8. The different types of performance

The performance of the company was gradually broadened during the twentieth century to consider other aspects such as economic, commercial, social and societal aspects. Among these aspects, it is possible to distinguish:¹

8.1. Economic Performance

It concerns the measurement of the performance or profitability of the company. It also represents the value added by the company.

8.2. Financial performance

It is measured by ratios used to break down the return on capital invested. For a long time this performance was considered the only representative of the overall performance of the company. It was estimated that it reflects the effectiveness and efficiency of the use of human, material and financial resources of the company. This primacy of use is justified by the fact that the criteria retained, which are mainly profitability and the effect of leverage, constitute both means control and communication with external partners.

8.3. Social performance

Is defined as "the level of satisfaction achieved by the individual participating in the life of the organization. Or even "the intensity with which each individual adheres to and collaborates in the words and means of the organization". Some criteria present the social climate and staff satisfaction as the main ones social performance indicators. In order to assess this performance, the following criteria can be used:

- The nature of social relations and the quality of collective decision-making.
- The level of employee satisfaction measured by polls and surveys of opinion.

¹ HULT (G), TOMAS (M) and HURLEY (F): "*Innovativeness: Its antecedents and impact on business performance*", Industrial Marketing Management, Vol(33),2004, pp.429 – 440

- The degree of importance of conflicts and social.
- The turnover rate, participation in events and company meetings, as well as the dialogue with the members of the works council.

8.4. Organizational performance

Concerns the way in which the company is organized to achieve her goals and how she achieves them. Here are the four factors of organizational effectiveness:

- Respect for the formal structure
- The relationships between the components of the organization (questioning logic organizational.)
- The quality of the flow of information;
- The flexibility of the structure.

These four factors make it possible to ask the right questions when it comes to the effectiveness of a structure without giving the keys to the definition of a configuration organizational.

8.5. Technological performance

Can be defined as the efficient use of company resources, the degree of innovation in the management system the production process and the goods and services produced by the company. It can be measured by a number of criteria:

- Technology watch and periodic reviews of the innovations introduced in the projects, information and training courses on innovations.
- Activity report of the teams dealing with innovations and the provision of "bricks of software" produced for others.
- Periodic adjustment of the organization, procedures according to the development of business projects.
- Use of the e-Learning modules and the results of the acquisition tests skills.

8.6. Managerial performance

Managerial performance is defined as the ability of the manager and the team leadership to achieve set goals. A number of criteria can be used to assess managerial performance:

- Entrepreneurship: effectiveness, efficiency, pro-activity, diagnostic use of concepts.
- Leadership: self-confidence, communication, reasoning logic, ability of conceptualization.
- Human resources management: social use of power, management of processes and groups.
- Other skills: self-control, relative objectivity, energy and ability adaptation...

Managerial performance can also be apprehended through the ability of the manager to allocate his time and coordinate the following three elements:

- The design spirit: orientation and openness.
- Execution ability: application pure and simple.
- Skill in reconciling and managing contradictions.

8.7. Societal performance

It can be defined as an adjustment between societal pressures and the responses provided by the company. These social pressures relate to:

- The protection and development of the human factor at work;
- The preservation of the environment and natural resources;
- The defense and promotion of consumer interests;
- Respect for business ethics;
- The protection of particular values and interests (minorities, ethnic groups and religious).

Societal performance brings us back to the concept of corporate citizenship, the obligation to answer for his actions, to justify them and to bear the consequences. Thus, a company that assumes its social responsibilities is one that:

- recognizes, on the one hand, the needs and priorities of stakeholders in society;
- Evaluates the social consequences of their actions in order to improve well-being of the general population while protecting the interests of its organization and its shareholders.

8.8. Competitive performance

The search for performance no longer depends solely on the action of the firm but also on its ability to accommodate or even appropriate the rules of the competitive game of its sector.

This would be possible thanks to the detection of possible changes in the systems of each of the company's activities and the identification and improvement of differentiation criteria, a source of value creation.

8.9. Commercial performance

It can be defined as the company's ability to meet its customers by offering quality products and services that meet the expectations of consumers. Businesses aiming for commercial performance must care about the needs of their customers, take into account the strategies of their competitors in order to retain, or even increase their market share.

9. Different approaches to performance

Performance has a multi-criteria approach, and each of the following skills has its own evaluation criteria:¹

¹ JOHNSON (A. J), DIBRELL (C) and HANSON (E) : « *market orientation, innovativeness and performance of food companies* », Journal of Agribusiness 27, 2009, pp. 85-106

9.1. Engineers:

Work on production processes and management tools specific to the projects they have to carry out. "Some management controllers may also rise of this type of training. They have a performance-first (industrial) approach that generally leaves little room for considerations of customer satisfaction or taking demand into account: moreover, cost constraints are not always sufficiently taken into account"¹

9.2. Accountants and management controllers

Most often favor a performance approach in terms of costs. The tools used and the information provided are not always the most suitable for decision-making. Their approaches do not sufficiently take into account the external constraint that the company encounters, which does not facilitate decision-making in the new organizational context of companies.²

9.3. Financiers:

Place the return on capital as the only performance criterion. Their approach favors the short term and attaches little importance to the economic elements of performance.

9.4. The action of sales people:

Is by definition market-oriented (products and customers). Their vision of performance is expressed in terms of market share to be acquired, growth in turnover, performance of competitors to be taken into consideration, and customer satisfaction. "Because of still strong compartmentalization, the corresponding information is not always formatted and even less distributed to the other functions of the company. Their way of assessing performance rarely incorporates cost constraints, solvency and customer profitability".

9.5. The designer: Intervenes in the design of the product to give a physical form (model, plan, prototype) to what was only expressed in terms of marketing specifications or sketches. This physical form must be the successful compromise of taking into account all the starting data, technical, economic, functional, manufacturing constraints and the image of the company. The parties close to this stage are in the initial form but also in the modified versions which can emerge later.³

The measurement of the performance of human resources managers refers only to that of skills. The evaluation of social performance is rarely linked to that of the economic performance of the company.

¹ KIRCA (A) , JAYACHANDRAN (S) , and BEARDEN (W): « *Market orientation: a metaanalytic review and assessment of its antecedents and impact on performance* ». Journal of Marketing, 69(2),2005, pp 24-41

² RAMANI (S): "*Improving Business Performance*", by Auerbach ,2016, pp120-130.

³ UMIT (S) : "*Managing Business Performance ,The Science and The Art*", 1st Edition , By John Wiley & Sons, United Kingdom, 2015,PP.35-38

Section 02: Marketing and commercial performance

At this stage of work, we will define the commercial and marketing performance, the components and the criteria that we must take into account when setting objectives, the determinants and levers of sales performance and marketing performance

1. Commercial performance

1.1. Definition:

The commercial performance of a company can be defined as the achievement of commercial objectives in relation to the means employed to achieve them.

Commercial performance can be defined also as the ability of the company to satisfy its customers, by offering them goods and services of good quality, and which are able to meet the expectations of its customers.¹

The commercial performance of the company therefore aims, according to the definitions that we have established, to achieve the objectives initially set by the company and more particularly, to satisfy customers and retain them. This requires the determination of the different levers that could be exploited in order to increase the commercial performance of the company.

1.2. The Goal setting:

The need to set quantitative or qualitative objectives to correctly perceive the behavior of men and women within an organization, to mobilize them, to motivate them, no longer needs to be demonstrated. As proof, it has been observed in recent years that the most successful companies are those which have a clear, precise and shared policy for evaluating and setting objectives, a policy which allows its players to know the rules and knowingly succeed or fail.²

➤ 1.2.1. Quantitative objectives:

It concerns all that is measurable such as: sales figures (turnover) and increase in the rate of profitability or the rate of productivity.

➤ 1.2.2. Qualitative objectives:

This is the non-quantifiable side, for example:

¹ UMIT (S) : *"Managing Business Performance ,The Science and The Art"*, 1st Edition , By John Wiley & Sons, United Kingdom, 2015,PP.35-38

² UMIT (S) : *"Managing Business Performance ,The Science and The Art"*, 1st Edition , By John Wiley & Sons, United Kingdom, 2015,PP.50-55

- Improve the quality of production in order to be able to export and therefore increase the level of production sold;
- Improve the organization of work to reduce scrap and therefore the cost of production. It is clear that the achievement of quantitative objectives is essential for a company because it concerns its follow-up. However, the qualitative is also important, but must be considered as a means for the company to achieve the quantitative objectives.

1.3. The characteristics of the objectives

For the company to be able to achieve, under the best possible conditions, the results it has set itself, it must also ensure consistency between the objectives set and the means (human and material) of achievement at its provision. To do this, these objectives must be:¹

- **Limited:** in order to avoid the dispersion of efforts, the objectives must be limited in number
- **Precise:** the objectives must be written in a simple and precise manner
- **Measurable:** the objectives must be measurable especially when we speak of quantitative objectives; on the other hand the qualitative objectives are difficult to measure, for the verification of the results the company calls on qualified people.
- **Coherent:** all objectives (individual, unit or company in general) must be coherent with each other;
- **Achievable:** the achievement of the objectives must be possible, in terms of time, space and means;
- **Motivating:** the objectives imply surpassing and progress with the consequences of material stimulation, among others, and training;
- **Prioritized:** the objectives must be ranked by priority, one in relation to the other.

1.4. The determinants of commercial performance

We are dealing here with the elements which generally determine commercial performance, and those which make it possible to evaluate it, namely commercial performance indicators. Several factors can contribute to commercial performance; however the components having a direct influence on commercial performance are the following:²

Quality of service: The quality of the service or product is one of the essential elements of the attractiveness of an offer, it encompasses all the characteristics of a product or service

¹ KYRYAZOGLOU (J): "How to improve your company's performance", 1st edition ,Canada,2012,PP.40-46

² Newlands (M), RAMPTON (JH): "*Performance Marketing for Professionals* ", audience mindshare, San Francisco, 2013,PP .27-33

which affect its ability to satisfy customers. needs, expressed or implied. There is therefore a very close link between the quality of service and customer satisfaction, which is why it requires special attention from managers, concerning this determinant.

The diversity of the offer:The policy of diversification of the offer was set up in order to be able to meet the needs of the various segments of the market of the company. The multiplicity of ranges of products or services available to the consumer has a direct impact on customer satisfaction and therefore on sales volume.

The extent of the distribution network :The availability of the product is a key element in customer satisfaction and also has an undeniable influence on commercial performance. So the larger the network, the more likely the company is to reach the maximum number of consumers who will be able to judge the quality of the product according to their needs and expectations. The number of resellers also has a direct impact on overall network sales

1.5. Commercial performance levers

There are several levers to improve the commercial performance of the company which are as follows:¹

Knowing and understanding your market

Purchasing practices in the business, the competitive environment, the company's strategic functions, etc. It is about knowing and understanding the factors that influence the results of the company, and above all, knowing how to exploit this knowledge to produce more value in the future. This step is vital for the company, because it makes it possible to specify the assumptions on which the established strategy will be based and a strategy is good or bad only the assumptions on which it is based.

Differentiate yourself from the competition

Apply a strategy of differentiation to attract more customers and also to retain them. It will allow the company to be more attractive tomorrow and therefore to do more business. (Identify the differences that make the specialty of the company, identify the internal strengths to maintain and the weaknesses to fight to make the company more attractive, etc.).

Assessing your business activity

¹ Newlands (M), RAMPTON (JH): "*Performance Marketing for Professionals* ", audience mindshare, San Francisco, 2013, PP .45-51.

Measurement is the essential fuel for the proper functioning of any business system. There can be no objectives without means of measurement, nor performance without evaluation. The company must know how to measure the effectiveness of the commercial activity and follow all the key aspects of its commercial performance. (Evaluate customer assets, measure the performance of commercial action, etc.). The company must have a measurement system that is simple, reliable, relevant and above all, quickly providing the data requested.

Strengthen the influence of salespeople:

The power of influence of a salesperson depends on his competence (his knowledge) and his motivation (his power). The key skills of a different salesperson depending on the type of sale, the type of products sold, the level of interlocutors encountered, the work environment, etc. It is important for the company to know how to identify and develop the key skills of its salespeople to increase their power of influence on the market.

Building a team dynamic:

A team dynamic reinforces the motivation, the energy deployed, the intelligence and the competence of each of the team members. (Development of commercial teams, making lasting changes in the behavior of salespeople, etc.). A team dynamic is created through a series of steps and the manager must lead this development to bring the team to maturity. In conclusion, during this section we learned that the commercial performance of the company is a complex system, it depends on a set of factors that the commercial must identify and master for a better performance.

➤ Guiding commercial action:

The commercial policy of the company is intimately linked to strategic thinking. It is the operational translation of the corporate strategy. (Set the business objectives of the company, identify the targets to be approached or developed, etc.). By quantifying and quantifying things, the company clarifies its ambition, makes its choices, gives meaning to the action and focuses energies on priorities.

➤ Fixing the individual contribution:

The management system is everything that contributes to defining, motivating, monitoring and evaluating the individual work of salespeople. It is the engine of commercial activity.

(Making the management system the engine of commercial activity, setting and monitoring the objectives of salespeople, etc.) For the company to be commercially efficient; it is not enough to set the objectives and give the direction of the action. It is also necessary to create energy, movement to make things happen and this is the vocation of the sales force management system.

2. Marketing performance

Performance marketing or performance marketing has completely changed the way companies advertise and sell their products. It has also had an impact on how we measure the success of marketing campaigns.

Whether you're looking for new leads, sales, traffic to your website, or download for your company's app, the performance marketing model means that you pay only after those goals are complete.

Many advertisers still have doubts about what marketing performance really represents. This is probably due to the fact that it is a relatively new concept that encompasses all marketing methods

2.1. Definition 01

Performance marketing (or performance marketing) is a digital marketing model in which the advertiser only pays for the results obtained. It is made up of a set of web marketing techniques (affiliate, PPC, etc.) that allow you to measure the results of an advertising campaign and attribute its performance to the different channels, depending on the results obtained.¹

With performance marketing, you go from pay-per-click or per-impression to pay-per-result. The effectiveness of a campaign is not determined by statistical calculations, but by real data collected by the tracking system which records clicks, conversions, sales or subscriptions in real time.

2.2. Definition 02

As its name indicates, performance marketing is a type of digital marketing in which brands pay based on the performance of their products.

Performance marketing is an online marketing strategy that's based on performance. This means that advertisers pay marketing companies or advertising platforms only after consumers carry out specific actions. These can include clicks, leads, bookings, downloads, or

¹ <https://www.oberlo.com> (05/26/2022 13:57)

sales as you may have guessed, a performance marketing strategy provides a win-win opportunity for both parties.¹

Indeed, that's why it's called performance marketing. As a result, they tend to use the word performance marketing interchangeably with other digital marketing methods.

Performance marketing consists of four areas that strategically build on each other: Objective; Marketing initiatives (channels); Controlling; Optimization.

2.3. The Evolution of Performance Marketing

Over time, technology advances and consumer behaviours change. Companies have to keep up with these changes or risk losing their competitive edge. As a result, performance marketing strategies that were useful in the past are no longer effective.²

The success of digital marketing campaigns currently depends on two factors – your target audience and the timing of the message. If you deliver the promotional message to the right audience at the wrong time, your campaign is likely to fail. One cannot do without the other.

2.4. Performance marketing players

There are four entities that are typically involved in building and executing a performance marketing strategy:³

The Brand: Also referred to as the merchant, retailer, or advertiser. This is a company that sells good or services and wants to accomplish specific goals, like more leads or sales.

The publisher: Also called the affiliate, marketer, or partner. This is a person or company that uses various strategies and techniques to promote the brand and accomplish its goals. Publishers carry out this promotion on their own media, like their website, blog, or social media accounts.

Networks and Platforms: Are third-party entities that connect brands and publishers, manage campaigns and payments, and track the performance of campaigns. Brands don't necessarily need to go through a network, but they'll likely still need a platform to track clicks, sales and other key performance indicators (KPIs)

¹ BAUER (TH) et al. , "Marketing Performance: How Marketers Drive Profitable Growth " , Kindle Edition, United Kingdom, 2016, P15

² *Id.* PP.35-39

³ *Id.* PP.48-52

Outsourced program managers : These firms and agencies run full-service performance marketing campaigns for brands that don't want to manage them in-house. OPMs offer services like marketing strategy, publisher recruiting, and campaign design and compliance with regulations. They can also help to optimize performance through landing page optimization, search engine optimization (SEO), and other online marketing best practices

2.5. Types of marketing performance

Regarding the use of the term "Performance Marketing", there are several areas within the scope of digital marketing that use it, but differ slightly from each other:¹

Affiliate Marketing: Is more related to any type of marketing that is affiliated with the advertiser and paid after the desired action has taken place. This usually involves partnering with coupon, loyalty, review, and incentive sites. It's a form of paid media that, unlike display or banner ads, doesn't really look like advertisements.

Native Advertising: It is a form of paid media which, unlike display or banner advertising, does not really look like advertisements and tends to follow the natural form and function of the site on which it is placed.

Sponsored content: Mainly used by influencers and content sites, this type of performance marketing involves a post or article dedicated to promoting a brand and/or product in exchange for some form of compensation.

Social media marketing: Involves using social media platforms to connect with your audience, drive traffic to your website, and increase sales. Businesses use social media platforms such as Facebook, Instagram and Twitter to gain traffic and boost brand awareness. However, it's also handy for boosting engagement, leads, and sales.

2.6. Benefits of Performance Marketing

The primary benefit of performance marketing is the advertiser's ability to track results against the expenses. Since each transaction relies on prospects' actions, you only have to pay for the successful ones. Unlike traditional marketing, measurement in performance marketing

¹ <https://www.bigcommerce.com> (05/29/2022 18:00)

is not based on estimates. Instead, it relies entirely on results. Besides being easy to track, here are other benefits of performance marketing: ¹

Extend Your Reach: Performance marketing allows you to reach a more diversified audience than traditional advertising. It provides access to publishers, social media influencers, and affiliates working together on one goal. And that's to market your brand, product, or service to their audience. As a result, you can now reach into specific niche markets that you might never have considered.

Greater Flexibility: You can enjoy so much flexibility with performance marketing and for obvious reasons. The numbers dictate your approach. So, if a specific marketing strategy isn't working, you can adapt and react in real-time. .

Convenient Planning Process: Since performance marketing is primarily about results, its planning process is relatively straightforward. It begins with identifying your goals and an acceptable CPA for each of your marketing goals. That way, you can quickly determine the ideal budget for your campaign.

Section 03: Marketing key performance indicators (KPIs)

Key performance indicators (KPIs) are the vital navigation instruments used by managers to understand whether their business is on a successful voyage or whether it is veering off the prosperous path. The right set of indicators will shine light on performance and highlight areas that need attention. 'What gets measured gets done' and if you can't measure it, you can't manage it' are just two of the popular sayings used to highlight the critical importance of metrics. Without the right KPIs managers are sailing blind. The problem is that most managers are struggling to understand and identify the vital few management metrics and instead collect and report a vast amount of everything that is easy to measure. As a consequence they end up drowning in data while thirsting for information. Effective managers and decision makers understand the performance of all key dimensions of their business by distilling them down into the critical KPIs. Not understanding key metrics can often cause anxiety and can hold people back.²

¹<https://www.business2community.com> (05/30/2022 21:18).

² BERNARD (M): "*Key performance indicators, The 75 measures every manager needs to know* ", 1st edition ,Financial Times ,Great Britain , 2012, p26.

In this section, we will present the definition of a performance indicator and the keywords that can define it than we will see the typologies and the characteristics of an indicator. Then we will define marketing performance indicators, and at the end we will see some of marketing performance indicator

1 Sub-section 01: General information on performance indicators

1.1. Definition of an indicator

An indicator is a statistical instrument that makes it possible to observe and measure a Phenomenon .It is a management control tool to measure the level of performance achieved according to defined assessment criteria.¹

1.2. Definitions of a performance indicator

A performance indicator is information that should help an actor, individual or collective, to lead the course of an action towards the achievement of an objective or to enable it to evaluate the result". It's defined as "quantified data, which measures the effectiveness of all or part of a process or system against a standard, plan or a determined and accepted objective, as part of a business strategy"²

Performance indicators (PIs) are those indicators that are nonfinancial that can be traced back to a team. The difference between performance indicators and KPIs is that the latter are deemed fundamental to the organization's well-being. Performance indicators, although important, are thus not crucial to the business. The performance indicators help teams to align themselves with their organization's strategy. Performance indicators complement the KPIs; they are shown on the organization, division, department, and team score cards, a relevant performance indicator³

1.3. Definitions of a key performance indicator

Key performance indicators (KPIs) are those indicators that focus on the aspects of organizational performance that are the most critical for the current and future success of the organization. KPIs are rarely new setting the Scene to the organization. Either they have not

¹ David (P) : « *Key Performance Indicators Developing, Implementing, and Using Winning KPIs* », 3rd edition, John Wiley & Sons, Canada, 2015, p 4

² <https://blog.hubspot.fr/marketing/kpis-marketing-15-indicateurs-cles-a-suivre-absolument> (05/15/2022 17:48)

³ David (P) : « *Key Performance Indicators Developing, Implementing, and Using Winning KPIs* », 3rd edition, John Wiley & Sons, Canada, 2015, P.7

been recognized or they were gathering dust somewhere unknown to the current management team.¹

1.4. The importance of performance indicators (KPIs):²

KPIs are an important manner to ensure your teams are assisting the general desires of the organization. Right here are a number of the most important motives why you need key performance signs.

- **Maintain teams aligned:** whether measuring undertaking success or employee overall performance, KPIs preserve groups shifting in the identical direction.
- **Provide a health check:** key performance signs come up with a sensible take a look at the fitness of your organisation, from chance factors to financial signs.
- **Make changes:** KPIs assist you definitely see your successes and failures so you can do extra of what's working, and much less of what's now not.
- **Preserve teams accountable:** make sure each person provides value with key performance indicators that assist employees song their progress and help managers pass things along

1.5. Characteristics of a good performance indicator³

The general characteristics sought for an indicator are the same as for any measuring instrument. In general, we seek to respect several criteria, which we group into four components, to ensure the optimal value and its maturity: its relevance, the quality and precision of its measurement, its feasibility and its user-friendliness interpretation and use

- **Relevance:** The indicator must correspond to a concern, an objective or an expectation. Furthermore, it must meet the need for measurement, have a meaning in the context of study or management, it must mean something to its users and be used in that context. We must aim to give the indicator the maximum added value by putting it into perspective against relevant benchmarks (objectives, acceptable margins, comparative).
- **The quality of the indicator:** The indicator must have certain intrinsic characteristics: precision in its design, the clarity and precision of its formulation, and its theoretical quality (a formulation and logic of articulation corresponding to the recognized definitions of the field). The indicator must be well formulated, precisely defined and its parameters well established (breakdowns, periodicity, comparisons, and form of presentation) and everything must be well documented. In addition, it must be sensitive enough to highlight

¹ *Ibid.*

² <https://www.qlik.com/us/kpi#types> (05/15/2022 20 :15)

³ Newlands (M), RAMPTON (JH): "*Performance Marketing for Professionals* ", audience mindshare, San Francisco, 2013,P.17

any significant variation in the object of measure and homogeneous enough in time and space to allow comparison.

- The feasibility of the indicator: We must first have the informational possibility of producing the indicator by using rigorous measurement and processing mechanisms providing reliable data, in a timely and cost-effective way (the value added by the indicator to management compared to at the cost of its production). We must also have the technical possibility of having a computer system allowing consolidation and efficient interfaces and acceptable access in terms of lead time production and response time. We must finally have the organizational possibility.
- **Friendliness:** Usability represents the operational, visual and cognitive possibility of using the indicator correctly and comfortably.
- **Accessibility:** the indicator must be accessible, easy to obtain and use. If the system is computerized, it should be simple to use, commensurate with the capabilities of users.
- **Understandability:** the indicator must be simple, clear, understandable, understood by the same way by all and its interpretation must be common and shared.
- **Evocation:** the indicator must be well illustrated and presented, visually evocative and easily interpretable by its users, by the choice of the form of representation (table, graph or pictogram).

1.6. Types of performance indicators (KPIs)¹

Key performance indicators are available many flavors. Whilst a few are used to degree month-to-month progress in opposition to a aim, others have a longer-time period consciousness. The one aspect all KPIs have in not unusual is that they're tied to strategic dreams. Here's an outline of a number of the maximum not unusual styles of KPIs.

