HIGHER SCHOOL OF MANAGEMENT AND DIGITAL ECONOMY

HSMDE

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THEME:

Influence of Mapping Customer Journey On Purchase Decision

Case Study: JUMIA DZ

Presented by: **Supervisor:**

BOUCHIHA Amani   **Dr. Waffa Amalou**

DJELID Manel   **Assistant Professor B**

1st Promotion

JUNE 2022

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Dedication

To my parents: Soulef And Rachid.

To Nourane, Amdjed and Yasmine .

To my supportive loving friends.

To ALL the coffee and pain killers.

And last but not least,

To myself.

AMANI BOUCIHA

Dedication

To my father Rabie so-called Hussein.

And to my mother Alima.

My brothers and my friends.

To both sides my family and grandparents who loved and supported me.

Who all are extremely lucky to have me as a daughter, a family member and a friend.

And finally to myself.

MANEL DJELID

Acknowledgment

Abstract

The interactions a customer has with a company they deal with can come off as countless, and through different touch points. Some questions need to be asked: do these interactions follow a specific pattern? What is it called? And what is the outcome of it? This research takes place in treating the customer journey (the path a customer goes through), the stages of this journey, and how to visualise it in order to help the company to better understand the thought flow of the customers as well as their experiences. And linking this to the customer purchase decision; by highlighting the decision making process alongside the customer behaviours and attitudes, and the factors that influence this decision. And finally, the benefit of adopting a customer centred approach (customer journey). JUMIA DZ is the company take as the study object in this research.

Key words: customer journey, CJM, purchase decision, decision making process, customer experience, satisfaction measurement.

<u>Résume</u>

Les interactions d'un client avec une entreprise avec laquelle il fait affaire peuvent être innombrables, et à travers différents points de contact. Quelques questions doivent être posées : ces interactions suivent-elles un schéma particulier ? Comment s'appelle-t-il ? Et quel est le résultat ? Cette recherche a lieu dans le traitement du parcours client (le parcours d'un client), les étapes de ce parcours et la façon de le visualiser pour aider l'entreprise à mieux comprendre le flux de pensée du client ainsi que ses expériences. Etablir un lien avec la décision d'achat du client en soulignant le processus décisionnel ainsi que les comportements et les attitudes du client et les facteurs qui influent cette décision. Et enfin, l'avantage d'une approche centrée sur le client (parcours client). JUMIA DZ est l'entreprise qui fait l'objet de cette recherche.

Mots-clés : parcours client, CJM, décision d'achat, processus de prise de décision, expérience client, mesure de satisfaction.

<u>ملخص</u>

يمكن أن تكون تفاعلات العميل مع شركة يتعامل معها لا حصر لها، ومن خلال نقاط اتصال مختلفة. يجب طرح بعض اسئلة: هل تتبع هذه التفاعلات نمطًا معينًا؟ ما اسمها؟ وما هي النتيجة؟ يتم في هذا البحث معالجة رحلة العميل (المسار الذي يمر به العميل)، ومراحل هذه الرحلة، وكيفية تخطيطها لمساعدة الشركة على فهم تدفق أفكار العميل بشكل أفضل بالإضافة إلى تجاربهم. يم ربط هذا بقرار شراء العميل من خلال تسليط الضوء على عملية اتخاذ القرار وسلوكيات العميل ومواقفه والعوامل التي تؤثر على هذا القرار. وأخيرًا، ميزة إتباع نهج يركز على العملاء (رحلة العملاء JUMIA DZ,)الشركة التي تشكل موضوع هذا البحث.

كلمات مفتاحية: رحلة العملاء، CJM، قرار الشراء، عملية صنع القرار، تجربة العملاء، قياس الرضا.