- **Strategic:** These KPIs monitor the goals of the organization. Managers normally look at least one or two strategic performance indicators to find out how the organization is doing at any given time
- **Operational:** These indicators seek to get closer and closer to 'real time' measurement, so you can assess what's actually happening in the business on an hourly, daily, weekly and monthly basis. These insights help you to do things better. They offer up important information about where systems, processes or people are falling behind or veering off

¹ Newlands (M), RAMPTON (JH): "*Performance Marketing for Professionals* ", audience mindshare, San Francisco, 2013, PP .27-33

course so that you can take corrective action quickly, solving the issue before it escalates into a full-blown problem.

1.7. Key steps in the KPI process

The key steps in the KPI process allow you to analyse your company's data methodically. It allows you to implement and evaluate changes, as well as create a system of analysis. The basics are:¹



Figure N° 01: Key steps in the KPI process.²

- **Identify:** This step requires identifying a set of relevant KPIs that the business will track. These must be structured and selected methodically and thoroughly. All the people chosen must have a close and direct link with the general objectives of the company. KPIs should be achievable and assess at least one aspect of business performance.
- **Create:** At this stage, we must create the dashboards and/or KPI dashboards. Dashboards track strategic goals and measure overall effectiveness, while dashboards are pretty much progress reports. Dashboards are a quick way to measure KPIs and show how the business is progressing toward its goals.
- **Evaluate** The next step is to assess how well business goals are being achieved. This is the time to determine if the reasonable objective is set and identify the right KPIs related to customer churn. Data such as new customers, number of customers, and number of inactive and deleted accounts can be used.

¹ David (P) : « *Key Performance Indicators Developing, Implementing, and Using Winning KPIs* », 3rd edition, John Wiley & Sons, Canada, 2015, P.122

² <https://www.ringcentral.com> (05/16/2022 15:14)

- **Change:** This is when processes and strategies should be modified as needed. necessary modifications must also be made systematically. This keeps decision-making and business processes dynamic.

1.8.The Benefits of key performance Indicators (KPIs)¹

Key overall performance indicators spotlight how well a commercial enterprise is doing. Managers and commercial enterprise owners are often overconfident of their measurements of ways the enterprise is assembly its dreams. The simplest manner to know what tactics affect your bottom line is to carry out records-driven analysis:



Figure N° 02 : The five Benefits of KPIs.

Source: <https://www.ringcentral.com> (05/16/2022 17 :30)

- Capability to degree goals:** Knowledge is strength. Every now and then it may be hard to see the bigger photograph. Via the use of KPIs, you could actively measure the implementation of the modifications you're making within the business. The size of objectives is arguably the most crucial use of KPIs.
- Create a studying environment:** The steady use of KPIs creates an ecosystem that encourages mastering. The enterprise does not only have superficial objectives which are by no means finished. Noticing unfavorable KPIs gives the team the possibility to talk about it and use the data to perceive regions for development.
- Gather important statistics:** KPIs offer immediately perception into typical business performance. In addition to enhancing commercial enterprise procedures, they assist deliver the maximum accurate information to stakeholders, permitting them to recognize how their funding is doing.

¹ UMIT (S) : “*Managing Business Performance ,The Science and The Art*”, 1st Edition , By John Wiley & Sons, United Kingdom, 2015,PP.35-38

- d) Encourage responsibility:** It's hard to cover in the back of the statistics. If a department isn't always acting properly, the KPIs should let you recognise what is inaccurate and why. Growing responsibility is vital, especially in collaborative paintings environments. The result can make control and group members more efficient.
- e) Boost morale:** Alternatively, KPIs can boost morale significantly. It can be encouraging for personnel to know that they have finished their dreams for the month or year. Profitable body of workers for accomplishing Kpis is an excellent manner to broaden an environment that celebrates success. This will take the form of monetary incentives, crew lunches, or other rewards.

2. Sub-section 02: Marketing key performance indicators.

2.1. Definition of marketing key performance indicator:

A performance indicator, or KPI, is a quantified performance indicator making it possible to monitor the achievement of an objective in a quantified way. KPIs can take many forms and allow you to measure your results in order to better refine your strategy. They are used in particular in the field of marketing to measure the impact of marketing campaigns and actions, in particular digital.¹

Marketing KPIs thus correspond to information that helps in management and decision-making. They will help you more easily prove the return on investment in the field of marketing and implement the campaigns and actions adapted to the objectives of your company²

2.2. Determine the relevant Marketing key performance indicators (KPIs):³

KPIs are mainly used in marketing but also in commercial fields or in communication and management. They are used to measure the effectiveness of a system, an action or a campaign.

In other words, KPI is a measurable value that shows the progress against the desired result while it is true that KPIs differ from a sector to another, in fact, competitors with many of the same needs might differ wildly in their use of KPIs depending on philosophy and strategy, a good place to start would be common use within a specific industry..

¹ Bernie (S) :« *KPI Checklists* »,by Metric Press, England,2016,P.102

² David (P) : « *Key Performance Indicators Developing, Implementing, and Using Winning KPIs* », 3rd edition, John Wiley & Sons, Canada,2015,P.118

³ <https://www.abtasty.com/blog/key-performance-indicator/> (05/20/2022 21:30)

To be effective, KPIs must be defined upstream, before any action. They will determine and quantify your objectives, thus measuring the success of your action and its return on investment (ROI). In other words, they allow you to assess the profitability of your action, in terms of money but also resources.

Therefore, they must be created according to the SMART method defined by 5 objectives:

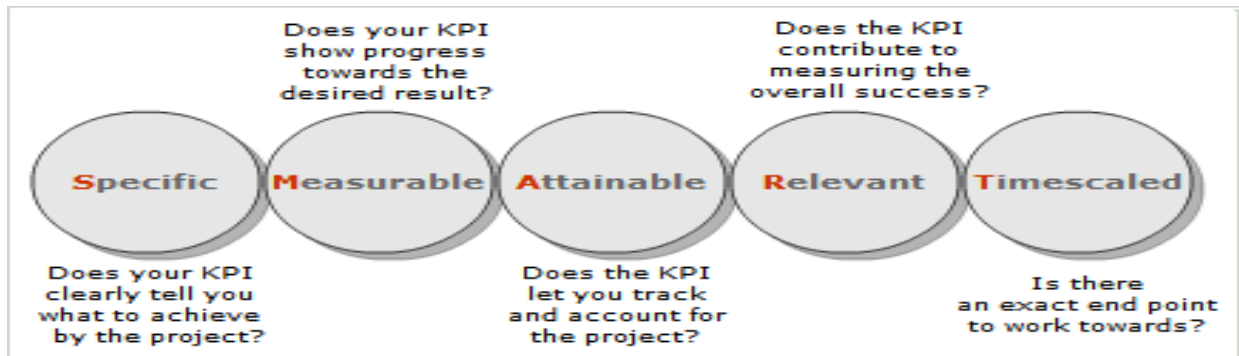


Figure N° 03 : Smart Goals.

Source: <https://snov.io/glossary/key-performance-indicator-kpi> (05/18/2022 18:20)

- a) **Specific:** The defined objective must be clear and precise, adapted to the function of the person who sets it up
- b) **Measurable:** Obviously, this objective must be quantifiable; otherwise it is not possible to evaluate its performance.
- c) **Acceptable:** The challenge should not only garner team approval but also be ambitious enough to inspire motivation.
- d) **Realistic:** the objective set must be within reach of employees, otherwise it cannot be achieved
- e) **Temporally defined:** The objective must meet a specific duration, and must have a start and end date previously established.

2.3. Marketing key performance indicators:

Knowing what Kpis to degree to assess the performance of the advertising efforts is essential to making sure that your advertising campaigns acquire their desires.

Growing a powerful advertising strategy and putting in place influential and powerful advertising campaigns is the key to riding more sales and average commercial enterprise growth. Many entrepreneurs and enterprise owners recognition at the most famous marketing

KPIs which include price in step with lead, conversion charge, and site visitors....etc, due to the fact those are all important Kpis to be tracked¹

2.3.1. Content marketing KPIs

2.3.1.1. Customer acquisition

The profitability of a website is in principle evaluated through the number of customers acquired. Thus, to analyze the effectiveness of its marketing and sales strategies, it is necessary to look at this indicator. However, it should be noted that with long-term business, one should always distinguish between new and returning customers. This distinction allows knowing if the customer acquisition strategy is effective, whether we have changed it or stayed the same. Different means are at disposal to know the number of new customers acquired in a given period. With these techniques, we can follow this indicator on a regular basis.²

Customer acquisition is the process of attracting new customers to the business. This practice encompasses all user journeys, from the time they visit the website to the time they become paying customers. Depending on the product or service, this process may take longer or shorter.

The best steps we can take to optimize the customer acquisition efforts may vary depending on the industry. However, be aware that there are a few that are often used by marketers. One of those metrics being knowing the number of new customers generated through the website. This is a great place to start, as it allows you to adjust your customer acquisition strategies and increase the turnover. To know the number of newly acquired customers, we can look at the information used to identify visitors. Google Analytics has a feature to count the number of customers who make purchases on the site. So we can track how many clients we were able to get the number of customers, new or old, can also be provided by business platforms or CRM tools. Knowing the total number of new customers, we can calculate the rate of new customers with the following formula:³

$$\text{RATE OF NEW CUSTOMERS} = \frac{\text{NUMBER OF NEW CUSTOMERS OVER A GIVEN PERIOD}}{\text{TOTAL NUMBER OF CUSTOMERS FOR THIS SAME PERIOD}}$$

¹BE

Financial Times/ Prentice Hall,2012,PP.248-251.

² *Id.* PP.248-251.

³ *Id.*,PP.248-251.

This rate of new customers indicates the ratio of new customers to returning customers. It also helps to determine if your results have improved compared to those of the previous period.

The number of acquired customers determines the effectiveness of marketing and sales strategy. If we continue with the same strategy, we can deduce that it remains effective because it allows winning new customers. It is the same if we add new techniques or if we change them, the new customers acquired are a sign of the performance of marketing and sales activities. Monitoring the number of newly acquired customers thus makes it possible to continuously analyze the effectiveness of marketing and sales strategies. This indicator must be analyzed in order to know the relevance of the strategies and offers. Winning new customers depends on two things:¹

- Improve its visibility on the Web;
- Propose relevant offers.

The visibility of your site is what determines your ability to win new customers. Thus, you have to start by working on your visibility with the targets to maximize your chances of winning customers.

Once visitors are on your website, the goal is to optimize their conversion into real customers. It is then necessary to propose relevant offers that meet the expectations of the targets. A market study or the follow-up of the needs of loyal customers allows having an idea of these expectations to then propose the corresponding offers.

In short, the number of new customers is a useful lead generation and customer acquisition KPI for evaluating the effectiveness of your marketing and sales efforts.

2.3.1.2. Grow merchandising value (GMV)

Gross merchandise value (GMV) is the total value of merchandise sold over a given period of time through an e-commerce site. It is a measure of the growth of the business or use of the site to sell merchandise owned by others. It's often used to determine the health of the site business because its revenue will be a function of gross merchandise sold and fees charged. It is most useful as a comparative measure over time, such as current quarter value versus previous quarter value. We can use the following formula to calculate GMV:²

$$\text{Gross Merchandise Value (GMV)} = \text{Sales Price of Goods} \times \text{Number of Items Sold}$$

¹ BERNARD (M): "Key Performance Indicators (KPI): The 75 measures every manager needs to know", Financial Times/ Prentice Hall, Great Britain, 2012, PP.248-251..

² Bernie (S) : « *KPI Checklists* »,by Metric Press, England,2016, PP.135-138

2.3.1.3. Average basket

Average Basket is an e-commerce metric that tracks the average number of items sold per transaction. In other words, it measures the increase or decrease in the quantity of items purchased per transaction. It can also be used to calculate the Average Basket Value, which is the average cost of units placed in the basket.

Average Basket measures the average number of items customers' baskets across all transactions in a given period. It is beneficial to observe trends key transaction metrics. T

We can calculate the average basket size by the following formula: ¹

$$\text{The total number of units sold} / \text{the total number of order transactions}$$

This allows you to measure the difference in the average quantity of products sold in individual purchases over time.

2.3.1.4. Traffic

Companies aim for a specific goal in terms of leads. They should use a traffic volume curve to track their growth more accurately. Again, in case of delay, it is possible to react quickly, for example by creating content that will attract visitors at a higher rate.²

- **Organic traffic:** The first KPI to consider when measuring traffic is organic traffic. This traffic is generated by the actions implemented by a company to optimize its website on search engines, and therefore its natural referencing. In other words, organic traffic allows you to analyze the number of visitors obtained once they have entered a query and clicked on a link that appeared in the search results.
- **Direct traffic:** direct traffic is linked to the number of Internet users who have taken an action directly linked to the URL of the company's website.
- **Social traffic:** Social traffic is simply the number of visitors acquired through sharing links to a website on social networks such as Facebook, Twitter or LinkedIn. This KPI gives companies an overview of the social networks on which visitors interact.

¹ Bernie (S) :« *KPI Checklists* »,by Metric Press, England,2016,PP. 140-142

² *Id.* PP.155-160

- **Referral traffic:** Referral traffic, or referral traffic, refers to Internet users arriving on a website from a link inserted on another site. This indicator makes it possible to identify third-party sites that offer a link to a specific web page of the company.
- **Email traffic:** This type of traffic takes into account the number of clicks on a link appearing in an email. The results obtained with this KPI may give rise to adjustments to increase the traffic of future campaigns.

2.3.1.5. Page Views:

Amount of times that a page has been viewed or refreshed during a specific period of time. This can be a great indicator of whether your content is attractive for visitors. It can be helpful, for instance, to know if your blog posts are being read, compared to other pages' views. Nevertheless, there's one detail that should be taken into account when looking at the page views. The number is not unique views, which means that it's counting the same view as more than one. Therefore, you are not getting the most accurate data, but it can definitely give you a hint on your visitors' interest in your content.¹

The Page views metric gives your team insight into how compelling and popular a specific page is. A page with high page views can be used as a template to create other high-traffic content.

2.3.1.6. Average time on page:

This content marketing KPI is of great importance. Getting tons of traffic is awesome, but if people don't stay long enough on your page to read your article or engage with your content, then it really doesn't matter how many people visit your website.²

To improve your time on page KPI, you should try shortening the article or write a new, compelling intro to it that will make visitors want to read the entire blog.

Landing Page ?	Acquisition			Behavior			Conversions eCommerce	
	Sessions ? ↓	% New Sessions ?	New Users ?	Bounce Rate ?	Pages / Session ?	Avg. Session Duration ?	Transactions ?	Revenue ?
	53,352 % of Total: 100.00% (53,352)	73.50% Avg for View: 73.42% (0.11%)	39,214 % of Total: 100.11% (39,171)	49.45% Avg for View: 49.45% (0.00%)	3.93 Avg for View: 3.93 (0.00%)	00:02:39 Avg for View: 00:02:39 (0.00%)	59 % of Total: 100.00% (59)	\$3,886.44 % of Total: 100.00% (\$3,886.44)

Figure N° 04: Average time on page example

¹ <https://kpi.org> (05/22/2022 12 :03)

² <https://kpi.org> (05/22/2022 14:00)

Source: <https://rockcontent.com> (05/20/2022 01:35)

Average page time is one of the ranking factors that Google's algorithms consider. If the time spent per page is very close to 0, there is a problem. Google can understand as if the page is not offering all the information the reader is looking for

2.3.1.7. The conversion rate

An essential indicator for e-commerce, the conversion rate corresponds to the percentage of Internet users who have made a purchase on a merchant site (compared to the number of Internet users who have visited you). On average, this rate is between 1.5 and 3%.

If you are below this rate, ask yourself the right questions regarding the ergonomics of your site, hidden costs, reinsurance elements, your payment methods, stock shortages. In short on everything regarding barriers to purchase. ¹

2.3.2. Social Media KPIs

In recent times, each person is on social media: your clients, your capability patron, your competition, too. For that reason, social media is a should-have advertising and marketing channel for every enterprise. It's miles the location wherein you could reach your centered audience and ensure that your emblem voice is heard. Billions of humans are energetic social media so if you want to be the first aspect that people see after they wake up or before going to bed, ensure to enhance your social media presence. ²

- **Subscribers:** This is the number of users following your account. In order to identify the performance of your social media strategy, we recommend that you compare this number of subscribers with that of companies in your sector.
- **Reach:** This social media KPI measures the total number of unique accounts that were exposed and have seen your social media post. Having a broader reach is great for brand awareness, but you should aim not only to reach a lot of people with your posts but make them engage with it.
- **Impressions:** Impression on the other hand, measure the total number of how many times your post showed up in someone's feed. That, however, doesn't mean that this person necessarily has looked at your post, it means that they had a chance to.

¹ <https://www.slingshotapp.io> (05/23/2022 12:16)

² BERNNARD (M): "25 need-to-know key performance indicators ", 1st Edition, FT publishing financial; Times, Great Britan, 2014, PP.220-228

- **Commitment:** Social media engagement refers to the propensity of consumers to interact with your brand. Your posts can actually get: Likes, Shares, Comments and Clicks

2.3.3. Email Marketing KPIs

Creating a powerful email marketing strategy can have a significant impact on your overall marketing strategy success and business growth. It's one of the most successful and effective ways to advertise your business, increase brand awareness, and generate conversations and sales. Here are the top email marketing KPIs to measure the effectiveness of your email marketing campaigns and whether they hit your desired business goals:¹

- **Open Rate:** Your email open rate is one of the most important metrics to keep track of. It is one of the best ways to tell whether email marketing strategy is working by showing the percentage of audience that opens the emails sending to them. There are a couple of factors that can affect the open rates such as the subject line and the sender's name.
- **Click-Through-Rate:** The goal of almost every marketing email is to get the subscribers to act – click on a link that it's inside the email that often leads to a landing page where the subscribers can buy a product or service or drive traffic to the website. So, when it comes down to measuring the effectiveness of email marketing strategy, the click-through rate is a metric that email marketers should keep their eyes on. It shows the percentage of email recipients who clicked on a link inside your email.
- **Unsubscribe Rate:** The unsubscribe rate is the percentage of email subscribers who decided that they don't want to receive emails from you any longer.

¹ BERNNARD (M): "25 need-to-know key performance indicators ", 1st Edition, FT publishing financial; Times, Great Britan, 2014, PP. 233-236

Conclusion

This chapter has allowed us to define and understand the aspect of performance of the company. The performance is considered as realization of the set of effectiveness and efficiency and effectiveness. But after having identified the notion of performance, we saw its type, characteristic and objectives, then we were able to go more particularly to marketing and commercial performance. We defined them and finally we presented the different marketing performance indicators which are a vital component for a successful business. They take the guesswork out of operational decisions and can help you identify areas of improvement. The best thing about KPIs is that you tailor them to the needs of your company. You and your team set the goals and can make your company a place where people want to be a part of reaching those goals.

Chapter 02: Digital marketing tools

Introduction

The emergence of digital marketing has transformed the very meaning of marketing. In the digital age, the consumer no longer represents the image of a passive and receptive end user. Regardless of the product offered. He is now a decision maker. Digital tools marketing make the possibility possible to interact with the company in such a way as to receive personalized offers called “tailor-made”. We will begin this chapter By a first section: on the conceptual framework of digital marketing, where we will define digital marketing, its characteristics, its challenges, and its crucial channels

Then we will discuss in a second section: the different tools of digital marketing, we will define them, and explain them.

Section 01: Conceptual Framework of digital marketing.

With an increasingly evolving world marked by new technologies, the digital marketing has become crucial for the survival of any business. It is about using the new information and communication technology in every sector. Through this section we are going to introduce digital marketing, its definitions, and we will discuss the characteristics and challenges of digital marketing. Finally, we will close this section with the crucial channels of digital marketing.

1. Definition 01

“Digital marketing encompasses all marketing efforts that use an electronic device or the internet. Businesses leverage digital channels such as search engines, social media, email, and their websites to connect with current and prospective customers. Marketing has always been about connecting with your audience in the right place and at the right time.”¹

“Digital marketing is an integral part of all marketing activities. This includes PR, creative direction, brand, CRM, retention, product development, pricing, proposition, and communications – the entire marketing mix.”²

¹ DAUGHERTY (S : “*Digital Marketing Guide*” ,Small Business and Technology Development Center (SBTDC, North Carolina,2019,P5

² KINGSNORTH(P): “*Digital Marketing Strategy*”, 1st Edition, Communications Specialists, SBTDC, London, 2016, P 07

“The promotion of products or brands via one or more forms of electronic media, For example, advertising mediums that might be used as part of the digital marketing strategy of a business could include promotional efforts made via the Internet, social media, mobile phones and electronic billboards, as well as via digital and television and radio channels “¹

2. From traditional marketing to digital marketing

1996 saw the launch of a couple of more search engines and tools like HotBot, LookSmart, and Alexa. Then 1998 saw the birth of Google. Microsoft launched the MSN search engine and Yahoo brought to the market Yahoo web search. The digital marketing world saw its first steep surge in 2006 when search engine traffic was reported to have grown to about 6.4 billion in a single month. Then came Web 2.0, where people became more active participants rather than remain passive users. Web 2.0 allowed users to interact with other users and businesses. Soon, social networking sites began to emerge. Myspace was the first social networking site to arrive, soon followed by Facebook.

Many companies realized all these fresh new sites that were popping up were beginning to open new doors of opportunities to market their products and brands. It opened fresh avenues for business and signalled the beginning of a new chapter to business. With new resources, they needed new approaches to promote their brands & capitalize on the social networking platform.

The cookie was another important milestone in the digital marketing industry. Advertisers had begun to look for other ways to capitalize on the fledgling technology. One such technique was to track common browsing habits and usage patterns of frequent users of the internet so as to tailor promotions and marketing collateral to their tastes. The first cookie was designed to record user-habits. The use of the cookie has changed over the years, and cookies today are coded to offer marketers a variety of ways to collect literal user data. Products marketed digitally are now available to customers at all times.²

3. Difference between traditional marketing and digital marketing

The traditional marketing methods must support the organisation’s digital marketing efforts. The two do not operate in exclusion from each other. Only hard copy marketing materials can be used to further strengthen a relationship with a contact, referral partner or client³

¹ <http://www.businessdictionary.com/definition/digital-marketing.html> (05/15/2022 12 :30)

² <https://digitalmarketinginstitute.com> (03/02/2022 17:30)

³ <https://www.geeksforgeeks.org> (03/02/2022 19:00)

Table 02 below outline the main differences between traditional marketing and digital marketing.

Table N° 02: the differences between traditional marketing and digital marketing.

Traditional marketing	Digital marketing
Communication is unidirectional. Meaning, a business communicates about its products or services with a group of people.	Communication is bidirectional. The customer can also ask questions or make suggestions about the business products and services.
Medium of communication is generally phone calls, letters and emails.	Medium of communication is mainly through social media, chat, websites and emails.
Campaigning takes more time for designing, preparing and launching	There is always a fast way to develop an online campaign and carry out changes along its development. With digital Tools, campaigning is easier.
It is carried out for a specific audience throughout from generating campaign ideas up to selling a product or a service.	The content is available for general public. It is then made to reach the specific audience by employing search engine techniques.
It is a conventional way of marketing; best for reaching local audience.	It is best for reaching global audience.
It is difficult to measure the effectiveness of a campaign.	It is easier to measure the effectiveness of a campaign through analytics.

Source: <https://www.geeksforgeeks.org> (03/02/2022 19:30)

4. Characteristics of Digital Marketing:

There are three characteristics of digital marketing which are:¹

4.1. Interactivity

On the Internet, generally, it is the consumer who initiates contact with the site. This is actually called the reverse marketing approach, the e-consumer is active in his approach and the seller must learn to listen and be passive, so he must be fast, responsive and even proactive. The customer has become the marketer, that is, the roles are reversed. This has a significant impact on the customer's perception of the organization, brand or product. On

¹ HARLESWORTH (A): "Digital Marketing a Practical Approach", Routledge, 3rd Edition, London, 2018, P6

social media, customers tell their friends (and the rest of the world) what they think about organizations, brands or products. And because they no longer trust marketing messages, customers trust other customers more.

We normally say that on the internet we do not sell but the consumer who buys. He's looking for records or an online experience (pull technique). It is consequently vital for the organization to be in a very good position path (search engines, portal sites ...) to help him meet his desires. Whilst the purchaser is on the web page, the agency can gain and memorize its answers and choices for future exchanges. These factors promote the status quo of verbal exchange and bilateral exchanges among the employer and the consumer via the web site, it is applying the concept of helping the client to shop for.

4.2. Knowing Costumers

Internet can be used to accumulate information at low cost mainly those related to consumer possibilities, allowing to improve customer expertise.