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Abbreviations List

Abbreviations	Significations
ATL	Above-the-line
B2B	Business to business
BX	Business experience
CDJ	Customer Decision Journey
CES	Customer Effort Score
CJ	Customer journey
CJM	Customer Journey Map
CLV	Customer lifetime value
CRM	Customer relationship management
CSAT	Customer Satisfaction
CX/CXP	customer experience
E-business	Electronic business
E-commerce	Electronic Commerce
EJM	Executive Jet Management
E-logistics	Electronic logistics
FMOT	First moment of truth
KPI	Key Performance Indicator
NPS	Net Promoter Score
SMOT	Second moment of truth
ZMOT	Zero moment of truth

Summary

General introduction

Customers are the essence of all trades of any sort. Marketing nowadays supports a good customer service, and value it to the core being practically the main reason behind successful business. Customers interact with the company through many touch points in multiple channels and Media, and it is rather trendy to order online. This latter brought a new concept to the marketing community that is customer journey. In the past few years, and with the development in technology, companies are able to reach a new level of understanding the customer's purchase decision. Mapping digital customer journey is considered one common method in the industry.

Given the importance of the customer as main contribute to the sales, it is unquestionable that mapping customer journey is an easy, fast, and helping procedure towards satisfying the customer and help the company to enhance their customer relationships, and bring new customer enchantment experience. However, doing their business; companies can lose sight of what their customers go through while interacting with them, or where they came from and where they want to go. By ignoring this; companies can lose a significant amount of profits and clients. Therefore, we want to study this case called "the customer journey". The option of mapping digital customer journey is considered to be a beneficial way to know customers' preferences, complaints, and experience. In other words: *how can a company use the customer journey map to enhance their service, drive sales and excel their performance?*

This research investigates the influence of digital customer journey on purchasing decision. Understanding the influence of this technique (if there is any) could help customers and business to adjust, improve and facilitate their transactions.

To achieve this aim, we set the following objectives:

- Identify the customer journey and its stages
- Identify the touch points
- Define the customer journey map and how to build one
- Why should companies focus on mapping their customer journeys
- Measuring the customer experience

This leads to ask the following sub-questions:

- Does the customer journey affect the purchase decision?
- What are the company's most influential touch points?

Following the research questions, these hypotheses are set up as follows:

H1: the customer journey affects the purchasing decision

H2: social network is the most important touch point

The findings of this study will redound to the benefit of e-commerce; considering that customer journey plays an important role for business owners. Through this research, the marketing community will be able to realize the significance of mapping digital customer journey and other trade methods. As a result, the chosen community will be encouraged to promote the implementation and use of customer journey mapping in the marketing department, as a way of gaining more customers, and increasing the in-come.

More importantly, the analysis that is presented in this research study will convey valuable information for future research that will explore the various benefits of mapping digital customer journey and other technology-based marketing methods.

The present dissertation is organized as follows: the general introduction tackles the background of the study; the statement of the problem; the purpose of the study and its significance followed by the research questions and hypotheses.

We divided this work into three chapters as follow:

Chapter one explores Customer journey. It is divided into three sections. Section one tackles customer experience. It exhibits the definition of customer experience, the business experience, and the evolution of the concept. Meanwhile, section two introduces the Customer journey. It involves definition of the customer journey along with its types and stages, the Touch points, and finally, the difference between customer experience and customer journey. The third section deals with customer journey mapping, how to create it and why it is an important tool for the company marketing.

The second chapter presents the journey to purchase decision. It is also divided into three sections. The first section tackles purchasing decision. It includes what is customer behaviour, decision journey, and the factors that influence the customer purchase decision. Section two; includes the usability of the journey map to improve the business. It is divided to explain the importance of the CJM and its benefits. The third and last section involves

measuring the satisfaction through the CJM; the methods (satisfaction scores), and the customer verbatim tools.

The third chapter provides a quantitative study on the effect of CJ on purchase decision. To do that, we choose JUMIA ALGERIA as a case study. We collected the data using a survey created by google forms, and treated them by EXCEL.

Finally, the dissertation ends with a general conclusion.

We hope; by the end of this research we will be able to identify the relation between customer journey and purchase decision, as well as; the company's (JUMIA) touch points that have the most reach.

CHAPTER 01: MAPPING CUSTOMER JOURNEY

<u>**Introduction:**</u>

The interactions between a customer and a business can be through many touch points, these interactions happen on different timings before doing a purchase, while doing a purchase and after doing it. To keep track of this movement the company visualize it in a map; called customer journey map. And this is what this chapter unfolds: what is a customer journey, where does it start and where does it end, alongside how to map this journey

<u>Section one: Customer Experience</u>

The new marketing focuses on the customer, by putting him at the centre of all their communications. Customers now have the power to elevate a business or completely crash it. It is vital for a business to live up to their customers' expectations. In this section we will be treating the customer experience, what is it and how that concept develops through the times.

1. Definition of customer experience

The new marketing focuses on the costumer and puts him in the centre of all their communications, the way people react to these communications is different from one to another, depending not only on their cultures, expectations, but also on their past experience. As humans; past life experiences are valuable for making complex decisions and that can't be any different when it comes to making a purchase decision. That's why Building a compelling and seamless customer experience is considered a great strategic asset for companies and brands.

"What people really desire are not products but satisfying experiences."-[1]

Customer experience (CX) is defined as the impression customers have throughout the interactions they have with the brand/company though different channels, an interaction includes: awareness, discovery, cultivation, advocacy and purchase, whether it happens through a phone call, or an exposure to an ad, and even if it doesn't lead to a purchasing action. These interactions result to creating the thoughts and feelings customers associate with the brand (satisfaction or disappointment) which evolve during their journey with the brand.

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[1] Abbott, Lawrence (1955), *Quality and Competition*. New York: Columbia University Press.

"Customer experience is a multi-dimensional construct focusing on a customer's cognitive, emotional, behavioural, sensorial, and social responses to a firm's offerings during the customer's entire purchase journey." [1]

A customer experience is the culmination of the emotions, smells, sounds and insights the brand conjures when they think about it. So it's the way customers feel themselves while interacting with the brand.

Nowadays, companies propose almost indistinguishable products, with similar features, the thing that pushes the customers to choose basing on the price and the convenience of these products. Very often customers make decisions based on how they feel, or based on the emotions they recall from their last experience. Customers with good experiences tend to buy more, be more forgiving in case of mistakes; they're also a marketing channel for the company through word of mouth. That's why companies should focus and invest in crafting experiences that leave a memorable good impression.

"You are no longer competing in your category of service. You are also not selling what you think you are. You are competing for memories. You are trying to captivate head and heart space in a world where most brands seem like they care very little. You are competing for attention in a sea of distractions. To be noticed, you have to be different and spark a feeling that people desire." [2]

Investing in designing customer experience will increase the revenue through increasing loyalty, and attract new customers through the word of mouth from delighted customers. Customers now are more connected and confident, with a growing choosing power, and they will reserve loyalty to the brands that genuinely care about their customers. In a market flooded with different brands that seek the same goal, every undesigned interaction risks losing these clients to rivals that know how to propose a good experience. That means that if one person's experience doesn't live up to their expectations it can drastically damage the brand reputation, this is the power the web 2.0 holds, finding an alternative is one Google search away.

"Pine and Gilmore conceptualized the idea of "experiences" as distinct from goods and services, noting that a consumer purchases an experience to "spend time enjoying a

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[1] Katherine N. Lemon, Peter C. Verhoef (2016), *Understanding Customer Experience throughout the Customer Journey*, Journal of marketing, *JM-MSI Special Issue,* p7
[2] Chantle BOTHA (2020), *Customer Journey Mapping*, p 17.

series of memorable events that a company stages … to engage him in an inherently personal way."[1]

Every interaction a brand has with a customer will leave some sort of emotion, whether it's good, bad, happy or sad; this experience feeling will be associated to the brand. Basing on this emotion, a customer will ask himself: to buy or not to buy? To love or not to love?; A good experience makes it easier for the customers to repeat their transaction with the brand. To achieve that, the company departments should work together to create a seamless and consistent experience, by setting a realistic expectation about the product or service through the marketing, creating an easy to access self-help resources, proactive messaging round issues...etc. on the contrary, a bad experience will result to a bad word-of-mouth, zero customer retention and loss of sales.