Each time a customer aggregates content from a webpage, these statistics are stored through the website and can be analyzed to determine how consumers interact with it. Until the evaluation of the clicks, its kilometers make it possible to determine the possibilities of the Net surfers and their behavior according to the Web sites and the contents which they consult. There is also an exponential increase in this information these days. Generated by the sponsor during his interactions with the company (interactions on social networks or the blog, statistics transmitted via applications on smartphones, capsules). It becomes, at the same time, increasingly difficult but clearly essential for the agency to collect and examine these massive files in order to apprehend its clients.

4.3. Customization

Every other essential characteristic of digital media is that internet allows mass customization of services or products offered to purchasers. They also make it viable to individualize the web purchaser courting at a lower fee. This individualization of the relation with the patron is based totally on the records gathered throughout his browsing a good way to target and customize the exchanges. The amazon.Com become one of the first to personalize its interface and client courting via calling the person by using call, presenting suggestions on the website online and through email in keeping with his profile and his browsing.

4.4. Challenges of Digital Marketing

It is on the company that the digital revolution is about to have the greatest impact, this innovation induces indeed with incredible speed some important changes for the company and

its business model. Companies must adapt to this digital world if they don't want to lose competitiveness, or even disappear.¹

They cannot move forward without a real digital strategy, which must cover not only the relations with the customers, but also with the whole stakeholders: customers, employees, suppliers, investors. The advent of new technologies and social networks forces the company to rethink its strategic objectives, its business model and its organization to take advantage of this opportunity, paid search, SEO and display advertising require almost no technology internally to launch. E-mail marketing and social media require some technology but this can be bought rather than built.²

The digital is going to impose itself definitively in the business Communication. This quick development of new media and social networks introduced major changes in communication methods. The companies' websites can no longer be just a showcase website, but must be more and more interactive. The company's communication strategy can no longer be limited to the web only, and must also cover social media and mobile devices.³

Additionally, one of the most common obstacles that many groups are familiar with is limited budget, there are often challenges round investing in new era or walking multiple, expensive it tasks. In digital marketing this will be carried out a bit less difficult than with offline channels however its miles still rarely an easy exercise and tightly controlled.

4.5. Cost-effective

Digital marketing can be the maximum cost-effective thing of a marketing method. Even though it calls for time to plan and create content this is significant, the actual distribution of the content material can be inexpensive. As the patron market transitions to a more percentage of digital local clients, an effective virtual marketing approach will offer greater returns on funding as clients do plenty of the work in distributing your content to capability new clients

4.6. Higher levels of customer satisfaction

Virtual advertising may be the maximum cost-effective factor of an advertising and marketing approach. Even though it requires time to plan and create content material that is significant, the actual distribution of the content can be less expensive. As the patron market transitions to a greater percent of digital local customers, an effective digital advertising approach will provide greater returns on investment as customers do a great deal of the paintings in distributing your content material to capacity new clients

¹ <https://www.glocalthinking.com> (09/03/2022 05:21)

² HARLESWORTH (A): "*Digital Marketing a Practical Approach*", Routledge, 3rd Edition, London, 2018, PP.30-37.

³ <https://www.cio.com> (03/09/2022 15 :30)

4.7. Improved brand loyalty

Virtual advertising may be the maximum cost-effective factor of an advertising and marketing approach. Even though it requires time to plan and create content material that is significant, the actual distribution of the content can be less expensive. As the patron market transitions to a greater percent of digital local customers, an effective digital advertising approach will provide greater returns on investment as customers do a great deal of the paintings in distributing your content material to capacity new clients

4.8. Facilitates performance tracking

The relevant digital advertising tools can also help to tune the campaign performance, so one can make a review. The tracking equipment can significantly decorate the overall effectiveness of the marketing firm. The advertising strategy may be finally altered if the statistics of the enterprise are low. The digital advertising employed in the education zone will assist to shift the focal point of the method in a direction which could help to maximize the realization of the advertising mix

4.9. Manage online reputation

E-reputation management is mandatory because a large community of human beings is present online most of the time. This can be done in some of the innovative approaches which involve posting quality blogs and videos especially which can be testimonials from brilliant directors and inspiring personalities. Moreover Achieving and also imposing alumni comments and the promotion of properly campus news and Activities is essential for acquiring the eye of the net audience. Excellent online recognition is performed due to the fact this can create a feel of interest inside the minds of the readers. The Advertising strategies have to be formed and implemented in a proper style so that the Instructional establishments can gather the blessings like fee-effectiveness, high scholar enrolment, and higher fee of return and so on. It's excessive time for most academic institutions to update their long time Plans which contain extensive scale digitalization and well created objectives. This may assist to beautify the extent of carrier so one can be provided by using the online educational advertising firms.¹

5. Crucial digital marketing channels

The internet opened a whole new area of opportunities for marketers. Digital marketing channels became much more common as they are affordable and easy to explore, especially

¹ MALHOTRA (K) : *“Basic marketing research : applications to contemporary issues”* , 4th edition, Prentice Hall, 2002,p15)

for small businesses with less money and workforce. In this part of the dissertation, the most important digital marketing channels are:¹

5.1. Email marketing

According to Stokes, email marketing is one of the oldest and most influential forms of direct marketing, which uses electronic ways in order to deliver commercial and promotional messages to potential and existing customers. Research shows that there are almost 4 billion email users in the world, and that in 3 years' time, there will be 500 million additional email users). The figure 05 shows that every year the number of emails sent/received is increasing, and projections show that in the period from 2017 to 2023 there will be 30% more emails sent/received.²

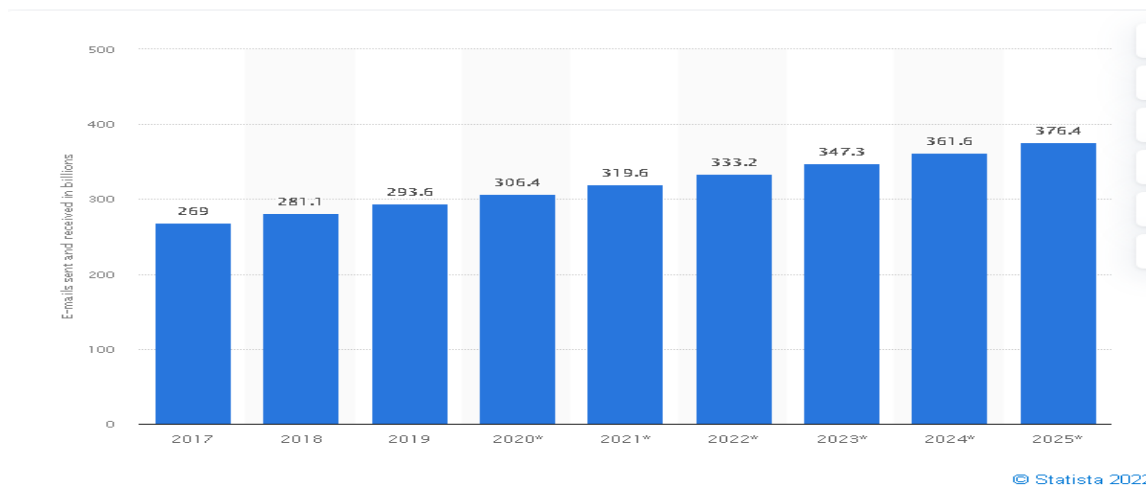


Figure N° 05 : Number of sent and received emails per day worldwide (2017 – 2025)

Source: Source: Statista 2022

Therefore, email marketing is generally appreciated by companies because the fact that everyone inside the world has an email address allows them to reach a large target market. There are two fundamental varieties of industrial emails: promotional emails and retention-based totally emails. Promotional emails are more direct and goal to attract users to take immediate action. Alternatively, retention-based totally emails (also referred to as newsletters) are extra targeted on providing precious records, with the intention of building long-time period relationships with users. Other than promotional and retention-based totally emails, there are also: transactional emails, catalogues, signals, invites, and communicational messages

¹ DAUGHERTY (S): "Digital Marketing Guide", Small Business and Technology Development Center SBTDC, North Carolina, 2019, PP23-35.

² Stocks (R): "e-Marketing the essential guide to digital marketing" 4th edition, e-book, 2015. P50

5.2. Content Marketing

According to content material marketing institute, ‘content advertising and marketing is a strategic advertising approach Focused on developing and dispensing treasured, relevant, and consistent content material to draw and maintain A genuinely described audience and, in the end, to drive profitable client movement. In other words, content material advertising and marketing is a type of digital marketing channel that companies use with the intention to build robust relationships with their goal clients by offering high best and Applicable content.’¹

5.3.Social Media

In today’s modern world, social media is highly interactive and allows everyone to share their thoughts, ideas, and beliefs, which consequently influenced the way that companies started interacting with their customers and market their products and services .According to Tracy and Solomon: “Social media are the online means of communication, conveyance, collaboration, and cultivation among interconnected and interdependent networks of people, communities, and organizations enhanced by technological capabilities”.²

5.4.Search Engine Optimization (SEO)

Search engine optimization, better known as SEO, refers to all the techniques applied to search engines like google and yahoo that improve internet site’s visibility via making it rank better in search engine effects consisting of google, yahoo and Bing. It's far one of the maximum effective kinds of virtual marketing. As can be observed from the figure 6, organic seek is the dominant source of trackable internet traffic with 53% of all trackable searches being sourced from natural search

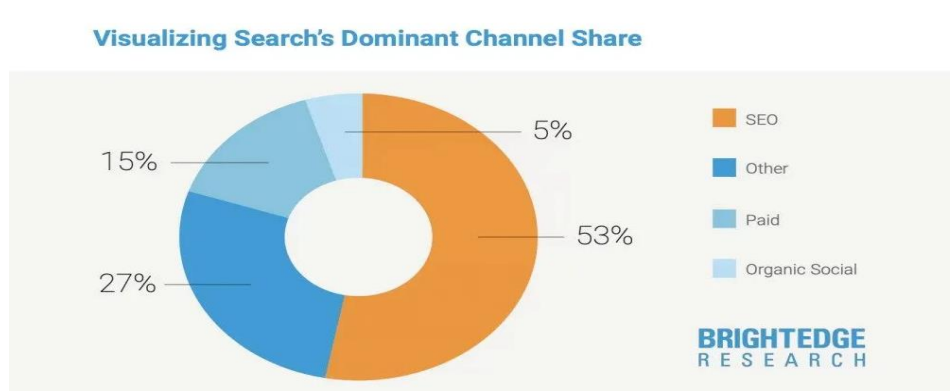


Figure N° 06 : Source of web traffic in 2021

Source : Brightedge 2021

¹ <https://contentmarketinginstitute.com> (03/18/2022 16:04)

² Tracy (T),Solomon (R) : “social media marketing”, Sage Business, Los Angeles, 2015,P.04

5.5. Pay-per-click marketing

As opposed to organic search methods, PPC marketing is a method of using search engine advertising to generate clicks on the website. According to, PPC marketing allows businesses advertising opportunities in the sponsored listing section of a SERP, by paying a fee every time the ad is clicked on. Although organic search is more cost effective than PPC, there are certain circumstances when it is more useful to choose PPC over SEO. For example, if a company is in need of immediate results, they will choose PPC as their ads will be displayed instantaneously for thousands of people to see (e.g. launching a new product or a service, or if SEO campaign fails and the offer expires soon)

Also, PPC allows companies to focus on candidates based on their demographic characteristics. They can show their 24 ads and target customers based on their age, gender, education, relationship status or even hobbies, which is a convenient way to lead the right people to a company's business to their website.

A Google ad is the maximum popular PPC advertising device in the world. Customers create google Campaigns; each marketing campaign has a group of advertisements that contain one-of-a-kind key phrases that customers are trying to rank. Every of these key phrases has its personal charge relying at the frequency that that key-word is being searched for. The fee of keywords may also range from 50 cents to 50 greenbacks.

5.6. Display Marketing:

Display marketing is much better than traditional marketing as it has the ability to become more interactive and less disturbing to use as opposed to traditional advertising which is non interactive and other non-interactive online promotions. This is because an individual user would want to connect with the advert or it would not want to connect. The potential for the online advertisement can be further enhanced if it targets some specific geography and some particular markets and making integrating it in a more contextual way. A good online advertisement should have the graphic characteristics as well as text and images as its content. The individual users see this advertisement when they are browsing on different websites which have used their advertisement or has integrated it. The click-on advertisement will direct the user to the main advertisement of the firm. Pages for special advertisement and other corresponding products are also used.

Section 02: The different Digital marketing Tools

Due to digitalization in this era, companies and organizations have changed their marketing strategies to digital marketing strategies. Digital marketing tools defines how to develop

marketing plan for a business, it is important that digital channels must coordinate with each other in order to take most of the benefit from it. There are many different tools and channels which are used for digital marketing. If a company wants to develop and improve its digital marketing strategies first they have to find a suitable tool. It is important to coordinate the digital marketing strategy with the business strategy of the company, for that purpose company needs to set the specific objectives for the development of business¹

1. Content Marketing Tools

1.1. Website

You should think of your website as a place where all the information is accessible to your customers 24/7, even when your office or attraction is closed.

- **Structure:** The structure of your website is laid out in a site map, which can help you decide how many pages you need to communicate all the information about your business in a clear and effective way. The easier it is for people to use your website and navigate around it, the more likely they are to book with you or buy your products and services.²
- **Managing content:** Behind most websites is a Content Management System or CMS. It will most likely use a CMS instead of building a website from scratch using code (a language used and read by computers to build software and sites). There are different CMS platforms available. A CMS provides an editable layer behind the website, so it can update it with the information shared with customers.³
- **Google Analytics:** Google Analytics shows you how to track different market segments and analyze conversion rates, and reveals advanced techniques such as marketing-campaign tracking, a valuable feature that most people overlook⁴

It's a web analytics service and a powerful application for tracking what's happening when people visit and use your website and for finding out how your website is performing, including the source of the visits and the sequence of interactions on a site, offered by Google that tracks and reports website traffic, currently as a platform inside the Google Marketing Platform brand. Google launched the service in November 14 November 2005.

¹ Chaffey (D), Ellis-Chadwick (F): "2012) *Digital Marketing: Strategy, Implementation and Practice*". 5th Edition, Pearson Education Limited, London.P40.

² [Site structure: the ultimate guide • Yoast](#) (03/28/2022 12:00)

³ <http://www.beginnertuts.com>. (03/28/2022 14:00)

⁴ ALHLOU (F), ASIF (SH): "Google Analytics Breakthrough: From Zero to Business Impact", John Wiley & Sons ,United State,2016,PP.86-93..

Table N° 03 : A brief history of the famous Google Analytics platform

Releases	Name	Year
1st	Urchin from Google	2005
2nd	Classic Google Analytics	
	Google Analytics Synchronous	2007
	Google Analytics Asynchronous	2009
3 rd	Universal Analytics	
	Google Analytics	2012
	Global Site	2017
4 th	Google Analytics 4	2020

Source: <https://onward.justia.com/history-of-google-analytics/> Acquired by Google in 2005, developed since 1998 (03/23/2022 15:54)

Google Analytics can tell you what's driving people (traffic) to your website, which pages they land on and how long they stay there, plus you can see which city your visitors are from, which devices they use and much more. GA can also track traffic from where you have placed adverts, helping you to track the success of any online marketing activity.

Google Analytics works by relying on a small bit of JavaScript Code that is placed on your website this code is activated when visitors arrive on your site. It allows Google to record important information about your site so that you can better understand your site visitors and build your business. Through these data sources, the code will track certain information about the person visiting your website. It will help you understand everything from the geographic location of the user, the language in which they view your site, and the pages they visit on the website. The information that the Google tracking code collects will then be sent over to the Google Analytics servers to be displayed in the reports that you can view. Google wants to help businesses thrive online because when the websites provide a solid user experience, it benefits the people who browse the site. This helps them feel satisfied with the results that they received from the search engine. In turn, this makes them more likely to visit the search engine again¹

✓ Google Analytics Benefits:

¹ <http://www.beginnertuts.com>. (03/29/2022 20:00)

- Track Online Traffic
- Understand User Behavior
- Offline to Online Tracking
- Data Reports And Customization
- Improve Online Advertising With Marketing Analytics
- Improve Search Engine Optimization And Content Marketing
- Google Analytics Conversion Tracking
- Find Your Target Audience
- Google Analytics Improves Websites
- Getting Started Is Easy

As the figure 07 shows, the line graph represents the number of visits (users) by day and can be changed to include other metrics. The Pie Chart at the bottom right shows the proportion of New Visitors versus Returning Visitors, who as the name suggests, are visitors that Google has tracked as having visited your site previously.

Note that your Returning Visitor stats are likely under-reported in practical terms as many visitors who come to your site from multiple different computers or browsers will be shown as New Visitors.

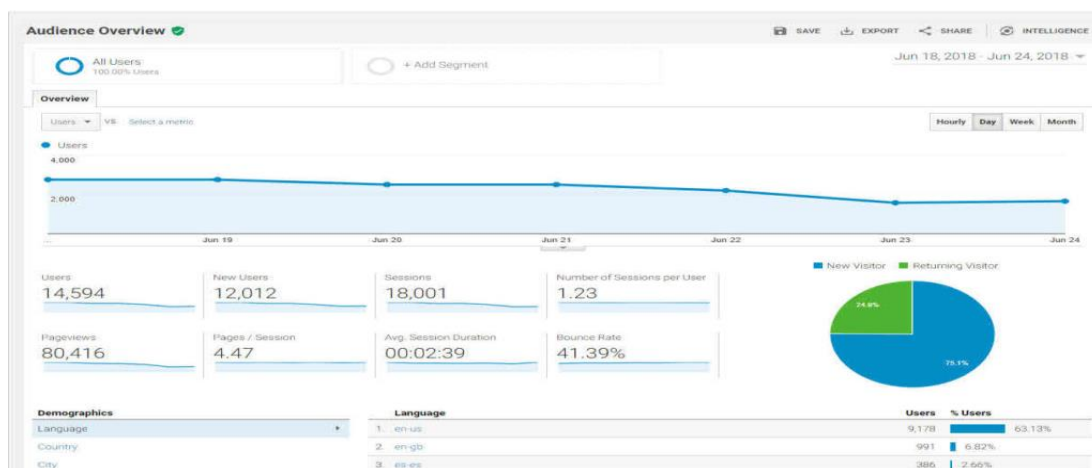


Figure N°07 : Google analytics, example of audience overview

Source: <https://econsultancy.com> published in 20/06/2018 (030/20/2022).

The dashboard stats shown are as follows:

- Users : the number of different people who came to the site

- New Users : the number of people visiting for the first time
- Sessions : the actual number of visits to the site
- Number of sessions per user : the average number of visits to your site each person made
- Page Views : as it sounds: the number of pages that were viewed on your site
- Pages / Session : the average number of pages that were viewed on each visit
- Average Session Duration : the average time spent per visit on your site
- Bounce Rate : refers to the percentage of visitors who landed on a single page on your site and left the site without navigating to a second page.

1.2. Blogs

History of blogs: The term "weblog" was coined by Jon Barger on 17 December 1997¹, He pronounced it 'web-blog', which was inevitably shortened to blog. The short form, "blog", was coined by Peter Merholz, who jokingly broke the word *weblog* into the phrase *we blog* in the sidebar of his blog Peterme.com in April or May 1999. Shortly thereafter, Evan Williams used "blog" as both a noun and verb "to blog", meaning "to edit one's weblog or to post to one's weblog" and devised the term "blogger" in connection with Pyra Labs' Blogger product, leading to the popularization of the terms². The first weblog built by Tim Berners-Lee at CERN Corporation. From this page all the news sites as they became online. In 1999, the first free "build-your-own weblog tool" was developed. Since then several blogging software packages have been created, which combine user-friendly interface and format flexibility. With server-based systems, bloggers don't need to manage the software, while with web interfaces, travelers can blog from anywhere on the Internet. Blogging enables news feed to be updated on a site from different locations quickly and easily.³

➤ Blogs definition

"A blog is a regularly updated page on a website, usually written in a more informal style, which can be an incredibly powerful digital marketing tool".

Every time you write a blog post, it becomes another indexed page on your website that a search engine can use to drive people to your site. A regularly updated blog will also signify

¹ <http://archive.wired.com> (03/23/2022 18:49)

² Hensel (K), Deis (M): "Using Social Media to Increase Advertising and Improve Marketing. Entrepreneurial Executive", Finland, 2010, PP. 87-97.

³ <https://www.thoughtco.com> (03/23/2022 15:30)

to search engines that your website is active and encourage them to check back more frequently to review your content and rank it. One of the most important factors with blogging is time. A regularly updated blog will also signify to search engines that your website is active.

➤ **Blogging Platform**

Blogging Platform can also be referred to as 'blogging software' is the program used to create blogs. There are numerous companies who offer blogging software. Some of the most popular blogging software providers are WordPress, Blogger, Type Pad, Moveable Type, LiveJournal, Myspace and Xanga. Different blogging software programs provide different features to users although all provide the basic elements needed by casual bloggers. Some blogging software programs are open source and available to users for free while others are offered for a fee.

2. Emails

2.1. Definition 01

According to Chittenden “email marketing is recognized as the new and powerful way of digital marketing. It is great and convenient for attracting consumers by delivering advertising, promotional or commercial campaigns directly at targeted consumers’ mailbox in no time or effort”¹

“Email marketing is 40 times more effective than social media marketing. they were still the most effective means of digital marketing compared to other social media in terms of customer acquisition”².

Email remains a popular way to reach your customers. Using emails to market to customers allows you to include a variety of information in one space, plus the information you can gain from asking questions or sending surveys through email can be valuable and inform your digital marketing strategy over time. Most people check their emails at least once a day and, “over 60% of people open emails on a mobile device, therefore it is important to ensure that your email templates are optimised for mobile.

2.2. History of Email Marketing

The history of Email Marketing in short is as below:

- 1971 First email was sent by Ray Tomlinson

¹ Chittenden (L), Rettie (R): “ An evaluation of e-mail marketing and factors affecting response”. Journal of Targeting, Measurement and Analysis for Marketing, United Kingdom, 2003 , PP 203 – 205.

² <https://www.mckinsey.com> (04/01/2022 04:32)

- 1978 First mass email was sent to about 400 users by Gary Thuerk and it bring over thirteen million in Sales to Digital Equipment Corporation.
- 1991 The Internet was born
- 1996 Outlook was founded by Microsoft
- 2000s Email marketing service providers were born, SaaS (Church C 2019)

If a company wants to maximize the benefit of email marketing some visual should be added with a well though images, structure, style and colors. Targeting customer in email should be tailored with a personalised message so that it communicates directly with the customer when they receive it. It has an immediate effect on business sales and customer's relationships. Nowadays, email marketing can be used for customer information about the products and services, developing and strengthening loyal relationships between business and new customers, increase in business growth, attracting new customers and also encourage customers to visit the company website.

2.3. Email Marketing Types

Below are the four popular types of email marketing campaigns:¹

- **Email Newsletters:** One of the most common and popular email marketing campaigns are Email Newsletters. An email newsletter can help to provide subscribers with helpful knowledge and tools. It is important to add value to subscribers' inboxes, and announcements about new services/ products.
- **Acquisition Emails:** Acquisition Emails can help to acquire customers who have opted to receive the emails but have not yet converted into customers. By creating attractive offers and informative content
- **Retention Emails:** Considering Retention Emails for business By sending a message requesting feedback or an offer to subscribers who haven't interacted with emails campaigns lately, Retention Emails are a very useful email campaign strategy that can help you keep your hard-won customers.
- **Promotional Emails:** Promotional Emails are a great way to drives sales, signups, and new product offerings for the business.

2.4. Email marketing tools

Depending on the size of the company each tool can be beneficial and efficient on its own. Some of the email marketing services in 2020 are as below

¹<https://foleymarketingadvisors.com> (04/01/2022 17:30)

- **Mailchimp:** is all-in-one Marketing Platform helps small businesses market smarter so you can grow faster. Mailchimp puts your audience at the center so you can send marketing emails and automated messages, create targeted ad campaigns, build landing pages, send postcards, facilitate reporting and analytics, and sell online.
- **Constant Contact:** Connect with customers and prospects in minutes with so many great features including one-click editing & marketing automation! We provide you with real-time tracking tools that report who's opening, clicking, and sharing your emails so you can keep growing.
- **Get Response:** offers a suite of email marketing tools designed to deliver tailor-made offers to your contacts when they're most active. You can build an effective email marketing strategy in a just few simple steps,
- **Sendinblue:** empowers businesses to build and grow relationships through marketing automation, email campaigns, transactional emails, SMS messages, chat, CRM, Facebook ads and retargeting ads.

3. Google

Google may be best known as a search engine, but the company also has tools to use for business benefit. When people search for the products and services offer, the results are ordered in what Google determines to be a relevant order to this research. The more digitally relevant and authoritative the company is the higher it will have appeared in search results, and the more likely it is to be seen by potential customers. Understanding and growing online presence requires knowing more about using Google's tools and how they can benefit digital marketing campaigns:¹

3.1. SEO (Search Engine Optimisation)

A Brief History of SEO and its Relationship with Google:

Webmasters and content providers began optimizing websites for search engines in the mid-1990s, as the first search engines were cataloging the early Web. Website owners recognized the value of a high ranking and visibility in search engine results, creating an opportunity for both white hat and black hat SEO practitioners.²

- Larry Page and Sergey Brin founded Google in 1998. Google attracted a loyal following among the growing number of Internet users, who liked its simple design. Off-page factors (such as PageRank and hyperlink analysis) were considered as well as on-page factors (such

¹ <https://www.visitbritain.org> (03/21/2022 10:15)

² <https://www.visitbritain.org> (03/021/2022 01:15)

as keyword frequency, meta tags, headings, links and site structure) to enable Google to avoid the kind of manipulation seen in search engines that only considered on-page factors for their rankings.

-By 2004, search engines had incorporated a wide range of undisclosed factors in their ranking algorithms to reduce the impact of link manipulation.

-In 2007, Google announced a campaign against paid links that transfer PageRank

-In December 2009, Google announced it would be using the web search history of all its users in order to populate search results. On June 8, 2010 a new web indexing system called Google Caffeine was announced. Designed to allow users to find news results, forum posts and other content much sooner after publishing than before,

-In February 2011, Google announced the Panda update, which penalizes websites containing content duplicated from other websites and sources. Historically websites have copied content from one another and benefited in search engine rankings by engaging in this practice. However, Google implemented a new system that punishes sites whose content is not unique

-In October 2019, Google announced they would start applying BERT (Bidirectional Encoder Representations from Transformers) models for English language search queries in the US. BERT was another attempt by Google to improve their natural language processing but this time in order to better understand the search queries of their users. In terms of search engine optimization, BERT intended to connect users more easily to relevant content and increase the quality of traffic coming to websites that are ranking in the Search Engine Results Page.

➤ 3.1.1. SEO Definition

“Search Engine Optimization (SEO) can be defined as “the practice of increasing the quantity and quality of traffic to your website through organic search engine results”¹

“ Search engine optimization (SEO) is a process which improves the quantity and quality of website traffic to a website via search engines and its goal is to achieve visibility to a website by utilizing the organic search engine results”²

“Search engine Optimization is a marketing discipline with a focus on improving the visibility and placement of organic, non-paid search engine results. When entering a search term you should notice paid ads at the top of the results page or to the right, with organic (non-paid) results below them. SEO techniques can make your website more visible by improving its

¹ <https://www.searchenginejournal.com> (03/21/2022 17:45).

² Kaukoranta (M): “How to reach more target customers by search engine optimization (SEO)”, Finland, 2015, PP.19-33.)

placement in these search results. Below is a screenshot to illustrate a basic search engine results page”

➤ **Keywords:** Keyword research is one of the most important, valuable and high return activities in the search marketing field . Ranking well for the right keywords is a huge benefit in a very competitive online marketplace. Users enter keywords into search engines and expect to be taken to the most relevant websites, often ready to complete a transaction or spend money. Understanding how to rank well for keywords associated with transactions being completed is obviously a massive advantage

➤ **3.1.2. The three pillars of SEO:**

Knowing how to get the brand, website, or company found by searchers is a core skill, and understanding how SEO is evolving will keep the company at the top of the game. While SEO changes frequently in small ways, its key principles do not. We can break SEO into three core components or pillars:¹

a) **Technical optimization:** technical optimization is the technique of appearing activities at the site which can be designed for SEO however aren't content material-related. This regularly happens behind the curtain.

b) **On-page optimization:** On-web page optimization is the method of ensuring that website online content material is applicable and affords an outstanding person experience.

c) **Off-web page optimization:** Off-page optimization is the method of enhancing web page rankings in search engines through off-website online activities. This is largely because of the back links that help build the popularity of the web site

Search engines are used by people when they have a query and are searching on the internet for the answer. Search engine algorithms are computer programmes that look for clues to give searchers the exact results they are looking for. There are three steps to how search engines work.

Step 1: Crawling

The first step is crawling. Search engines send out web crawlers to find new pages and record information about them. We sometimes call these web crawlers ‘spiders’ or ‘robots’. Their purpose is to discover new web pages that exist,

Step 2: Indexing

¹ <https://www.searchenginejournal.com> (03/21/2022 15:21)

The second step is indexing. is when a search engine decides whether or not it is going to use the content that it has crawled. If a crawled web page is deemed worthy by a search engine, it will be added to its index. This index is used at the final ranking stage. When a web page or piece of content is indexed, it is filed and stored in a database where it can later be retrieved.

Step 3: Ranking

The third step is really the most important step, and that is ranking. Ranking can only happen after the crawling and indexing steps are complete. So once a search engine has crawled and indexed your site, your site can be ranked.

➤ **3.1.3. BENEFITS OF SEO**

SEO has become increasingly important over recent years because of the way people are using the Internet. The marketplace is becoming increasingly digital and the main way to be found by new potential customers is through search engines, which means effective SEO can place you higher in SERPs and increase your online visibility. Some of the main benefits of SEO will be discussed below:¹

a) Understanding your audience: keyword research and analytics allow website owners to get a better understanding of the people that view their website and content. If a company knows which search terms are used the most in their field, they can ensure that they utilize them on their website in order to attract more traffic from SERPs (search engine result page).

b) Online visibility: Effective SEO places websites higher up on SERPs, making them more visible to searchers. From personal experience most readers will know that their attention is mainly focused towards the top of the SERP, usually skipping the ads and locating the first organic results.

c) Credibility: Consistently providing high quality content on your website and/or blog will engage people and encourage them to revisit and refer your website to their friends.

d) -Cost-effective and long term: SEO is an effective method of driving traffic to websites and increase online visibility with trends suggesting this is unlikely to change at any time soon.

➤ **3.1.4. SEO Tools:**

There are three types of seo tool:²

¹ <https://yoast.com/optimize-landing-page> (03/22/2022 16:48)

² <https://www.digitalvidya.com> (04/07/2022 01 :17)

- a) **Keyword Research Tools:** helps in leveraging Google suggest and other suggest services, it helps users in excerpting key phrases and suggests keywords.
- b) **Content Tools :** helps in developing Siteliner reports on broken links, etc. and examines pages by crawling each one of them and which keeps a check on a plagiarized (copied) content on your web pages, it serves as a plagiarism checker and points-out an unauthorized content on your web page.
- c) **Technical Tools:** To search listing will appear in Google Search Results, once the Meta tags are manually given to the tool, this tool allows the user to download the screenshot of the search list.

➤ 3.1.5. Paid Search vs Organic Search

Organic search is based on natural unpaid rankings determined by search engine algorithms, and may be optimized with various SEO practices. Search engine optimization is essential for customers to find your organization, which is the art and science of make, your website rank higher in web searches. It is a process of improving the quality and volume of traffic directed to a website by search engines. Fundamentally, the earlier and more frequently a site appears in the search results, the more visitors it will receive. In contrast, paid search allows you to pay a fee to have your website displayed on the search engine results page (SERP) when someone types specific keywords or sentences. Both organic and paid listings appear in search results but they are displayed in different places on the page, It can be seen in a figure that another advantage that paid search has over SEO is the position on the SERP. Paid search results are positioned above the organic search results.

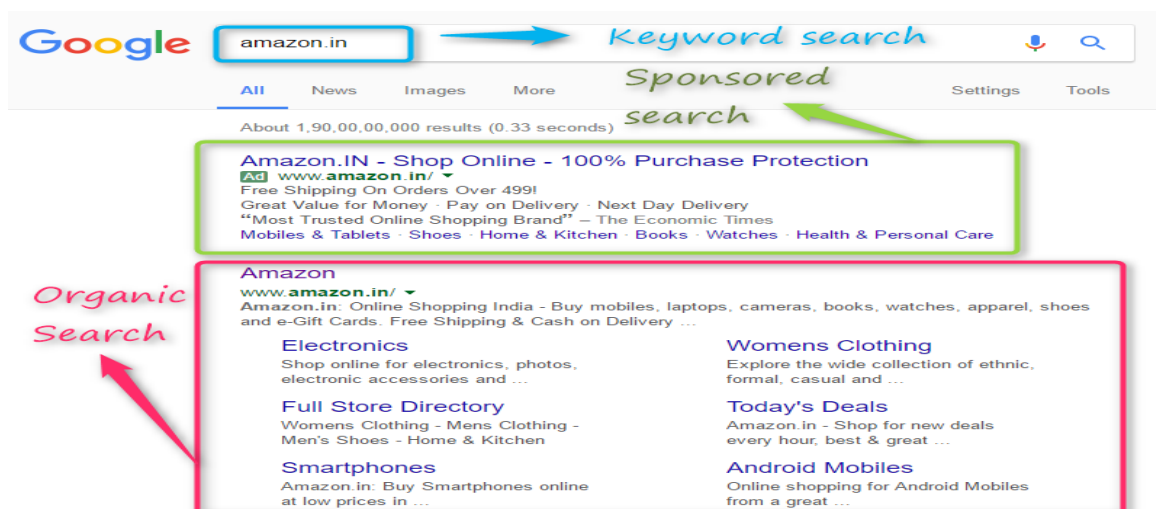


Figure N° 08 : Search engine result page for “Amazon.in.

Source: <https://evrybuzz.com/2017/01/06/serp-search-engine-results-page> (03/30/2022 18:30)

3.2. Google Adwords

3.2.1. A brief history of Google Adwords.¹

Google launched AdWords in 2000. Initially, AdWords advertisers paid for the service monthly, and Google set up and managed their campaign. To accommodate small businesses and those who wanted to manage their own campaigns, Google quickly introduced the AdWords self-service portal.

In 2005, Google launched a campaign management service known as "Jumpstart".

In 2008, Google launched the Google Online Marketing Challenge, an academic classroom exercise for college students. The challenge takes place every year, approximately from January to June. .

In April 2013, Google announced plans to add Universal Campaigns for AdWords to make it easier to manage campaigns for users on multiple devices.

In July 2016, Google unveiled "Showcase Shopping" ads. With this format, retailers can choose to have a series of images that appear in search results related to various search queries and keywords

In October 2017, Google revised AdWords daily budget caps from a maximum of 120% of predefined daily budgets to a maximum of 200%.

On June 27, 2018, Google announced a rebranding of Google AdWords to Google Ads effective July 24, 2018.

In 2018, Bloomberg News reported that Google paid MasterCard millions of dollars for its users' credit card data for advertising purposes. The deal had not been publicly announced.

3.2.2. Definition

Google Ads (formerly Google AdWords) is an online advertising platform developed by Google, where advertisers bid to display brief advertisements, service offerings, product listings, or videos to web users. It can place ads both in the results of search engines like Google Search (the Google Search Network) and on non-search websites, mobile apps, and videos. Services are offered under a pay-per-click (PPC) pricing model.²

3.2.3. Important terms of Google Adwords (ADS)

There are many such terms in Google Adwords, which is very important to keep in mind

¹ <https://support.google.com/adwords/answer/9028765> (04/04/2022 02:43)

² <https://writemyessay.nyc/what-is-google-ads-or-google-adwords-essay> (04/15/2022 14:00)

When you create an AD campaign:¹

Keyword: Whenever you are creating a search ad campaign on Google Adwords, then you have to take great care of the keywords. Because it is absolutely true that you have given money to Google to run that ad, but it is not necessary that you are the only marketer who has given money to Google to run the ad campaign, so basically to beat the competition. You must use high volume keywords.

Keyword (by relevance) ↓	Avg. monthly searches	Competition	Ad impression share	Top of page bid (low range)	Top of page bid (high range)
<input type="checkbox"/> top marketing agencies	880	Medium	-	\$5.27	\$13.40
<input type="checkbox"/> agent marketing	1,900	Low	-	\$0.67	\$7.40
<input type="checkbox"/> best marketing companies	880	Medium	-	\$3.85	\$11.92
<input type="checkbox"/> website marketing company	880	High	-	\$9.88	\$46.43

Figure N° 09 : Example, keyword “agent advertising.

Source: <https://ads.google.com> (04/04/2022 02:06)

In the example, keyword “agent advertising” is classified as having low competition and cost much less, Whilst keyword “internet site advertising organization” is classified as having excessive competition and price a whole lot Extra

3.2.4. Adwords campaign types:

There are basically five types of ad campaigns in Google Adwords, out of which we select and run one of the ad campaigns according to the marketing strategy of the business:

Table N° 04 : Types of ADWORDS campaigns

Search Ad Campaign	is a way of online advertising in which we show ads on Google’s search engine results page. We target keywords. Whenever a user searches the keywords related to our ad in Google’s search, they will see our ad and they will click on it and come to our website.
display Ad Campaign	online paid to advertise is the way in which a company places its ad on a third-party website and promotes its product t’s basically marketed through a banner ad, animation ad, and text ad.

shopping Ad campaign	Is a way of paid advertising online, in which you can show the complete details of the product on the search results page of Google itself, such as the image and price of the product
video ad campaign	Is a method of online paid advertising in which you create video ads related to your product and show the user on YouTube .
App Ad Campaign	making the ads show to the user through the mobile app. Basically we must have seen that many ADs run while using many apps of music, games, and news. They are all Mobile App Ads.

Source: https://kontra.agency/Kontra_Google_AdWords (04/15/2022 05 :43)

3.2.5. Adwords Tools

Google advertisers are handymen of the world of digital marketing, and we also have a set of tools that help to achieve better performance of the campaigns. The tools that are here are an absolute must for everyone embarking on Google AdWords journey; we're making a special emphasis on these because they should be the core of your campaign creation:¹

a) Google Trends: gives you the ability to see the latest trends and data from Google. See how many popular products and services in your industry that have been talked about for 5 years, yesterday, last month, last hour...ect

b) Google Keyword Planner: Probably the most important one if we're talking about the core of Search campaigns.

c) Google Display Planner: The way it works is also very simple. Put down the keywords you want to use and Google will give you a suggestion how you should approach the creation of your campaign

d) A/B Split test calculator: A/B testing is a crucial part of every advertising strategy, and you absolutely must do it. Don't be lazy. Change your ads from time to time. If it's that hard, change them every month.

4. Social Media

The use of social media today has increased. In January 2021, there are more than 4.66 billion Internet users, including more than 4.2 billion users are active on social networks. Rise has of social media have affected consumer behaviors with private label and the development of mobile technologies has pushed social media use in recent decades.

¹ https://kontra.agency/Kontra_Google_AdWords (04/15/2022 05 :43)

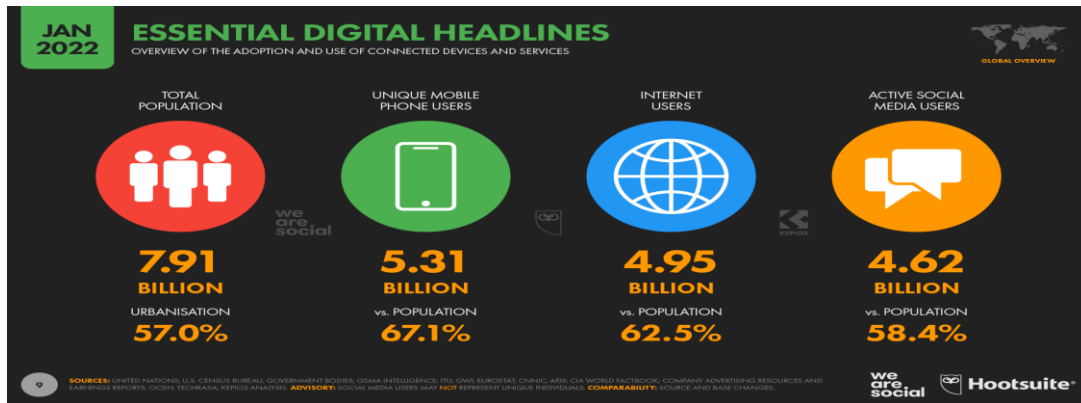


Figure N° 10 : Digital around the world in 2022.

Source: <https://www.hootsuite.com> 05/10/2022 22:59

Since the year, more than 3.6 billion users have been active on social networks media. (Statista, 2021)

4.1. Social Media Definition

Defined the concept of “social media” as, independent and commercial online social networks where individuals gather to interact and share messages, ideas, images, videos, and other content¹

Social media can be described as series of internet based applications that allow for the collaborative sharing of ideas, experiences and opinions through user generated content² “

4.2. Social Media Marketing

Marketing, according to the American Marketing Association, is the activity, set of institutions, and methods for creating, communicating, delivering, and exchanging value-added offerings to consumers, partners, and public at large. Whereas social media is a significant setting for marketing due to its accessibility to people and functionality. She also underlines that "social media marketing" is the use of social media technologies to create, communicate, deliver, and trade value-added offerings to company's stakeholders. In the digitalization age, the concept of social media marketing is diverse and constantly updated. Some authors propose social media marketing as an effective tool for networking and interactions between brands and their customers. Furthermore, they also emphasize the importance of using social media platforms to achieve business objectives, such as increase customer engagement, loyalty, and purchase intention. Digital advancement and its impact

¹ Kotler, P. & Armstrong, G: “ *Principles of Marketing*”. 17th edition, England, p 321.

² CHARLEN (L), BEMOFF (J). Groundswell:” *Winning in a World Transformed by Social Technologies.*”, Boston,2010,P 60.

steadily emerge. According to current trends, more and more people are becoming actively on social media, and businesses should not neglect this fact.¹

In the digital age, individuals can interact virtually with information, people, and businesses across the globe at almost any time. The "Internet of Things" facilitates this connectivity through various digital platforms in terms of speed, convenience, cost-effectiveness, services, and brand engagements. The rise of the internet and digital technologies, according to Kotler and Armstrong has a significant impact on both marketers and shoppers in the market

4.3. Benefits of Social Media Marketing

Advertising budgets that previously went to traditional advertising, such as, television, print ads, and outdoor boards have now been moved to the digital sphere of advertising for the benefits that this medium offers. The primary benefits that social media offers for companies are as follows:²

- a) **Personification:** The interactivity that social media offers allows consumers to rely on various types of social networking sites to pull information about products and the brand rather than a traditional web 1.0 website that simply pushed information onto consumers. This ability to directly communicate with brands makes interaction more personable and friendly.
- b) **Accessibility:** One of the primary benefits that social media marketing offers to marketers is audience accessibility. The popularity of the web as a commercial outlet is largely due to its ability to facilitate global sharing of information and resources and its potential to provide an efficient channel for advertising, marketing and even the distribution of goods and information services.
- c) **Efficiency**
 - ✓ **Cost-Effectiveness:** Another reason that social media marketing has become prevalent is because it is cost effective. In a world that is transitioning away from traditional marketing, which is often very expensive, social media marketing is helpful because there is far less risk if a campaign or advertisement does poorly.
 - ✓ **Trackable & Measureable:** Another aspect of efficiency that social media marketing provides is that if it is more trackable and measureable than traditional marketing. There are numerous measures that marketers can utilize to determine the effectiveness of their

¹ NAVARO (M), BIGEE (J), "The value of marketer-generated content on social network sites: Media antecedents and behavioral responses" , Journal of Electronic Commerce Research , vol(18) , PP.52-72

² Nigam (A): "Influence of Social Networking Sites I Influence of Social Networking Sites. ", International Journal of Computer Science & Management Studies 12.02, (2012),PP. 46-52.

online advertising efforts, such as, number of new visitors, number of visits, page views, ad views, and clicks through rate.

4.4. Social Media Platforms

In the last decade, social media experienced explosive growth as is evident in the increase of the number of social network users in the last ten years. It can be observed from Figure, that the number of social network users almost tripled in the period 2010-2020

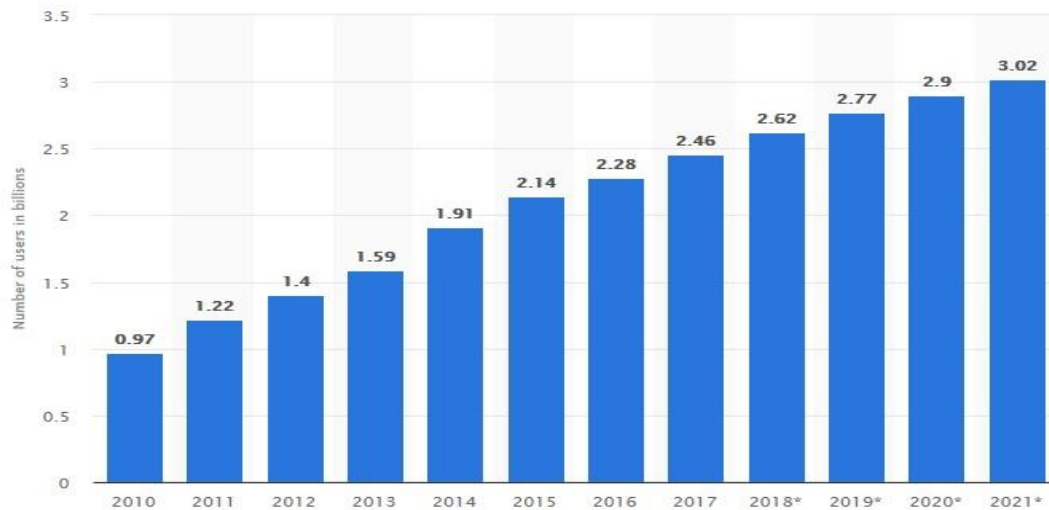


Figure N° 11 : Number of social network users worldwide 2010-2021

Source: Statista 2021

➤ **Facebook:** is an American online social media and social networking service owned by Meta Platforms with 2.8 billion monthly active users. Founded in 2004 by Mark Zuckerberg with fellow Harvard College students and roommates Eduardo Saverin, Andrew McCollum, Dustin Moskovitz, and Chris Hughes, its name comes from the face book directories often given to American university students¹. When it comes to social media platforms, Facebook is a great way for businesses to reach out to a big number of potential consumers. Its success is due to its accessibility via multiple mobile apps and a mobile website (Statista, 2021) as stated, Facebook’s mission is “Giving people the power to share.” It is a virtual home where friends can meet, share their photos and stories or even to preferable brands.

The most important social media platforms that impact digital marketing the most are: Facebook, YouTube, Twitter, WhatsApp, WeChat, Instagram and most recently TikTok ,As

¹ <https://en.wikipedia.org/wiki/Facebook>

the figure shows, Facebook is the most used social media platform in the world, and because of this, Facebook is used by 94% of the social media marketers to promote their businesses.