According to a study conducted on nearly 400 decision-makers in companies, such as Amazon, Google and KPMG; by Accenture in cooperation with Forrester Consulting[2]. The survey concluded that "improving the customer experience" topped the list of business priorities companies have for the next 12 months (21 percent), followed by "growing revenues" (17 percent) and "improving differentiation" (16 percent). It's vital for a business to minimize the space between the experience they offer and the customer's changing expectations, not only that, but to make these expectations a reality. To achieve that, a brand has to adopt a new mind-set and become a business of experience.

2. Business Experience

This new approach helps companies to keep up with the new trends, and behaviours that appeared in the new decade, and accelerated by the COVID-19 pandemic. From where came the necessity to be more experience focused in order to reach the new unmet expectations and achieve the desired outcome. An evolution of CX; Business experience (BX) is a new strategy that redefines the organisation, not by which product or service they offer, but with the experience they deliver. Many organisations seem to be very inflexible with the new changes of behaviours, the inability to meet the expectations set by other companies' experiences – even if they don't operate in the same sector- is now considered as a failure. A well put-

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[1] Katherine N. Lemon, Peter C. Verhoef (2016), *Understanding Customer Experience throughout the Customer Journey*, Journal of marketing, *JM-MSI Special Issue,* p5.
[2] "Improving Customer Experience is Top Business Priority for Companies Pursuing Digital Transformation", Accenture study 2015.

together CX is still effective; but its fundamentals are becoming ordinary and basic. Nowadays; a well presented clothes on a website, or a fast check-out with minimal clicks is the standard. These kinds of easy, clear and fast experiences are a postulate for a consumer, and are not impressive enough to gain a new market share.

Now customers are acting with different motives, and make actions with a purpose, according to Accenture study; 8 in 10 customers say that purpose is as at least as important to them as CX. 37% of customers say they have shifted from a brand to another because the company's actions regarding a social issue disappointed them[1].

"Becoming a BX leader starts with becoming customer obsessed. Beyond the CEO, every C-level executive and leader inside both front and back-office functions needs to be invested in shifting their thinking about experience."[2]

The key ingredients to be a business experience company are:

- Use customer's needs as a compass: a customer's needs are the always evolving, unpredictable factor. Using sales date and conducting new researches is the key to understand what a customer wants and how he wants it. This will make him happier and more loyal.
- Make experience innovation an everyday habit: it means to always making improvements in how a product or a service is being experienced.
- Expand the experience remit across the organization: the making of an experience is a team work, in which should involve all departments of a company.
- Sync the tech, data and human agenda: it requires evolving the operating model, by exploiting technology, data and human forces to be costumer obsessed.

With that being said, BX is significant mindset reset for the company, the thing being sold is not the product or the service, but it's the exceptional experience. Walking on this path is certainly challenging, but it's the only way to ignite growth, increase both customer satisfaction and market shares.

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[1] "Generation purpose; from identity to future value" Accenture study, 2020.
[2] "Growth: it comes down to experience", Accenture 2020

3. Evolution of the concept

The customer experience as a topic is not new; it integrates multiple disciplines in marketing, such as customer satisfaction, service quality, customer relationship and customer equity.

"We trace the roots of customer experience to the 1960s, when the initial seminal theories on marketing and consumer behaviour were developed and communicated, specifically the work of Philip Kotler (1967) and John Howard and Jagdish Sheth (1969) "[1]

The initial thought appeared in the 1960s by focusing on the customer decision making journeys and processes, and by creating models to explain this process, where "need recognition", "purchase" and "purchase evaluation" notions were developed. And the most influential model at this age was Howard and Seth's model (1969), as well as models to explain how advertising works, such as: (AIDA) attention-interest-desire-action, and in B2B, Webster and Wind (1972) discussed the buying process of business customers and the importance of the buying team. These theories are still very influential with a strong foothold in multichannel research and path to purchase modelling, and provide a foundation for researches in customer experience management, like Neslin, Scott (2006): suggesting a process from problem recognition, to search, to purchase, and to after-sales using multiple channels. Pucinelli et al. (2009) and Verhoef et al. (2009) also strongly consider the purchase journey in their treatment of customer experience.[2]