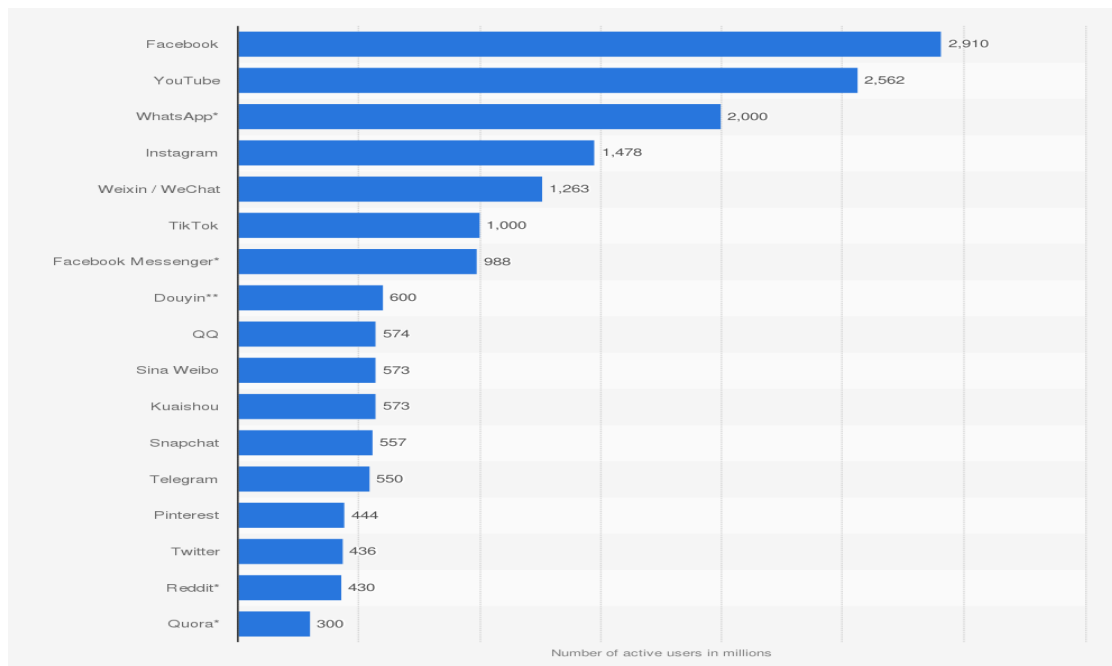


Figure N° 12: Most popular social media networks worldwide, 2020 ranked by the number of users

Source: Statista 2022

➤ **Instagram:** is an American photo and video sharing social networking service founded by Kevin Systrom and Mike Krieger. In April 2012, with more than 1.2 billion monthly active users, Instagram ranked 5th among the most popular social networks worldwide, as of January 2021. (Statista, 2021) (Figure 4) Instagram is a mobile photo and video sharing network. Due to Instagram's mobile phone phenomenon, and the surge of internet and mobile usage, there has been a significant growth in online users. In 2018, 99.2 million online users in the United States solely accessed social media networks via mobile devices. Such image-based platform is a fascinating tool for generating a storyline through shared visuals. Users' picture posts, for example, would feature in the Instagram news feed, everyone who follows them will be able to follow, like, or comment on those images. Hashtags, photo tags, and shareable content on stories and feeds are all powerful tools for increasing visibility.

➤ **Twitter:** was created by Jack Dorsey, Noah Glass, Biz Stone, and Evan Williams in March 2006 and launched in July of that year. It's a microblogging social networking site which encourages communication between users and their followers. Twitter only allows users to "tweet" messages of 140 characters or less to their contacts. The contact is known as

followers. It is a unique way of communication that allows users to share ideas, news, and hyperlinks to reach a wider audience. It also helps professionals to broadcast a link to their blogs and send their tweets automatically to their other social media applications . In terms of marketing and business, Twitter is one of the biggest marketing phenomena of the online business world.

➤ **LinkedIn:** is an American business and employment-oriented online service that operates via websites and mobile apps. Launched on May 5, 2003 by Reid Garrett Hoffman, it's an employment and professional networking site that allows its users to build their business and professional contacts into an online network. At the time of writing this research, over 485 million registered users are on LinkedIn to exchange information, maintain contacts and to share ideas (LinkedIn.com). LinkedIn is often used for different purposes than a social networking site, if we see it from a consumers' perspective. People use it to build their professional networks, search for jobs and other information related to their career. For brands and marketers, it's a place to advertise jobs, events and white papers. In terms of marketing, LinkedIn is a powerful platform to help any business in making quality connections¹

➤ **YouTube:** is an American online video sharing and social media platform headquartered in San Bruno, California. It was launched on February 14, 2005, by Steve Chen, Chad Hurley, and Jawed Karim. Owned by Google, it is the second most visited website, right after Google itself. YouTube has more than one billion monthly users who collectively watch more than one billion hours of videos each day. As of May 2019, videos were being uploaded at a rate of more than 500 hours of content per minute².

➤ **Pinterest:** is an image sharing and social media service designed to enable saving and discovery of information (specifically "ideas") on the internet using images, and on a smaller scale, animated GIFs and videos,^[9] in the form of pinboards. The site was created by Ben Silbermann, Paul Sciarra, and Evan Sharp, and had over 430 million global monthly active users as of February 2022. It is operated by **Pinterest, Inc.**, based in San Francisco³.

4.5. Social Media Tools

- publishing focus
- Listening focus
- Campaigns Tools

¹ <https://en.wikipedia.org/wiki/LinkedIn> (04/15/2022 05 :03)

² <https://en.wikipedia.org/wiki/YouTube> ? (04/15/2022 05 :03)

³ <https://en.wikipedia.org/wiki/Pinterest> (04/15/2022 05 :03)

4.6. Social Media Advertising

But it is also possible to use paid social advertising as a digital marketing tactic for reach customers and get the message across. This is similar to using paid search instead of organic search. Paid social advertising uses sponsored content or advertising to boost the presence of your website, your products or services in third-party feeds and pages. You are pay to display advertisements and a cost is incurred, depending on the type of ad you are using. Many of them incur a cost per click (CPC). By choosing the specific audience you want to reach using a range of demographic tools, paid social networks can be a way to obtain your message to your customers effectively, economically and efficiently. Paid social advertising uses sponsored content or advertising to boost your website presence, products or services in third party feeds and pages. It's important to consider the type of ads that will do well on specific platforms. For example:

a) Facebook ads: allow you to target users by things like location, interests, industry and even purchase history. Anyone can view your entire business Facebook page without having to 'like' it, as business pages are completely open. This means the page is indexed by search engines, meaning anything you post can appear in search results. You can share videos and images on the platform too, making it a good allround platform to begin with. Social media also allows highly customizable ads. Facebook ads, for example, allow you to target users by things like location, interests, industry and even purchase history. You can target a suitable audience for your service.

b) Instagram Ads: Instagram is one of the best social networks to advertise on. It has grown to be just as big of an advertising platform as its parent company, Facebook.

Instagram offers a range of Instagram ads for you to utilize, giving you the creative freedom to make something spectacular and reach your goals. Here are a few options to explore and a little bit about how to leverage each one effectively.

5. CRM (Customer Relationship Management)

5.1. Definition 01

“Defines CRM as enterprise approach to understanding and influencing customer behavior through meaningful communications in order to improve customer acquisition, customer retention, customer loyalty and customer profitability”¹

¹ PEELEN (ED), “*Customer relationship management*”, Paperback, ,2005.P6

“ E-CRM embraces the analysis, planning and management of customer relationships with the aid of electronic media, especially the internet, with the goal of the enterprise to focus on select customers. “¹

Customer relationship management (CRM) is a process in which a business or other organization administers its interactions with customers, typically using data analysis to study large amounts of information. CRM systems compile data from a range of different communication channels, including a company's website, telephone, email, live chat, marketing materials and more recently, social media. They allow businesses to learn more about their target audiences and how to best cater for their needs, thus retaining customers and driving sales growth. CRM may be used with past, present or potential customers. The concepts, procedures, and rules that a corporation follows when communicating with its consumers are referred to as CRM. This complete connection covers direct contact with customers, such as sales and service-related operations, forecasting, and the analysis of consumer patterns and behaviors, from the perspective of the company.

5.2. Difference between CRM and e-CRM²

-CRM uses phone, fax and retail store for contacting customers while e-CRM uses wireless, internet and email.

-CRM requires the client to definitely download different applications for viewing Web-Enabled applications while e-CRM does not have such requirements.

-The personalized views of CRM are not available while the personalized views of e-CRM are related to purchase preferences and history.

-The design of CRM system is related to job products and functions while the design of e-CRM system is related to customer needs.

-The maintenance of CRM is very expensive while the maintenance of e-CRM is less expensive and requires only less time

5.3. Type of CRM

The following table lists the types of CRM and their characteristic features:

Table N° 05 : Types of CRM

Type	Characteristic
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¹ Eggert (A), FASSOT(G): “ *e-CRM - Electronic Customer Relationship Management*”, Schäffer-Poeschel Verlag ,German, 2001,P.5

² <https://www.salesforce.com/eu/learning-centre/crm/what-is-crm> (04/18/2022 00:54)

Strategic CRM	Customer-centric, based on acquiring and maintaining profitable customers.
Operational CRM	Based on customer-oriented processes such as selling, marketing, and customer service.
Analytical CRM	Based on the intelligent mining of the customer data and using it tactically for future strategies.
Collaborative CRM	Based on application of technology across organization boundaries with a view to optimize the organization and customers.

Source: https://www.tutorialspoint.com/customer_relationship_management/crm_types.htm
(04/25/2022 03:16)

➤ **Integrating Email into CRM :** CRM email marketing refers to the integration of CRM tools within your email marketing campaigns. This helps you create personalized and engaging emails for prospective customers and existing customers with ease. The ultimate goal of CRM email marketing is to build a strong relationship with existing leads and potential customers to ensure you stay top-of-mind with them.

➤ **Integrating SMS into CRM :** SMS CRM integration happens when your business SMS platform and your CRM system are connected through their APIs. With an SMS CRM integration, the two platforms can communicate with each other, allowing your business to:

Text customers directly from your CRM system. Just click on the mobile number indicated by a customer's name, and a small chat window (a widget) will appear. In this window, the customer's number and name will automatically fill in, allowing you to text them immediately.

Synchronize contacts. When you add or modify contacts and custom fields in your CRM system, they will be automatically updated in your company's SMS platform; When you add or modify contacts and custom fields in your business SMS platform, they will be automatically updated in your CRM, ensuring that your CRM reports contain the most recent data.

Add SMS to your CRM work flows. The most popular CRM systems have powerful workflow features, such as email outreach campaigns and sales force automation.

6. Growth Hacking

The origin of growth hacking comes from 2010 when Sean Ellis coined the term and has mostly been popular among startups, because of the limited budgets and resources. Since then, more people stood up and started calling themselves a growth hacker, growth marketer, technical marketers, data-driven marketer or head of growth. Ever since it has seen a huge increase in popularity among scale-ups and larger, traditional companies. Companies like Uber, TikTok or Shopify have their own Head of Growth and dedicated growth teams.¹

6.1. Definition

Growth hacking is about the creative use of scalable and repeatable methods with the goal to optimize every digital touchpoint in order to get prospective customers to take action. The term does not describe one specific method, but is rather a philosophy, an approach at the intersection of marketing tactics and product development, inspired by analytics and data – constantly testing, measuring and refining. Growth hackers are often a hybrid of marketer and coder as the discipline of marketing is shifting from people-centric to API-centric activities. A growth hacker is a person whose true north is growth.²

6.2. Growth Hacking Funnel:



Figure N° 13 : Growth Hacking Funnel.

Source: <http://www.agileutilities.com> (04/28/2022 00:50)

Sure, growth hacking is all about taking advantage of opportunities, but this doesn't mean there's no strategy behind it. To measure key growth drivers, growth hackers often rely on the

¹ <https://www.startup-marketing.com> (04/26/2022 18:19)

² <https://optinmonster.com> (04/26/2022 20:00)

6-step AARRR funnel, aka Pirate Funnel. This framework was designed to help enterprise identify where they should optimize their marketing and sales efforts.

AARRR acronym stands for, Acquisition, Activation, Revenue, Retention, and Referral; let's talk about AAARRR steps in detail.

- **Acquisition:** Acquisition can be seen as the “gather customer personas” stage. This step gathers information from your leads that include demographic details such as names, emails, and geographical locations. This information is able to be taken once a user is properly identified through interactions with the website and facilitates the reach for even more information like email newsletters and promos.
- **Activation:** Activation happens when a specific lead spends a specific amount of time on your brand's website, views a handful of pages, uses a promo code, or uses a free trial offered by your brand to new customers.
- **Retention:** As a business, you want to keep your leads as close by as possible after they have purchased your products or signed up for emails. This isn't just for posterity — acquiring a single brand new customer is several times more expensive than keeping an existing one. It's pricey to bring in new costumers.
- **Referral:** Getting your customers to act as brand ambassadors and refer your product or service to other potential customers is massively beneficial to your business. In a sense, it's (somewhat) free marketing and proof that you've established your brand presence in a tangible and respectable way.
- **Revenue:** Revenue is a way of describing the money that remains after the customer acquisition costs, also known as CAC. The CAC is defined by the money you've spent on advertising, sales, and any other relevant costs used to get your customer's.

Conclusion

This chapter has allowed us to define and understand the aspect of Digital marketing which is a new aspect in the domain of marketing. The digital marketing is the promotion of products or services of a company via the different platforms and electronic media. But after having identified the notion of digital marketing, we saw its characteristics and objectives, her channels ...ect, then we were able to see the different digital marketing tools. We defined them clearly with their tools and methods...ect.

Chapter 03:
Impact of Digital Marketing Tools
on Company Performance

Chapter 03: Impact of Digital Marketing Tools on Company Performance

Introduction

In order to put into practice all of our theoretical data on digital marketing tools and the performance of the company, we carried out a practical internship within the company Jumia Algeria precisely in the Marketing department. In this chapter we will first present the location of the internship, namely the Jumia company through its history, its operation and its activities. In a second step we will present the working methodology as well as the tools used; and finally we will present the results of our study and the recommendation.

Section 01: Company Presentation.

We chose jumia.dz because it is the most visited and known e-commerce site by Algerians in the field of online shopping and it has a large number of competitors.

1. General information about JUMIA Company

Jumia is an e-commerce site founded in Nigeria in 2012, which is similar to an online mall, it has a presence in 14 African countries that are: Nigeria, Algeria, Morocco, Tunisia, Kenya, Egypt, Uganda, Cameroon, Senegal, Ghana, Rwanda, South Africa, Tanzania and Ivory Coast. This site offers products across a wide range of categories including appliances and electronics, fashion, toys for children but also services such as hotel or plane reservations, and meal delivery.

2. African Jumia

Jumia is a leading pan-African e-commerce platform. The platform consists of a marketplace, which connects sellers with consumers, the logistics service, which enables the shipment and delivery of packages from sellers to consumers, and a payment service, which facilitates transactions among active participants on the platform in selected markets. This group is more than 20% owned by Rocket Internet, a German incubator that has launched start-ups (starting companies): such as zalando, kaymu and jovago in Africa.

Jumia has grown rapidly, In November 2014, the Nigerian Startup claims to have raised 120 million euros, then in March 2016, Goldman Sachs (investment bank in New York), AXA (a French international group specializing in insurance) and Orange had invested (French telecommunications company) \$326 million to continue the development of jumia

Jumia's revenues amounted to 134.6 million euros. In June 2016, jumia became the group's flagship brand during a rebranding operation “kaymu” becomes jumia market, “jovago” becomes jumia travel, Hello food becomes jumia food, “vendito” becomes jumia Deals, “lamudi” becomes jumia house, “ever jobs” becomes jumia jobs, “carmudi” becomes jumia cars, “algx” becomes jumia Services.

In 2018, jumia experienced more than 42% growth in its business volume, the group is active in the 14 African countries covering 80% of the population with internet access in Africa, its American competitor Amazon being absent from the market, jumia is nicknamed sometimes “the African Amazon” or “the African Ali Baba”.

3. Jumia Algeria

Jumia is a multinational company. This e-commerce site N°1 in Algeria was established in 2014 with the goal and vision to become the one stop shop for retail in Africa with the implementation of best practices online and offline, jumia is the site with the largest assortment in Algeria, it ensures delivery to all cities in Algeria At first, jumia group made an average delivery time of one week, today the delivery time is between 1 and 7 days (to Algiers between 1 and 2 days, to other wilaya between 3 and 7 days). Jumia has set up the first e-commerce academy in Algeria to enable young entrepreneurs to develop their skills²

4. Jumia’s services

Jumia is the main internet platform in Africa, and the first in Algeria, specialized in buying and selling online, offers an easy platform for online shopping and mobile, and it simplifies life with easy-to-use apps and solutions smart in the internet sector³, it is made up of several services:

4.1. Seller Services

Also called seller center: they are responsible for managing products and add promotions on Jumia Algeria as well as track and process orders upon their arrival. The marketplace (market): it is the linking of the offer (vendors) and the demand (customers).

Marketing is responsible for bringing customers to the site in such a way that they buy (they have a need) but they have to have a choice and therefore the marketplace is loaded to bring in sellers (businesses, auto-entrepreneurs, individuals) who want to sell on the jumia website.

The seller on the jumia site goes through 3 essential steps:

4.2. Acquire vendors

Offer spaces on the site, for companies that are going to present their products; Then the university stage: train and equip sales staff. jumia provides training to its sellers (give them

video content, tutorial, text), to better control their professions because it is something new for them;

Make the sellers who have been acquired then trained efficient on the site effective operationally. So that in the end, customers who have been attracted to the site, buy a product and be delivered very quickly.

4.3. Customer service

It is a call center between customers and jumia agents includes a system called OMS (Order and Management Service), and consists of two semi-services:

- Service in bond: are incoming calls by customers to place their order;
- Service out bond: are outgoing calls by jumia agents to contact the customers and confirm their orders, and inform them of the delivery date.

4.4. Service content

The main function of this service is to process and adjust, modify, supplement, perfect the content of the ads that must appear on the site, update upload products, Check prices, content, product category, description, characteristics, images, title (exact title of the product), product brand, dimensions details of the product, the weight. Products are rejected when they are not mentioned.

5. Jumia categories

Its company network includes: jumia services, jumia market, jumia travel, jumia food, jumia house, jumia jobs, jumia car, and jumia deals.

5.1. Jumia services

Provides a comprehensive commerce processing platform electronically via a network of service providers for warehousing, data processing and orders and logistics managed by the company and managed by a third party, jumia services combines the capabilities of its own carefully selected partners in a uniform service interface, thus offering the best services available on each of its markets through a one-stop service interface.

5.2. Jumia market

It is an online shopping catalog, in other words, it offers several categories, several brands and several products, TV, Smartphone, household appliances, women's and men's fashion, beauty, hygiene, toys, sports, furniture, cars.

5.3. Jumia travel

It is a pan-African online travel agency allowing carrying out online hotel, flight and holiday bookings across the continent Africa in order to meet the growing demand for travel, leisure and business from especially the African middle class.

Jumia travel (formerly jovago) aims to connect everyone to the world hotels on the continent, even the most remote ones, to promote new destinations business or vacation, and to facilitate the movement of travelers in Africa.

5.4. Jumia food

It is an online food delivery company, ordering is carried out with the best restaurants in Algiers and pizzerias chosen by the consumers according to their locations, this is the fastest way, the easiest and most convenient way to order meals online from a Smartphone or a computer, The prices charged are the same as in the restaurant and a customer service is at your disposal to advise you 7 days a week. Jumia food provides home delivery.

5.5. Jumia house

Jumia House allows you to find housing, land or premises commercial. Jumia's desire is to strengthen the position of consumers by providing information on the real estate market, then to put it in contact with real estate agents. They therefore strive to ensure that each ad provides as much information as possible on each property.

At Jumia House, they are not real estate agents. Their role is to help find the ideal residence and liaise with the real estate agent mandated by the owner of the property. Thanks to its experience and know-how, as well as a precise understanding of the specificities of the Algerian market, they offer the best Internet real estate market of Algeria.¹

5.6. Jumia deals

It is a free classifieds site in Algeria, allows you to publish your ads with a single click. Find out what individuals and professionals sell around you, you can find everything: real estate, used car, job offer, furniture, services, and many other things.

5.7. Jumia Logistics

Facilitates the delivery of goods in a convenient and reliable way, It consists of a large network of leased warehouses, pick up stations for consumers and drop-off locations for sellers and more than 700 local third-party logistics service providers. All logistics partners and assets are seamlessly integrated and managed through our proprietary technology, data and processes.

5.8. JumiaPay

The payment service, JumiaPay, has been designed to offer a safe, fast and easy solution to facilitate online payments on the platform, with the intention of integrating additional financial services in the future.

- The difference between jumia, jumia market and jumia deals: jumia connects the consumer with professional sellers offering new products. Jumia market connects the consumer with

professional sellers offering usually used products. Jumia deals is an ad site featuring relationship of individuals.

6. Jumia Algeria's identity sheet

Table N° 06: Jumia Algeria's identity sheet

Jumia Algeria's identity sheet	
Company name	JADE SERVICES ALGERIA
Commercial name	Jumia Algeria
Creation year	2014
Legal status	Limited liability company (SARL)
Registered office	Dely-Brahim, Algiers
Field of activity	Electronic retailing / Online sales and home delivery
Workforce	Jumia Algeria: + 200 Jumia Market : 120
Size	Average
Turnover	Confidential
Current CEO	Tanguy Leriche
Website	www.jumia.dz
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
Number of subscribers on social networks	Facebook: 18,787,267 Instagram: 251,000

Source: Document given by the internship supervisor

7. Jumia's mission

Technology has the potential to transform everyday life in Africa, for the better. so Jumia helps consumers access millions of goods and services conveniently and at the best prices while opening up a new way for sellers to reach consumers and grow their businesses.

8. The specificities of the jumia company in Algeria

Despite the absence of electronic payment in Algeria, Algerians are increasingly more likely to use e-commerce sites to purchase various products and have it delivered to your home, Figures from the online sales site jumia.dz, launched in 2014, give an overview of this “growing” market

The jumia company has an investment policy which can be summarized in the following points:

- ✓ Jumia is the 1st e-commerce site launched in Algeria 2014, it has built an expertise and a certain control over partners and brands;
- ✓ Jumia Algeria currently registers 1.5 million visitors per month, an increase by 50% compared to 2020; “Our digital platform allows our visitors to choose among a range of products, products that meet the requirements of our customers, subject to jumia standards, and international standards” reveals Patrick sophienne Baudry, Director of Jumia Algeria.
- ✓ The number of purchase transactions made through the jumia.dz platform follows also an upward curve, the site daily records between 500 and 1000 orders per day;
- ✓ The country's delay in the development of electronic payment "does not penalize" jumia which is betting, for the moment, on the fact that the Algerians are doing more confidence in cash payment, once the product has been delivered. “We encourage payment cash on delivery of the products. It is a model that has been very successful for us in terms of African. Tomorrow, after the launch of e-payment, we will offer both formulas of payment.
- ✓ During the 4th quarter of 2021 jumia experienced a growth of 113%, it has expected the threshold of 550 million unique visits across Africa in 2021, noting the great success of the blackfriday operation (black Friday: it is a promotional event, and the online balance operation) with more than 100 million visits, beating all previous records (new customers, orders, items sold, visits)
- ✓ The jumia company provides home delivery in all wilayas.

To expand its offer, the young company is conducting negotiations with national producers, including Condor and Brandt.

9. The objectives of the jumia company

At Jumia, the goal is to offer the widest range of products at the best prices while connecting sellers and brands with millions of consumers across the Continent. As Africa’s number one

e-commerce company, jumia always looking for ways to widen our catalog and add value for our consumers and communities.

a) Short term goals:

For the short term jumia.dz seeks to.

- Attract new customers.
- Connecting African consumers with entrepreneurs to facilitate trades.
- Generate economic growth.
- Revolutionize the concept of shopping by offering customers the best shopping experience online shopping.
- Increase sales and therefore the sales force
- Improve the reputation of the company.
- Convince people to buy.

b) Long term goals:

For the long term, jumia seeks to.

- Have a good image of the company.
- Maintain a sales growth rate higher than that of all competitors of his sector.
- Acquire a large share of the market.
- Build customer loyalty.

Swot Analysis:

Through our time in JUMIA Company, we were able to provide the following SWOT analysis:¹

Table N° 07: JUMIA's SWOT

Jumia's Strengths	Jumia's Weaknesses
<ul style="list-style-type: none"> • Algerian leader in e-commerce, Jumia Algeria occupies a strong position and enjoys a successful brand image on the market. • Customer-oriented, Jumia caters to wide customers for their daily needs. • The technological infrastructure (the website, the seller center, the DATA 	<ul style="list-style-type: none"> • Consumers do not trust e-commerce • The absence of e-payment; • Lack of choice, undifferentiated product and offer limited • Any disruption in the Internet connection will affect the business to a large extent • Failures experiments: customers complain about the products quality

Generator...) <ul style="list-style-type: none"> • The young and motivated team (the majority under 30 years old) • strategic location of the company • 6 years of experience in the Algerian market allows Jumia to have an important market share comparing to its competitors 	often, although they are not Jumia's product, they affect directly its image in the market
The opportunities of Jumia	The threats of Jumia
<ul style="list-style-type: none"> • Digital is the trend today • the digital market is a growing market • existence of a virtual generation. • Taking advantage of the growing use of mobile technologies among customers. • The surge in online orders since the implementation of containment and distancing measures due to the Covid-19 pandemic. 	<ul style="list-style-type: none"> • Low household purchasing power • Strong direct and expanded competition very competitive sector • Consumer preferences may change. Increase in cybercrime Risk of counterfeiting and sales fraud by some dishonest seller

Source: Own design based on data collected at the company level

10. Organization chart of Jumia 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.

Jumia 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.

- **The finance department:** 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.
- **The human resources department:** the main role is to manage the administrative part of the personnel (Tracking absences; management of work contracts, paid leave, and payslips), monitoring their skills by drawing up training plans, but also to ensure that employees respect the employees comply with the company's internal regulations.

- **The marketing department:** The marketing manager, along with his team of marketers, is responsible for designing and implements the company's marketing policy, while ensuring that it is get the best return on investment from marketing activities.
- **The commercial department:** The manager, responsible for guiding and supervising the sales team, who is the main point of contact between the company and its customers (selling customers and buying customers). Their main missions are to prospect sellers for the platform as well as to determine the needs of buyers in order to best satisfy them, to expand the portfolio customers of the company through prospecting, sales and loyalty methods aimed at achieve set business goals.
- **The operations department:** The head of this department acts as an interface between the various the company. Its stakeholders are responsible for implementing the operational strategy of the company, which concerns all the decisions taken by management in order to optimize in the medium or long term the resources of all types of operations and their contribution to the overall strategy to achieve business objectives.
- **The logistics department:** the mission of this departement is to control the flow and stocks of goods at the warehouse.

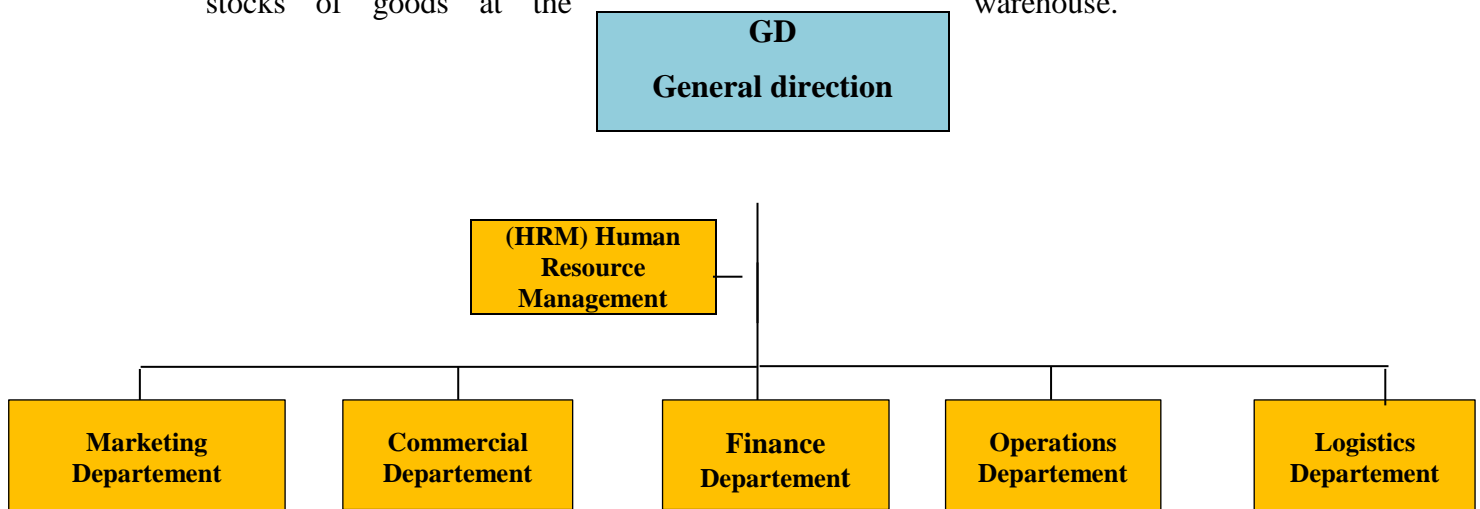


Figure N° 14: Organization chart of Jumia Company¹

Section 2: Methodology and analyzing questionnaire's results

A survey is a methodical scientific search for collecting information covering the entire study population. The sources of information can be of one source of maintenance which can be in several forms: by post, or from a survey by fax, or by telephone or telematics, by e-mail, or on Skype (video interview).

¹ Document provided by the Company

The collection of information is also done by means of questionnaires distributed physically or virtually on the websites. The objective of this survey is to arrive at an answer to the main problem posed who is:

“How can digital marketing tools impact the company performance?”

1. Sub-section 01: the qualitative study:

1.1. Objective of the interview:

The choice and purpose of the interview with the JUMIA digital marketing team (Appendix 01) for the purpose of collecting information on the different digital marketing tools used and the main performance indicators, and to give opinions on the impact of these digital tools on sales and marketing performance

1.2. Carrying out the interview

During the interview we decided to opt for a direct interview method with Jumia's marketing performance manager. The interview guide questions were based on the need for information relevant to the topic of the dissertation, and also on the veracity of the assumptions cited above in the introduction.

1.3. Analysis of interview content

After the collection of the speech of the interview, we move on to the stage of transcription of the various information obtained to move on to the stage of the analysis of the qualitative data which will allow us to make the connection between the discursive realities corresponding to the concepts elaborated within the framework of the theory. Then, in the last step, we will summarize all the answers given by the interviewees into clear and concise answers.

2. Sub-section 2: the quantitative study

We also conducted a quantitative study in the form of a questionnaire (see appendix n°02) intended for Jumia employees to obtain even more detailed results, and thus respond to our main problem as a whole.

2.1. Objective of the questionnaire

The purpose of this questionnaire is to complete the interview; our goal is to have a clear vision of the importance of digital marketing, its tools and their impact on sales and marketing performance,

In order to ensure the smooth running of the study, we proceeded through several stages, the first being to identify the information needs of our study, and then the choices of questions,

then the choice of the medium through which we will decide to disseminate the questionnaire and finally the processing of the results obtained by the latter.

The questionnaire is a series of standardized questions designed to standardize and facilitate the collection of testimonies. It is a suitable tool for collecting precise information from respondents. The data collected is easily quantifiable.

Sample size: The sample size was 16 employees

2.2. Construction of the questionnaire

To be able to develop this questionnaire, we began by identifying the objectives of the survey mentioned in the subject of the questionnaire. We then put together a set of questions, formulated in plain language.

In the realization of the form, we used closed questions, thus offering a limited choice of answers in order to ensure that the respondent does not get lost and does not leave the subject. We also used check boxes allowing the selection of several propositions for a single question (multiple-choice questions).

An open question is a question for which there are no pre-established answers proposed to the respondent, who is therefore completely free in his answer.

2.3. Questionnaire structure

The body of this questionnaire is divided into three (03) axes, each relating to a different theme and which includes a certain number of questions.

Part 01: Related to employee profile, sex, position, responsibility...ect

Part 02: relating to performance indicators

Part 03: relating to digital marketing and e-commerce in Algeria

Part 04: relating to digital marketing tools

Part 05: relating to the impact of digital tools on the performance of the company

2.4. Data collection and analysis

The information was collected using the Google form questionnaire, once all the information has been collected, we have moved on to the stage of analyzing it from all the data after the questionnaire has been completed.

The analysis of the questionnaire was carried out by the Excel part of the questionnaire Google form

Once we have presented a global overview of the jumia company and the research methodology followed throughout our empirical work, we will now present the results obtained which will allow us to confirm or reject the hypotheses.

In order to better confirm the impact of digital marketing tools on the performance of the company, we presented, in what follows, the results of our survey, which generally relate to the use of digital marketing tools and performance indicators.

3. Sub-section 3: analysis and results of the Questionnaire

Once we have presented a global overview of the jumia company and the research methodology followed throughout our empirical work, we will now present the results obtained which will allow us to confirm or reject the hypotheses.

3.1. Interview

We conducted an interview with the marketing performance manager of Jumia Algeria, in this interview we asked a multitude of questions (appendix 01), our analysis of the Answers obtained are as follows:

➤ Interview : With Mr. BOUROUIS Abderezak head of marketing performance

Question 01: what is your position in the company and your responsibilities?	
I am a head of marketing performance .and i am responsible of: -Accountable for operational digital marketing performance on different channels - Lead optimization and automation projects on channels to support a scalable company growth - responsibility of channels – Facebook & Instagram Ads, Google Display Ads, Google Search Ads, Search engine optimization (SEO), or CRM (. email marketing, push notifications, SMS.) -Full hands-on responsibility to manage up to several hundred thousand euros of online advertising budget.	
Question 02: what digital marketing do use in Jumia?	
We use the tools according to two categories: <ul style="list-style-type: none"> • In Branding side: <ul style="list-style-type: none"> ➤ flyers ➤ advertisement signage ➤ organic social media 	<ul style="list-style-type: none"> • In Performance side: <ul style="list-style-type: none"> ➤ CRM (customer Relationship management) ➤ E-mailing (SMS,PNS) ➤ POM(paid online marketing) like google ads, SEO,SEM, ➤ Social Media advertising
Question 03: What are the main KPIs do you use in Jumia?	
We based on this main KPIs : <ul style="list-style-type: none"> ➤ Number of costumers ➤ Number of Orders ➤ Number of Visits ➤ GMV (Grow marketing value) These Kpis are essential for analyzing the company performance	
Question 04: What are the problems you encounter in your activity ?	

The issues are generally concern about:

- confidentiality and consumer confidence of being scammed
- the absence of e-payment there is no online payment in Algeria (and we are trying to solve it by cash on delivery)
- Delivery problems (related to the distribution network);
- Rarely the connection problem.

Question 05: In your opinion, how is the situation of e-commerce in Algeria

The company jumia finds that the situation of e-commerce in Algeria is a promoter seen that there is an increase in the number of visitors and especially in the period of the pandemic Covid-19.

Question 06: According to you things are going in the good or the bad direction?

Since the COVID 19 pandemic, buyers are increasingly turning to buying online. line, so we can say that things are going in the right direction

Question 07: What are the obstacles to the development of electronic commerce?

There are several obstacles in the Algerian market; we can list some a few to develop:

- Being in a virgin market, it is more complicated to push the consumer to change their behavior in their daily purchases;
- The regulations are not yet clearly defined on several aspects relating to E-Commerce;
- As payment online or via TPE is not democratized, it is very difficult to obtain the necessary supports for their deployment;
- Lack of product diversification in the domestic market; The parallel market with applied prices, which are not regulated and counterfeit products are also an obstacle to customer loyalty

Question 08: What is the number of visitors that the site has had since the launch of jumia Algeria?

First of all, I cannot give you the number of visitors since the launch because 2017 there was a change in the database so for the year:

- 2018 the number of visitors was 36 322 817
- In 2019 was 46 933 322
- In 2020 was 51 127 412
- In 2021 was 61 344 251

Question 09: What is the number of new costumers?

- In 2018 the number was 138 020
- In 2019 the number was 198 543
- In 2020 the number was 241 811
- In 2021 the number was 314 452

Question 10: What is the number of order made ?

- In 2018 the number was 325 636
- In 2019 the number was 483 853
- In 2020 the number was 207 548
- In 2021 thenumber152 was 314

Question 11: How has the turnover evolved since 2017-2020?
<ul style="list-style-type: none"> ➤ In 2018 the turnover increased by 7% compared to the year 2017 ➤ In 2019 it was 5% compared to 2018 ➤ In 2020 it was 9% compared to the year 2019 ➤ In 2021 it was 8% compared to the year 2020
Question 12: When did you start using the new tool Growth Hacking and its main objective
We start using this tool in November 2021, and its main objective is for a better CRM strategy, based on a best segmentation of our customers, for example when we want to send a notification about a product, its help us to choose our category of costumer which are interested by the product. By entering customer data and processing them with machine learning ¹
Question 13: What was the tool you were using before the Growth Hacking?
We was using the push notification in our CRM, so when we was sending notification it was going to all our database and this is the difference between the push notification and the Growth hacking
Question 14: on which KPI does growth hacking impact
The Growth Hacking impact on the CTR (click through rate) which an indicator of effectiveness, It corresponds to the number of clicks on the advertising content divided by the number of impressions of the content. The higher the result of this so will be an increase in new customers, orders and turnover thereafter.
Question 15: what did he bring for the performance of the company
<p>This tool has allowed us to:</p> <ul style="list-style-type: none"> ➤ Best segmentation of our customers ➤ understand our customers and their needs ➤ knowing the pain points of our customers to give them the solutions

3.2. Questionnaire:

✓ Question 01: What is your gender?

Table N° 08 : Distribution of people questioned according to their sex

<i>1. What is your gender?</i>	COUNTA de 1. What is your gender?	percentage
Female	6	37,50%
Male	10	62,50%
Total	16	100,00%

¹ « Machine Learning »: Machine Learning is a science that makes it possible to discover repetitions in one or more data streams and to draw predictions based on statistics.

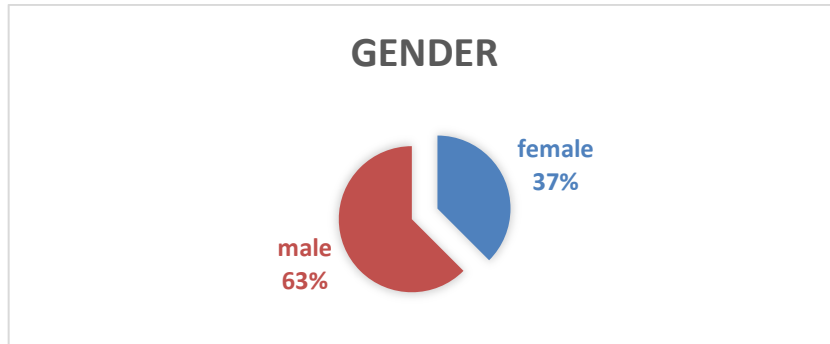


Figure N° 15: Participants according to their gender.

Comment

- Out of 16 respondents, we had responses from 37% of women against 63% of men, which is 6 females' responses, for 10 male responses. So the majority of respondents are male

✓ Question 02: What is your Job Position?

Table N° 09: Distribution of employees questioned according to their Job Position

Job Position	frequency	Percentage
Head of performance marketing	1	6,25%
Offline Manager	2	12,50%
Social media expert	2	12,50%
CRM Growth Manager	3	18,75%
Designer team	3	18,75%
head of brand and PR	1	6,25%
onsite manager	2	12,50%
head of traffic operation	1	6,25%
head of advertising	1	6,25%
Total	16	100,00%

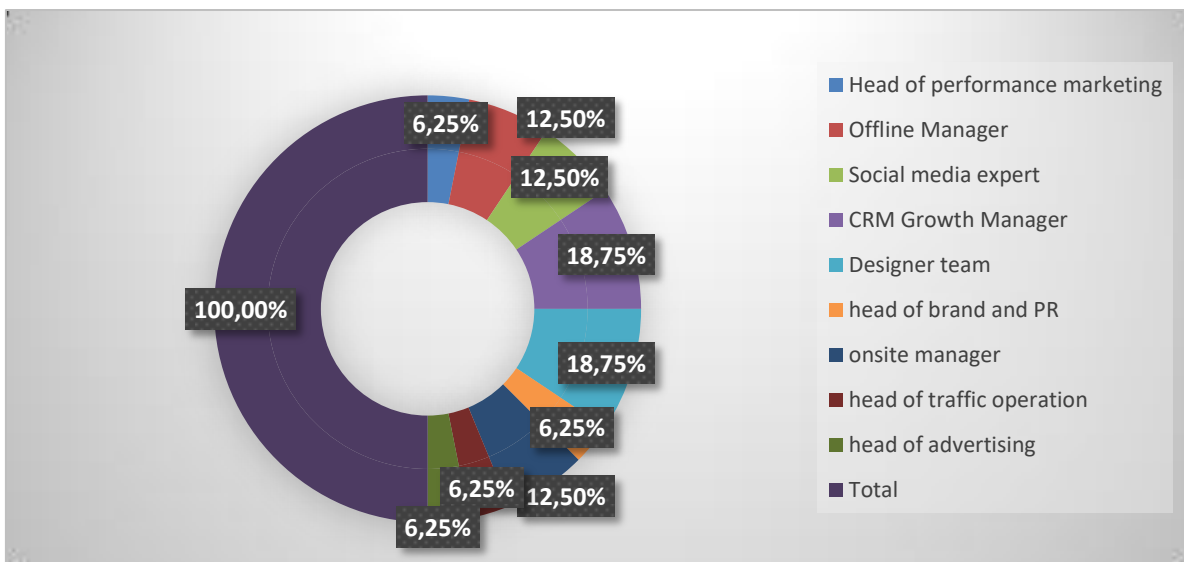


Figure N° 16 : Distribution of job position percentage according to employees

Comment

we notice that the majority of job position are CRM Growth Manager and Designer team (18,75%), offline manager, social media expert and onsite manager (12,5%). And the rest of job position have a percentage of 6,25 %.

✓ **Question 03: What are the most used performance indicators in jumia?**

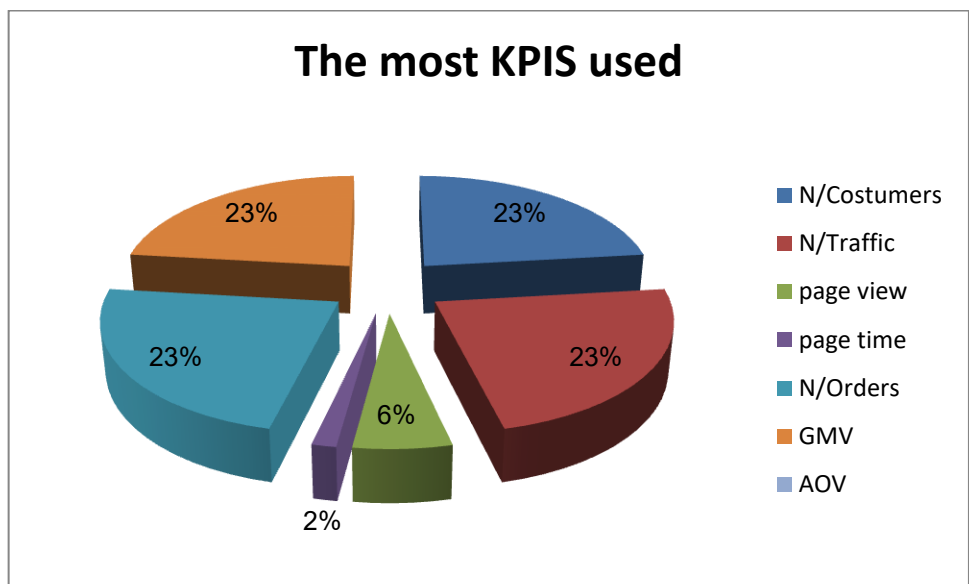


Figure N° 17 : The distribution of employees according to their opinion about the most KPIs used in Jumia

Comment

we notice that 23% of respondents voted on "number of new customers", "Number of Traffic",

"Number of orders" and GMV which means the majority of marketing department employees use this performance indicator. In the other side we have 6% "Page views". Only 2% voted on "Page Time". Finally 0% for the "AOV average Orders value" indicator. So they don't use this performance indicator. So according to the percentages we can discover the most used KPIs at JUMIA

- ✓ **Question 04: what is the number of customers per year in the period from 2018 to 2021?**

Table N° 10 : Number of Customers per year period 2018-2022

Year	Number of New customers
2018	138 020
2019	198 543
2020	241 811
2021	314 452

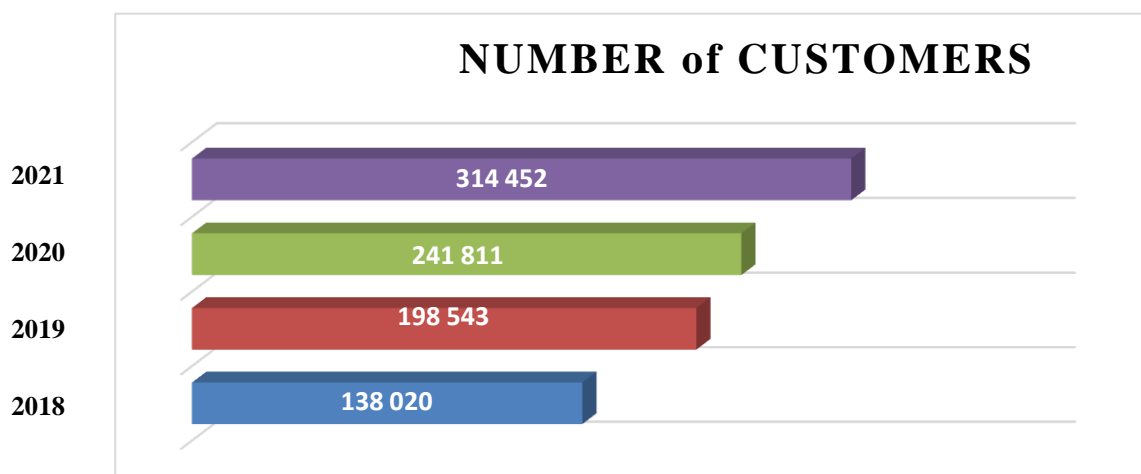


Figure N° 18: Number of new customers in the period from 2018-2021

Comment

.According to results, we notice that it's being evolved by 56.10% from 2018 to 2021

- ✓ **Question 05: How many visits did the site have in the period from 2018 to 2021?**

Table N° 11: Number of visits in the period 2018-2021

Year	Number of visits on the site
2018	36 322 817
2019	46 933 322
2020	51 127 412
2021	61 344 251



Figure N° 19 : Number of Visits in the period from 2018-2021

Comment

We notice that there is an evolution in the number of visits on the site by **61 344 251** in **2021**

- ✓ **Question 06: What is the number of order made in the period from 2018 to 2021?**

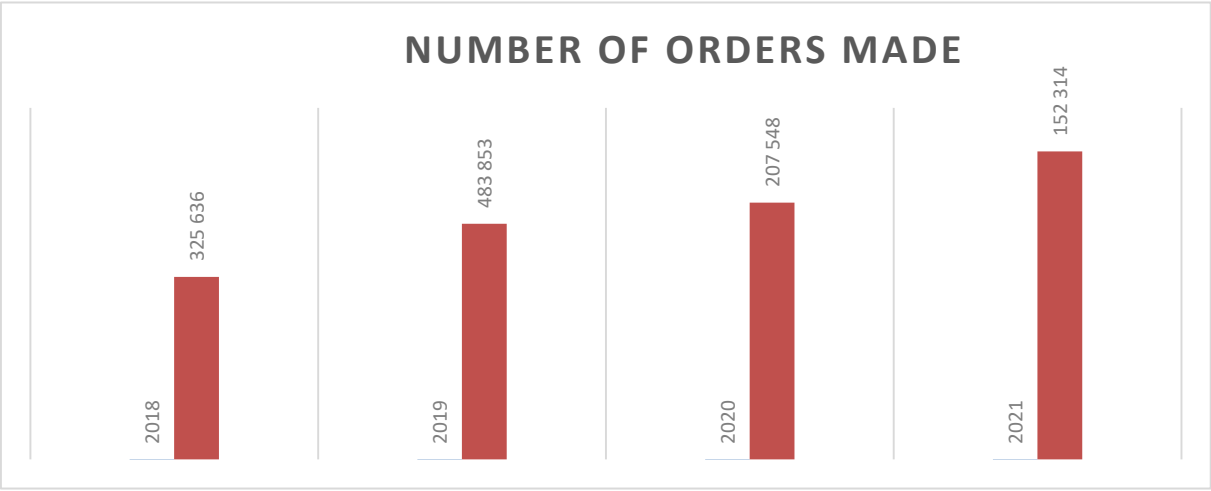


Figure N° 20 : Number of order made in the period from 2018-2021

Comment

We notice that from 2018 to 2019 there is an important increase. However, in 2020 the number of order decrease because of the Pandemic COVID 19. But in 2021 the number on order increase.

Question 07: By what percentage does your sales revenue grow every year?

Table N° 12 : distribution of answers to questions 07

Sales revenue growing every year	effective	Percentage
1-10%	0	0
11-20%	0	0
21-30%	8	50%
More than 30%	8	50%
Total	16	100%

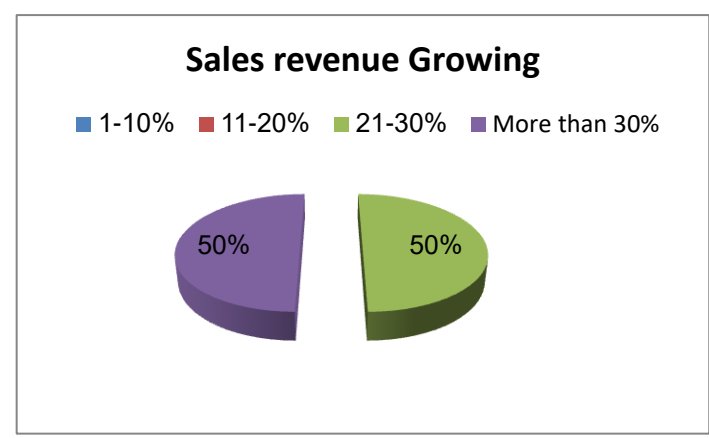


Figure N° 21: distribution of answers to question 07.