"the key objective of tracking the experience at customer touch points is to develop an understanding of how an experience can be enriched for the customer throughout what marketers call the 'customer decision-making process'"(Schmitt, 2003 p.68) [3]

To understand and manage customer experience, the company has to measure and monitor customers' reactions to its offerings, their attitudes and perceptions. Also as we know it: "Customer satisfaction". it appeared in the 1970s, this concept has primarily been conceptualized as resulting from a comparison of the actual delivered performance with customer expectations. This disconfirmation (positive or negative) has been empirically shown to create customer satisfaction. Thus, several ways to measure satisfaction has been discussed, including rather focused measurement (i.e., "How satisfied are you about XXX?"), with more extensive measurements using multiple items also including customer emotions (such as happiness). Nonlinear effects of satisfaction and the importance of customer delight

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[1] Katherine N. Lemon, Peter C. Verhoef (2016), *Understanding Customer Experience throughout the Customer Journey*, Journal of marketing, *JM-MSI Special Issue,* p8

[2] Idem P9.

[3] idem *p9*

have also received attention. Studies have extensively assessed and confirmed the effects of satisfaction on customer behaviour and firm performance, and they serve as early evidence of empirical linkage models to identify key drivers.

Satisfaction measurement became a rather standard practice within marketing, though other assessments and metrics gained traction over time. For example: replacing customer satisfaction with the Net Promoter Score (NPS). Customer satisfaction and other approaches to assessing customer perceptions of the customer's experience serve as additional critical building blocks to our overall understanding of customer experience, and provide the basis for its measurement.

Service marketing, another discipline developed in 1980s. With the special characteristics of service offerings (e.g. intangibility, personal interactions), companies began to realize service marketing was significantly different from goods marketing, and one of the main concepts in service marketing is service quality. Since the development of SERVQUAL model and measurements scales by Parasuraman, Zeithaml, and Berry (1988), this model in particular is one of the marketing theories that have had a major influence in practices. In the area of service marketing, we also observe the development of service blueprinting as an initial attempt to map the customer journey (Bitner, Ostrom, and Morgan 2008), early recognition of the importance of so-called moments-of-truth or critical incidents in service delivery, and incorporation of atmospherics and the environment as influences on the customer experience (e.g., Bitner 1990, 1992). Taken together, we see that the service quality literature stream brings to customer experience the focus on the context in which experiences arise as well as on the journey mapping and measurement/assessment aspects of customer experience.

In the 1990s, the attention was directed to focus on building a strong relationship with costumers. Relationship marketing was mainly developed in B2B, but it was extended to be applied in B2B too. Major constructs that have been considered include trust, commitment (in its multiple dimensions), switching costs, and relationship quality (as an overarching construct). The researchers brought attention to the emotional aspect of the customers relationship, and begun to measure constructs such as passion and intimacy. To sum up, relationship marketing theory has significantly enriched the understanding of different theoretical facets of the customer relationship, extending the focus of customer experience to include emotions and perceptions associated with the experience.

Later on in the 2000s, the attention was mainly focused on extracting value from the customer relationship instead of focusing on building a long term relationship with the

customer. Customer relationship management (CRM) and customer value management focused on the optimization of customer profitability and CLV (customer lifetime value). These are used to manage and analyse customer interactions and data throughout the customer lifecycle. The goal is to improve customer service relationships and assist in customer retention and drive sales growth.