Comment

We notice that 50% of employees responded with "21-30%" and 50% of employees responded with "more than 30%" which means that there is a significant increase in sales of JUMIA every year.

- ✓ **Question 08: Do you think there is an improvement in the performance indicators?**

Table N° 13: The number of respondents who voted that there is an improvement in the KPIs.

Improvement of KPIs	Number	Percentage
Yes	16	100,00%
No	0	0%
Total	16	100%

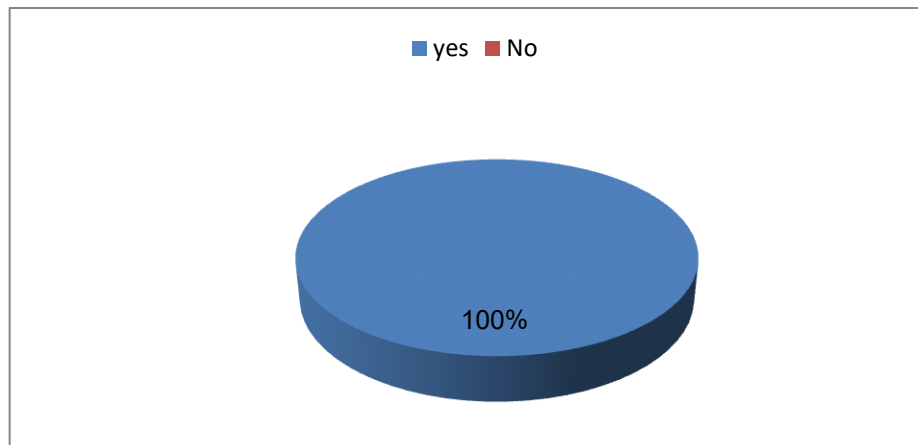


Figure N° 22: The distribution of respondents who voted that there is an improvement in the KPIs.

Comment

We notice that 100% of employees said “yes” so all employees agree that there is an improvement in the performance indicators every year..

✓ **Question 09: If your answer is yes, explain?**

Comment

After unfolding the responses, we notice a series of repeated answers every time which are :

- Due to an improvement in the indicators of digital tools
- Because of the good content broadcast by us due to, the use the most effective tools
- Due to an improvement in the marketing figures and the good positioning of jumia

This proves that there is always an improvement in the performance indicators used within Jumia's marketing department.

✓ **Question10: What are the strengths of Jumia?**

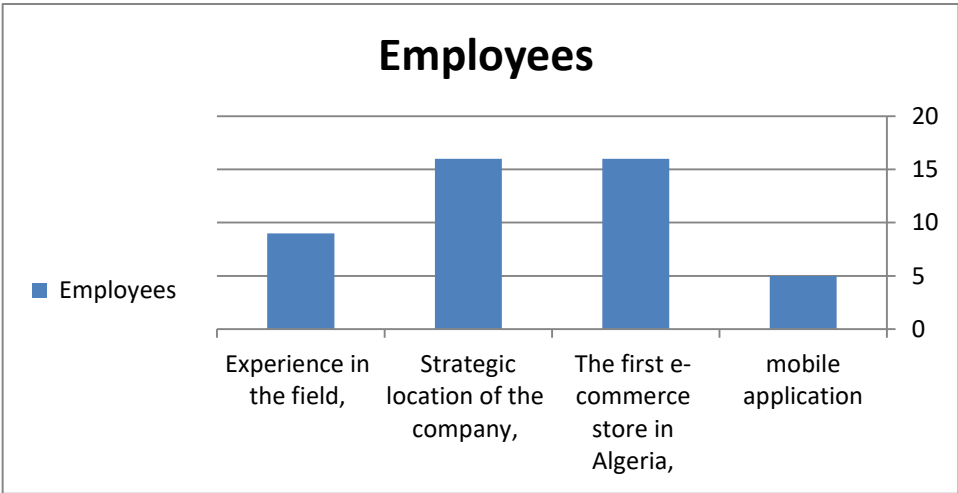


Figure N° 23 : The distribution of employees according to their vote on Jumia’s strength

Comment

According to the employees of here are the strengths of Jumia

- 16 employees chose "the first performance store in Algeria"and "strategic location of the Company” so they all agree about this , and 9 employees chose "Experience of the Field" and finally 5 employee chose " mobile App" .These results confirm the **SWOT** analysis given by the internship president "Table 07"

✓ **Question 11: What are the Weaknesses of Jumia?**

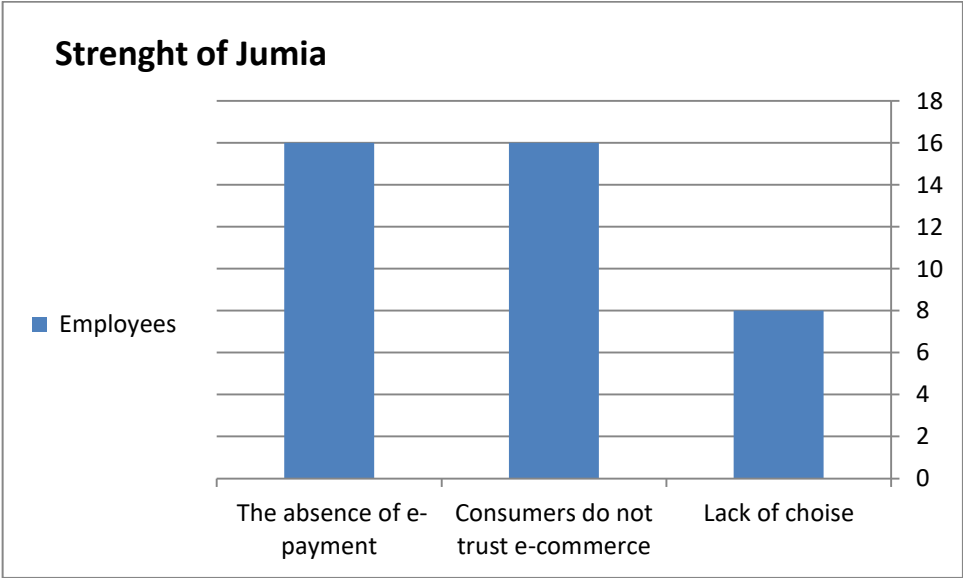


Figure N° 24 : The distribution of employees according to their vote on Jumia’s weaknesses

Comment

According to employees, Jumia's weaknesses are, we notice that 16 employees choose "Consumer don't trusts e-commerce"and "the absence of e-payment"so these two options are " a and 8 employees chose " Lthe main obstacles of JumiLack of choice"

These answers confirm the Swot analysis given by the internship supervisor "Table 07"

✓ **Question12: What are the opportunities of Jumia?**

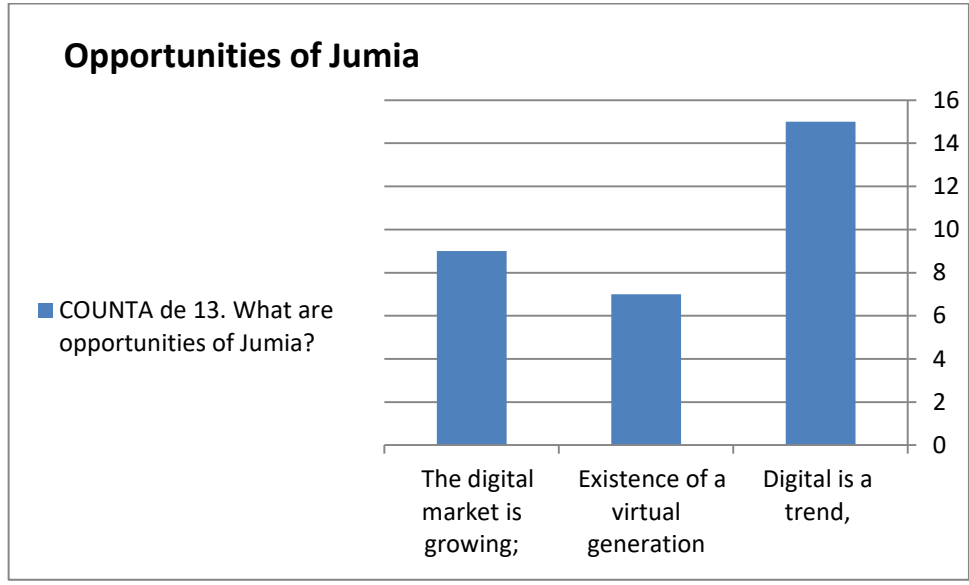


Figure N° 25 : The distribution of employees according to their vote on Jumia’s opportunities.

Comment

According to employees, jumia Opportunities are we notice that 16 employees chose "Digital trend", and 9 employees chose "The digital Market is growing" and only 7 employees chose "Existence of virtual generation".These answers confirm the Swot analysis given by the internship supervisor "Table 07"

✓ **:13°Question N What are the Threats of Jumia?**

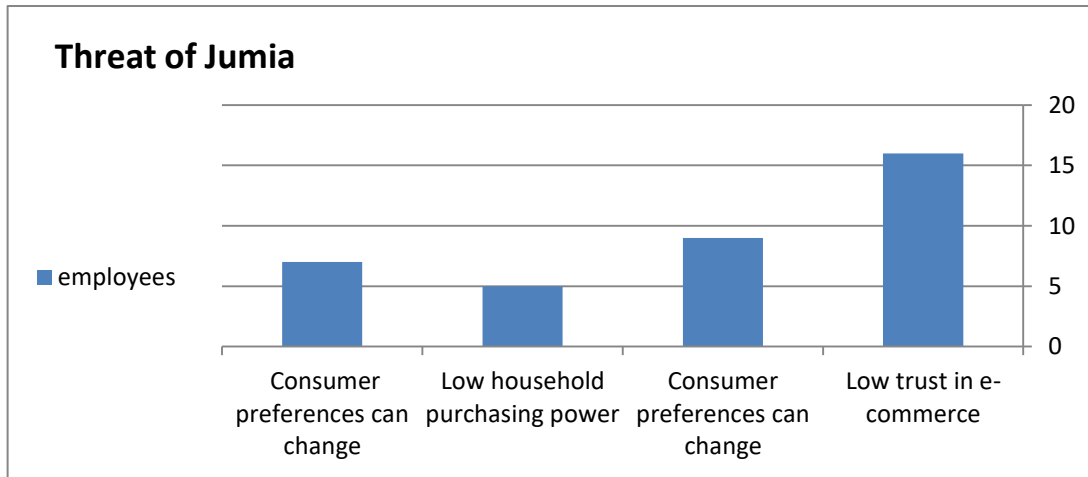


Figure N° 26 : The distribution of employees according to their vote on Jumia’s threat

Comment

According to employees answers related to Jumia's threats, we notice that 5 employees chose "Low household purchasing power" and 9 employees chose "Strong direct competition" and 7 employees chose "Costumers preference can change", 16 employee chose "Low trust in e-commerce" .These answers confirm the Swot analysis given by the internship supervisor "Table 07"

- ✓ **Question 14: Do you think that E-commerce in Algeria is experiencing obstacles?**

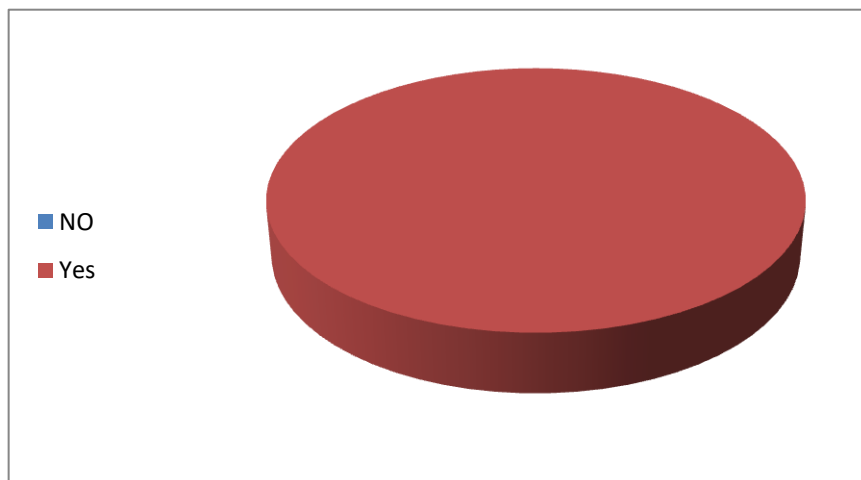


Figure N° 27 : The distribution of employees according their opinion about the obstacles of e-commerce in Algeria

Comment

We notice that 100% of the employees answered “Yes”, so they all agree that e-commerce encounters obstacles in Algeria

✓ **Question N°15: If your answer is yes, can you name few?**

Comment:

After the unfolding of the answers, we notice a series of answers which come back each time as follows

That the customer does not trust e-commerce is the most endcap that e-commerce is facing it and the absence of electronic payment also is one of the main problems that they should find a solution for it and there is some answer like Internet problems not always but sometimes they face to this problem.

✓ **Question 16: According to you, the situation of E-commerce in Algeria is:**

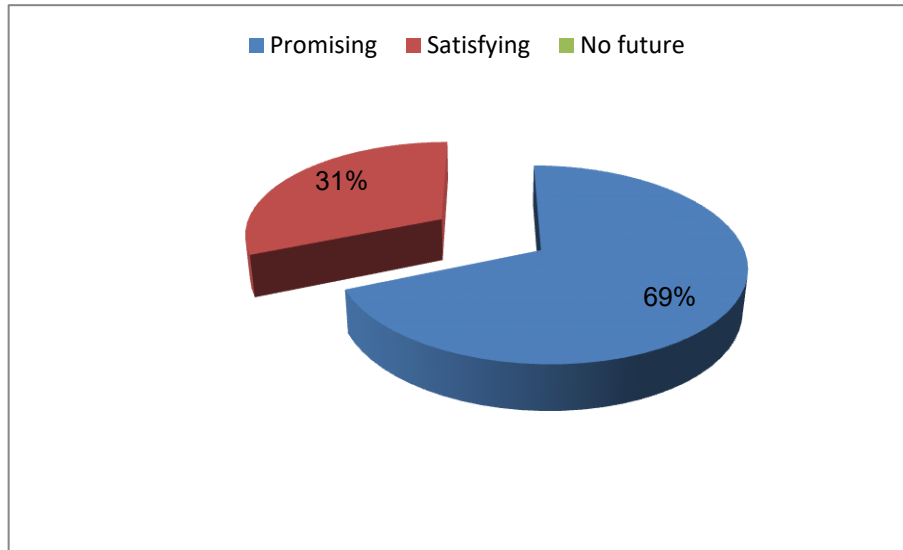


Figure N° 28 : The distribution of respondents according to their vote on the situation of e-commerce in Algeria.

Comment

We notice that 69 % of employees responded with "promising" 31% of employees responded with "satisfying" so from these responses, it can be said that they are satisfied with the situation of e-commerce in Algeria.

Question 17: How likely are you to recommend digital marketing to other company's?

Table N° 14: The satisfaction of the employees about digital marketing tools

<i>Options</i>	employees	Percentage
Extremely Likely	12	75%
Very Likely	4	25%

Not so likely	0	0
I would not recommend it	0	0
Total	16	100%

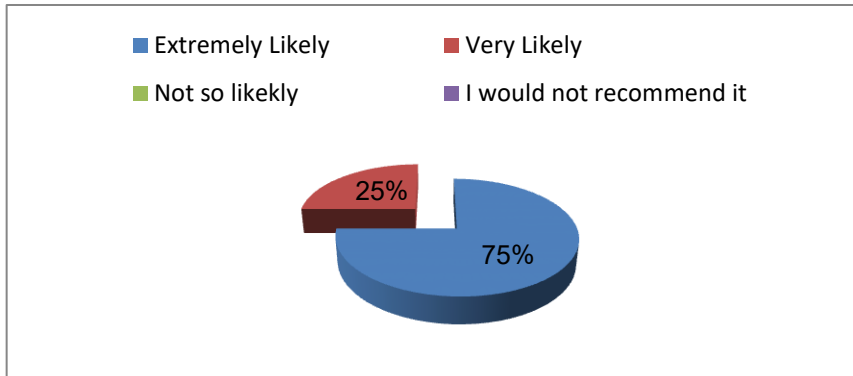


Figure N° 29 : The distribution of employees according to their satisfaction about digital marketing tools.

Comment

We notice that 75 % of employees answered "Extremely likely" and 25 % of employees answered "Very likely" so based on employee responses they are very satisfied with the digital marketing tools they used on their department

✓ **Question 18: Which of the following digital marketing tool does your company use?**

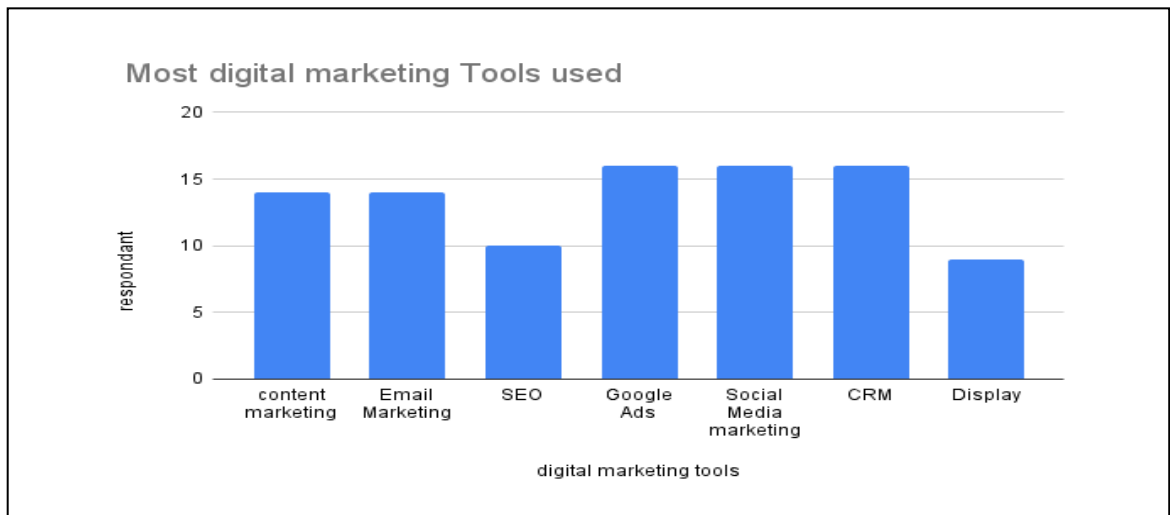


Figure N° 30 : the most used KPIs in Jumia

Comment

According to the employees answers 16 employees choose “Social media”, “Google Ads” and "CRM" so these tools are the most used digital marketing tools at Jumia because all employees voted on it. Besides, 14 employees choose “Content Marketing” and “E-mail Marketing” , so it’s also the most used digital marketing tool at Jumia”. 10 employees said

“SEO”, then we have 9 employees said that "Display" is used by Jumia but not like others tools.

✓ **Question 19: When have you started using these digital marketing tools?**

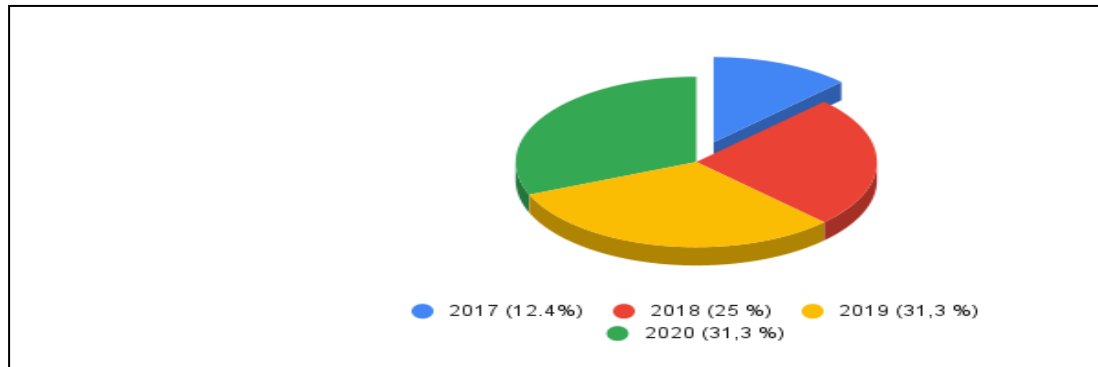


Figure N° 31 : The distribution of employees according to the year they start using digital marketing tools.

Comment

We notice that 31.3% of employees have started using digital marketing tools in 2020, and 31.3% of employees started using digital marketing tools in 2019. We also found that 25% of them started using digital marketing tools in 2018 and only 12.4% started using them in 2017. So we notice that most employees have started using digital marketing tools over the past 5 years.

✓ **Question20: Which tool do you use in your job?**

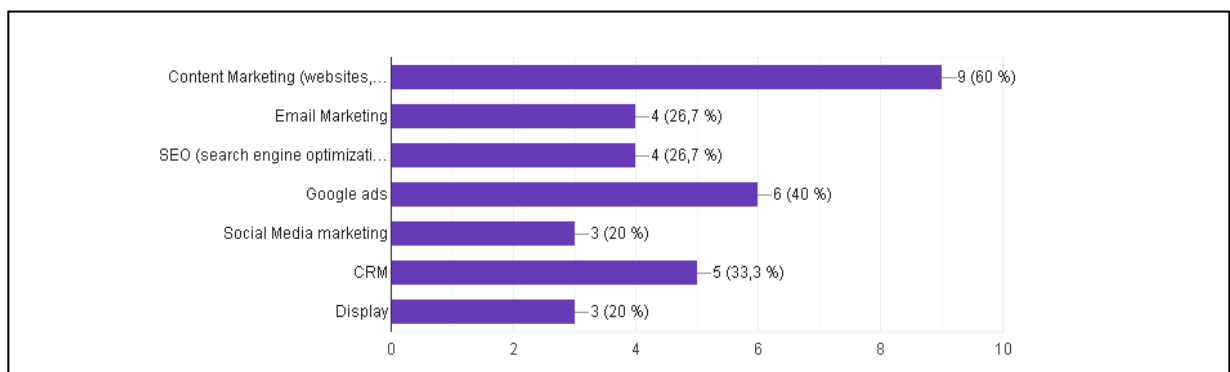


Figure N° 32 : The distribution of employees according to the tool they use in their jobs.

Comment

We noted that each employee uses one or more tools, the responses were as follows:

We have 60% of employees use "Content Marketing", which means that 9 employees use this tool and 26.7% of employees use "Email Marketing", which means that 4 employees use this tool , and 26.7% of employees use "SEO", which means that 4 employees use this tool , than 20% of employees use "Social media marketing", which means that 3 employees use this tool than 33.3% of employees use "CRM", which means that 5 employees use this tool than 20%

of employees use “Display”, which means 3 employees use this tool. So from the answers of the participants we can see that each employee can use one or more tools at the same time because each tool completes the others.

✓ **Question 21: What is the indicator that this tool affects the most?**

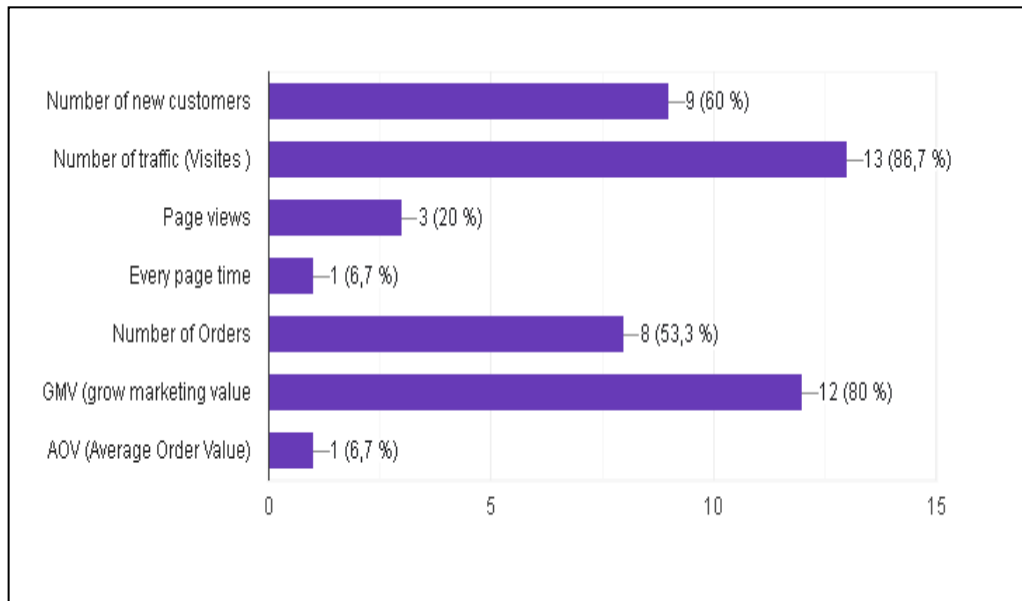


Figure 33 :The KPIs impacted by the of digital tools

Comment

We note that each user chooses one or more performance indicators that are impacted by the tool they use we have 80% have chosen the "GMV (Grow marketing value)" indicator, they find it impacted by the tool they use and we have also 60% have chosen the “Number of Costumers” indicator, they find it impacted by the tool they use than 86.7% chose the "Number of Traffic" indicator, they find it impacted by the tool they use also 53.3% have chosen the "Number of Orders" indicator, they find it impacted by the tool they use an only 20% have chosen the “page views” indicator, they find it impacted by the tool they use than 6.7% chose the “every time page” and AOV (average Orders value)”indicator, they find it impacted by the tool they use So we can notice that all performance indicators have been impacted by digital marketing tools.

✓ **Question 22: when did you start using the new Tool growth hacking in jumia?**

Comment

Only 3 employees who answered this question by:
-we started using the Growth Hacking tool in 2021

The rest of the employees did not answer this question because they do not have the information it is not part of their job. So we can notice that it is a new tool that has been implemented in jumia recently

✓ **Question 23: It this tool easy to use?**

Table N° 15: The ease of the tool according to employees.

Options	Employees	percentage
Yes	3	100%
No	0	0%
Total	3	100%

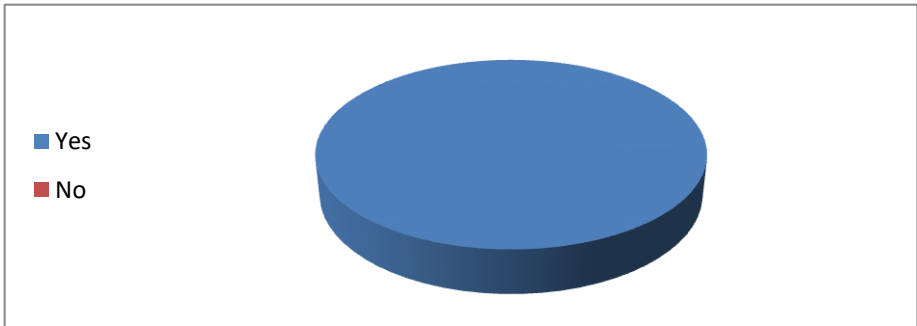


Figure N° 34 : The distribution of employees according to their opinion about the ease of the tool.

Comment

We notice that all the employees who use this tool find it easy and simple to use.

✓ **Question 24:** if your answer is yes , select the answer that you see as an advantage of the growth hacking tool:

Table N° 16 : The advantage of growth hacking tool according to employees.

Options	employees	Percentage
an economic asset for businesses,	0	0%
best segmentation of costumers	3	100%
increase the company visibility	0	0%
Total	3	100%

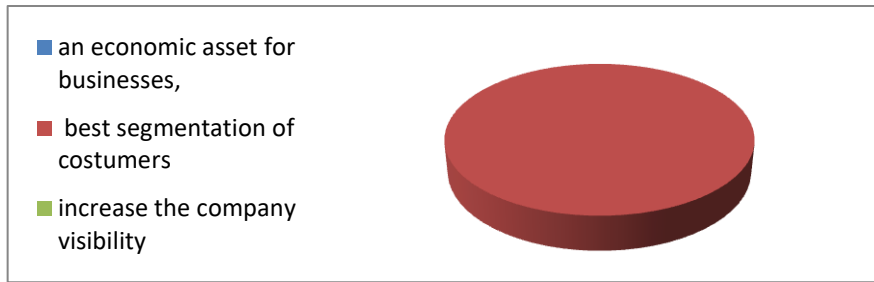


Figure N° 35 : The distribution of the employees pinion about advantage of growth hacking according to employees

Comment

We note that the benefits chosen by employees who use this new tool is: for a better Segmentation of costumers. So we can notice that the main objective of growth hacking is a best segmentation of costumers. And that confirm the answer of Mr.Bourouis Abderezak in the interview (Question N°11)

✓ **Question 25:** Rank the tools according to its effectiveness?

Table N°17 : The Effectivness of digital marketing tools.

Options	employees	Percentage
Extremely effective	16	100%
Less effective	0	0
Not effective	0	0
Total	16	100%

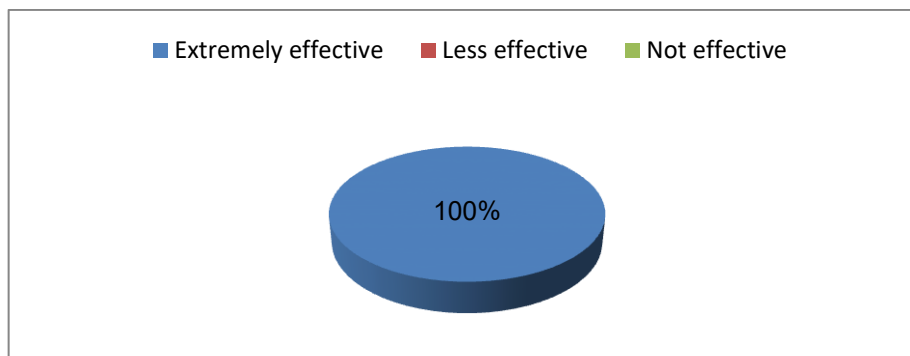


Figure N° 36 : The distribution of employees according to their opinion about the Effectivness of the tools.

Comment

We notice that 100% of the employees answered by "Extremely effective", which proves that all the employees of Jumia's marketing department find that the digital marketing tools are very effective. So we can confirm our hypothesis (**Hypothesis 2**)

Question 26: What do these tools add to Marketing and to the performance of the company?

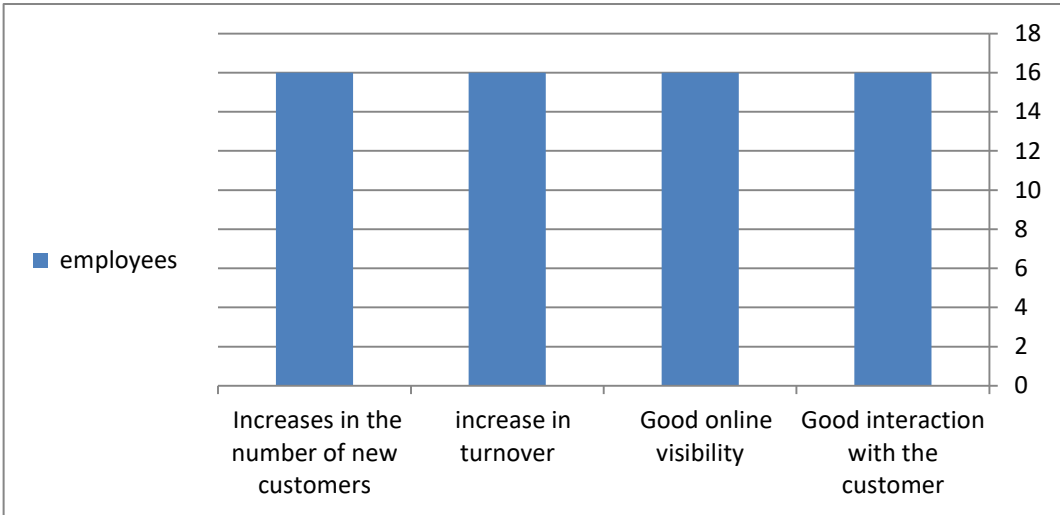


Figure N° 37: The adding of digital marketing tools on company performance according to employees..

Comment

We notice that 100% of participants voted on all options. According to the answers of the employees, we notice that the digital marketing tools are advantageous for the company and help to bring an increase in some factors and also on the performance indicators like (new client, number of turnover...ect)

Question 27: Do you recommend other companies to use this digital marketing tool?

Table N° 18: The satisfaction of employees about digital marketing tools.

	Employees	Percentage
Yes	16	100%
No	0	0
Total	16	100%



Figure N° 38: The distribution of employees according to their satisfaction about digital marketing Tools.

Comment

We notice that 100% of employees answered "Yes", so all employees are very satisfied with the results of these digital marketing tools.

✓ **Question 28: If your answer is yes, why?**

Comment

After the Unfolding of the answers of the employees a series of the answers which returns as follows:

- To facilitate work.
- interact more with customers, be aware of their needs
- Digital tools help to better promote services
- Optimization your content strategy, boost sales,

We notice that digital marketing tools have a lot of advantages for the company in relation to its marketing actions and its relationship with its customers.

✓ **Question 29: In your own words explain the importance of digital marketing for company performance?**

Comment

After the peeling of the answers of the employees a series of answers which returns as follows:

- Digital marketing is important for the performance of every e-commerce business
- Digital marketing allows access to a wider audience
- it allows better interaction with our customers
- Allow us for better collaboration between sales and marketing
- Digital makes it possible to better anticipate trends
- Digital allows marketing to contribute more strongly to the increase in turnover

So from the responses of employees we can say that digital marketing is very important for business performance. We can confirm our hypothesis (**Hypothesis 01.**(

✓ **Question 30: In your own words explain the impact of digital marketing tools on your company performance?**

Comment

After the uncovering of the answers, a series of answers which returns as follows:

It's impact on our KPIs:

- Improvement in Average Basket
- Profitability of investments
- Increased number of customers
- Understanding the needs of our customers
- Enable to reach new segments
- Increased number of leads
- Better brand visibility

According to the answers of the employees we notice that there is a strong impact on the performance of Jumia, so we can confirm our hypothesis (**Hypothesis 03**).

4. Sub-section 4: Summary of the investigation

Syntheses

This part is devoted to the analysis and interpretation of the results obtained from of the interview and the questionnaire with the marketing manager and the marketing team of the Jumia company, First of all, We are going to summarize the answers of the interview and the questionnaire to bring out the main recommendations concerning qualitative and quantitative analysis.

According to questionnaire and interview results we conclude the following:

❖ About KPIs

- majority of respondents are: male
- The main KPIs used by Jumia are:
 - The number of new costumer
 - The number of Orders
 - The number of visits
 - GMV(grow marketing value)
- the problems encountered in the activity according to the marketing performance manager are generally:
 - Absence of e-payment.
 - Concern about confidentiality and consumer confidence. Indeed we have found that the habits of the Algerian consumer constitute a serious obstacle to the development of electronic commerce they are characterized by:
 - The use of nearby commerce and the habit of frequenting a store and trust the manager;

- Sociotechnical traditions such as: relationship to modernity, ease and confidence in digital money in particular, are almost non-existent;
- The degree of acceptance of the risk vis-à-vis the loss or theft of the Electronic card payment is very minimal.

So Algerian consumer habits are a serious obstacle to development of e-commerce. E-commerce still finds it difficult to convince the Algerian consumer and to change their consumption habits. Indeed, Algerians remain wary of online transactions, they fears cams and are afraid to communicate personal information via the internet. The digital trust is struggling to settle and Algerian Internet users are still struggling to take the plunge. This low use of e-commerce can also be explained by the consumption habits such as: touching the product before buying favored by Algerian consumers, they like to go to the place of sale in order to manipulate and negotiate what they buy. Converting them to e-commerce therefore comes down to bet on changing an entire consumption habit.

Table N° 19: The development of e-commerce at Jumia Algeria.

Year	2010- 2017	2018	2019	2020	2021
Number of new costumers	/	138 020	128 543	111 811	141 445
Number of Orders	/	325 636	483 853	507 548	152 314
Number of Traffic	/	36 322 817	46 933 229	51 127 412	61 344 251
GMV	/	7%	5%	9%	8%

Our study is based on the period from 2010 to 2021. From 2010 to 2014 Jumia Algeria did not yet exist in the e-commerce market. From 2015-2017 we did not have the necessary data because of a change of databases they made; So our study was limited.

Jumia Algeria is the first e-commerce site, dedicated to shopping for major brands of Fashion & High-tech,

- it has around 3.6 million visitors for the year 2018carried out 325,636 orders, it has 138,020 of the most active visitors and with a7% increase in turnover compared to 2017;
- In 2019, it had around 4.6 million visitors and 483,853 orders made.

With a number of 138,020 new customers and with a 5% increase in turnover compared to 2018,

- In 2020 it had around 5.1 million visitors against 507,548 orders made, as well as 111,811 new customers and with a 9% increase in turnover compared to the year 2019,
- We notice a decrease in the number of turnover because customers once buy are loyal customers and it is they who come back and buy another time.
- Regarding the turnover, we would have liked to have it in figures but they do not give the figures for lack of confidentiality, So according to the data in the table above we find that the development of trade electronics at jumia Algeria is growing,100% of respondents see that there is an improvement in the KPIs .During this period and this is what we are seeing in the table. Ana improvement in all KPIs

❖ **About Digital marketing Tools.**

- 100% of respondents see that the situation of e-commerce is promising and everything is going in the right way , but its face some obstacles like:
 - Absence of e-payment
 - Low trust of Algerian costumer in e-commerce
- The digital marketing tools used in JUMIA are :
 - Content marketing
 - E-mailing
 - Google ads
 - Social media
 - CRM
- We notice that all tools impact on the KPIs because each one is related with others
- 100% of respondents said that all digital marketing are “extremely effective” and each one complete the others.
- We have noticed that digital marketing tools bring these points to performance of company
 - Good Visibility
 - Better interaction with costumers
- We also note that Jumia has started using a new CRM tool recently which is the Growth Hacking, this tool help them to:
 - Do a best segmentation of costumers.
 - To better know The costumer
 - To know the pain point of the costumers and help them with a solutions.

- 100 % of respondent said that the digital marketing tools are so important for the company's performance by allowing to access to wider audience and better interaction with costumers, and to anticipate trends
- 100 % of respondents said that there is an important direct impact of digital marketing tools on company's performance by affecting on the KPIs by
 - Increasing the number of costumers, orders and visits
 - Increase in the turnover
 - Reach new segments
 - And a good visibility

General Conclusion

General Conclusion

In the digital age, companies cannot ignore the extent of the phenomenon known as the internet. In a fiercely competitive environment, companies that have no longer digitized their method of verbal exchange are taken into consideration out of date. Taking a hobby in these new channels offered by way of digital communication is now not an alternative but a necessity.

At the same time, e-commerce is a new phenomenon this is clearly going to have an sizeable effect and drastically alternate the way people and organizations keep, control their commercial enterprise sports, and distribute their merchandise. In Algeria, it looks like the unique context of the covid-19 is appropriate for the improvement of e-commerce, but electronic charge represents one of the maximum critical limitations to its improvement

Today, companies rely on certain digital marketing tools to improve their performance and achieve their long and short-term objectives, and without forgetting to understand their consumers, their behavior which is becoming very difficult and their needs so that they can suggest appropriate solutions .The effectiveness of these tools and their efficiency quickly pushed companies to quickly integrate it into their strategy. However, the consumer has all the necessary tools to express his needs and desires as well as his experience and appreciation of the products and services offered by companies. The digital marketing tools used by JUMIA: websites, which gave it visibility to Internet users; the various tools offered by the social network "Facebook" such as the sponsorship of virtual events created on the page, YouTube channel or it published video content the use of Instagram as a tool for publishing photos and offers around these products, emailing to be in contact with its customers, etc.

Validity of research hypotheses

In this research, we relied on a documentary study, as well as a qualitative and quantitative study conducted on an interview with the marketing performance manager and a questionnaire of 16 marketing team employees whose main objective was to determine the impact of digital marketing tools on JUMIA's performance

The digital marketing tools used by JUMIA: websites, which gave it visibility to Internet users; the various tools offered by the social network "Facebook" such as the sponsorship of virtual events created on the page, YouTube channel or it published video content the use of Instagram as a tool for publishing photos and offers around these products, emailing to be in contact with its customers, etc.

“How can digital marketing tools impact the company performance?”

After having represented the results of our survey and the interview, and interpreting them, we have confirmed the 3 hypothesis which are as follows:

Hypothesis 01: digital marketing or e-marketing has become an essential performance lever for the company, it can boost brand image, recruit new customers, increase your database and therefore collect positive statistics

The results gained from our study, have shown clearly that the digital marketing is very essential for company performance, it help it to a better interaction with the costumers and knowing them clearly and for being closer and friendly with him. **So this hypothesis is validated.**

Digital marketing is an essential means for the company. The visibility of the brand, more particularly, and the commercial activity (number of prospects, customers, reaching new segments and territories), as well as the understanding of customer expectations benefit from a mostly positive impact.

• **Hypothesis 02:** the main tools of digital marketing are an effective means of achieving the company's marketing objectives

The result of our respondents shown that digital marketing tools are so effective and they facilitate the targets to achieve her goals and to be in contact with costumers all the time

Digital marketing equipment consequently represents an especially effective manner to develop the economic and marketing performance of the enterprise. On one circumstance: bear in mind the human! due to the fact if digital generation offers enormous opportunities, the human factor is vital to guarantee a applicable method and an effective action plan. **So this hypothesis is validated.**

• **Hypothesis 03:** The adoption of digital tools has a strong direct impact on improving JUMIA's marketing performance

We were able to conclude that digital tools have a strong positive impact on the marketing KPIs of the company through the increase in new customers, orders, visits and the turnover thereafter.

Also Because of answers of the questionnaire (Question 31) and the interview with the head of marketing performance, the answer is clearly that digital tools have a direct impact on the performance of the company by the remarkable increase in the number of orders and the number of new customers, the number of visits and the number of business by making a comparison with the number of orders from previous years, which confirms that they are effective. **So this hypothesis is validated.**

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

- Ensure the consistency of the information given on the different channels
- Develop an e-payment Platform
- Use commercial performance measurement indicators such as the prospecting efficiency ratio, or the retention rate; to have a better management of the data of the company
- develop Jumia global to allow sellers from different countries to be able to sell their products on the platform

Recommandation and perspective

Recommandations :

- ❖ Apply electronic payment method for online sales transactions (Electronic payments can expedite both the order fulfillment cycle and the payment delivery period).
- ❖ Introduction of a loyalty relationship to lead to a good company-customer relationship;
- ❖ Implement a better communications strategy to sell the products;
- ❖ Improve complaint handling procedures;
- ❖ Increase the rate of posts on social networks, to attract more people to visit the site.
- ❖ Add more product category on the site and more information about the product to satisfy customers.
- ❖ Better communication strategy to sell product throw Mobile App
- ❖ Considering customers' feedback and listening to their complains more, most customers on social media groups complained they can't reach Jumia staff to complain or suggest some modifications, they get responded from the automatic call machine, which is not helpful for both parts
- ❖ Providing personalized offers and tailored service for each category of customer, for example: low prices for students and unemployed customers who have a regular activity with Jumia...etc.
- ❖ Elaborating satisfaction surveys to customers in order to understand and evaluate customers' perception.

- ❖ develop Jumia global to enable sellers from different countries to be able to sell their products on the site.

Limitations:

Our study focused on digital tools in one department of Jumia, which is related to marketing. Besides the sample we took is not representative 100%; it doesn't give an accurate judgment about the satisfaction of all employees because it doesn't cover all employees of Jumia.

Perspective:

We expect in the future research works that students go to the new growth hacking tool and develop researches; because it is a new tool in the Algerian field and it seems very interesting for a better business-customer relationship and for understanding consumers and their needs.

We hope that this work has achieved its objectives. And the results that we have reached through this dissertation can be further explored by other researchers, based on more significant figures.

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Appendices

Appendix 1 : Interview Guide

- **Interview conducted with:** Mr.BOUROUIS Abderezak .Head of marketing Performance
 - **Topic:** impact of digital marketing tools on Company performance
 - **Case:** JUMIA
-

- ❖ **Question 01:** what is your position in the company and your responsibilities?
- ❖ **Question 02:** what digital marketing tools do use in Jumia?
- ❖ **Question 03:** What are the main KPIs do you use in Jumia?
- ❖ **Question 04:** Quels sont les problèmes que vous rencontrez dans votre activity ?
- ❖ **Question 05:** In your opinion, how is the situation of e-commerce in Algeria?
- ❖ **Question 06:** According to you things are going in the good or the bad direction?
- ❖ **Question 07:** What are the obstacles to the development of electronic commerce?
- ❖ **Question 08:** What is the number of visitors that the site has had since the launch of jumia Algeria?
- ❖ **Question 09:** What is the number of new costumers?
- ❖ **Question 10:** What is the number of orders made?
- ❖ **Question 11:** How has the turnover evolved since 2017-2020?
- ❖ **Question 12:** When did you start using the new tool Growth Hacking and its main objective
- ❖ **Question 13:** What was the tool you were using before the Growth Hacking?
- ❖ **Question 14:** on which KPI does growth hacking impact
- ❖ **Question 15:** what did he bring for the performance of the company

Appendix 2: Questionnaire

As part of the preparation of an end-of-study dissertation which aims to understand the impact of digital marketing tools on the performance of the company, more particularly the company JUMIA Algeria, we kindly asks you to take some of your time to answer this questionnaire:

- **What is your Gender?**
 - Female
 - Male
- **What is your job title or position in the company?**
.....
- **What are the most used performance indicators in jumia?**
 - Number of new Costumer
 - Number of traffic
 - Number of Orders
 - GMV
 - AOV
 - Page views
 - Every page time
- **How many visits did the site have in the period from 2018 to 2021?**
.....
- **What is the number of order made in the period from 2018 to 2021?**
.....
- **By what percentage do your sales revenue g grow every year?**
 - 1-10%
 - 11-20%
 - 21-30 %
 - More than 30%
- **Do you think there is an improvement in the performance indicators?**
 - Yes
 - No
- **If your answer is yes, Explain?**
.....
- **What are the strengths of Jumia?**
 - The first e-commerce store in Algeria
 - Strategic location of the company
 - Experience in the field
 - Others
- **What are weaknesses of JUMIA?**
 - Consumers do not trust e-commerce
 - Delivery problem
 - The absence of e-payment
 - Other
- **What are opportunities of Jumia?**
 - Digital is a trend

- The digital market is growing;
- Existence of a virtual generation
- Other
- **What are threats of Jumia?**
 - Low household purchasing power
 - Strong direct competition
 - Low trust in e-commerce
 - Other
- **Do you think that E-commerce in Algeria is experiencing obstacles?**
 - Yes
 - No
- **If your answer is yes, can you name few?**

.....
- **According to you, the situation of E-commerce in Algeria is:**
 - Promising
 - Satisfying
 - No future
- **How likely are you to recommend digital marketing to other company's?**
 - Extremely Likely
 - Very Likely
 - Not so Likely
 - I would not recommend it.
- **Which of the following digital marketing tool does your company use?**
 - Content Marketing (websites, Blogs,...)
 - Social Media marketing
 - Email Marketing
 - SEO (search engine optimisation)
 - Google ads
 - CRM
 - Display
 - Others
- **When did you start using this digital marketing tools?**

.....
- **Which tool do you use in your job?**
 - Content Marketing (websites, Blogs,...)
 - Social Media marketing
 - Email Marketing
 - SEO (search engine optimisation)
 - Google ads
 - CRM
 - Display
 - Others
- **What is the indicator that this tool affects the most?**
 - Number of new Costumer
 - Number of traffic
 - Number of Orders
 - GMV
 - AOV
 - Page views
 - Every page time

- Others
- **When did you start using the new tool Growth Hacking**
.....
- **Is it easy to use?**
 - Yes
 - No
- **if your answer is yes , select the answer that you see as an advantage of the growth hacking tool:**
 - Find quickly customers online.
 - Increased company visibility online.
 - an economic asset for businesses
 - Others
- **Rank the tool you use according to its effectiveness?**
 - Extremely Effective
 - Less Effective
 - Not effective
- **According to you which tool is the most effective?**
.....
- **What did this tool add to Marketing and to the performance of the company?**
 - Good interaction with the customer
 - Good online visibility
 - increase in turnover
 - Increases in the number of new customers
 - Others
- **Do you recommend other companies to use these digital marketing tools?**
 - Yes
 - No
- **If your answer is yes, why?**
- **In your own words explain the importance of digital marketing for company performance?**
.....
- **In your own words explain the impact of digital marketing on the company performance?**
.....

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