"In their definition of customer relationship management, Payne and Frow (2005) call for forming appropriate relationships with customers, implying that a long-term and strong relationship is no longer the ultimate objective"[1]

In their article, Payne and Frow[2] has also shown that long-term relationships are not necessarily more profitable and that there is strong revenue and cost heterogeneity between customers. In this topic, studies have developed strategies to optimize customer acquisition and customer retention. However, researchers might dispute whether these strategies have a sufficient focus on the value being delivered to customers. To address this limitation, the customer equity framework, introduced by Rust, Zeithaml, and Lemon (2000), with its key concepts value equity, brand equity, and relationship equity as drivers of customer equity, links investments in quality, brands, and relationships to CLV. The CRM literature contributed to customer experience and how specific elements of the CX relate to one another and to business outcome.

Moving forward, the notion of costumer centricity has been proposed as a valuable strategic approach, an approach that centres on understanding and delivering value to individual customers rather than mass or target markets, by focusing on customer centricity as a strategy that aligns a company's products and services with the needs of its most valuable customers; to maximize the long-term financial value of those customers. This shift has enabled organizations to be more ready for the interdisciplinary and cross-functional coordination required to design, understand, and manage customer experience. To manage that, several managerial tools have been developed to facilitate the shift to costumer centricity, like the "buyer personas", which is a semi-fictional character that reflects a brand/firm's ideal customer based on a market research. There's also "jobs-to-be-done"; which is trying to understand the circumstances that push the customer to buy a product, and what's the "goal" of his purchase (the job). All cumulated, these researches on costumer centricity brought a greater attention on costumer experience.

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[1] Katherine N. Lemon, Peter C. Verhoef (2016), *Understanding Customer Experience throughout the Customer Journey*, Journal of marketing, *JM-MSI Special Issue, p13*
[2] Idem.

Now, the major change in customer management is customer and brand engagement. By focusing on attitudes and behaviours, this new approach attempts to maintain the relationship with customers away from purchasing activities. In other words, customer engagement is the contact between the brand and the costumers, outside product-related concept.

Thanks to the revolution of the social media, the customer is becoming more present, and co-active, this new perspective empowered customers to engage with companies, positively or negatively, as well as creating or destroying firms value. This "beyond purchase" behavioural dimension of customer engagement includes manifestations, such as co-creation, social influence through word of mouth, and customer referrals. Satisfied customers are more likely to engage with the brand, therefore making a purchase; this positive experience will lead them to recommend the brand/product to other people, making them "brand advocates". In the other way, engaging the customers will increase their trust in the brand, and so on, having an enjoyable experience. Sparking customer engagement at the right moment in the customer journey will lead to increasing sales.

To sum up, these early theories formed the founding base to form the definition of the customer experience that we know today. As we look through the decades we can categorize the research into three major areas: a research focused on the process: consumer buying behaviour process models, customer relationship management, and customer engagement. A research focused on process outcomes: satisfaction, service quality, and relationship marketing. And lastly a customer-centricity research focused on the internal organizational aspects of customer experience. The first research provides a solid foundation that the customer experience is created through the purchase journey, this approach emphasize the importance of the touch points on the journey and managing the customer experience through them. The second research emphasizes the link between the customer experience and the satisfaction or the service quality. While the third research is helpful in delineating how firms can manage the customer experience both internally and externally with other stakeholders.

Section two: Customer Journey

Customers interact with the company through many touch points in multiple channels and Medias. Understanding the behaviours of a customer allows the company to deliver positive customer experience. To do that, the marketer must walk in the customer's shoes, and go through the purchasing process from the customer point of view. In this section, we are going to discuss what a customer journey is, what are its steps as well as what are the company touch points.

1. Definition of customer journey

"The customer journey represents different touch points that characterise a person's interaction with a brand, product or service of interest"[1]

The customer journey (CJ) is the entire path a customer goes through while communicating with a brand; and it starts from brand awareness (discovery phase or also known as pre-purchase phase) to purchase and beyond (loyalty). In other words, a customer journey is all the interactions a customer does with a brand, before, while and after buying a product or a service. Customers don't decide to buy an item immediately after realising they need it or want it; they start looking for more information about the product/service and the company that sells it, next they would look for alternative options and compare that with their preferences, then finally making the purchase. This back and forth motion is what makes a lot of companies fall out of the primary list of companies the customer puts into consideration while looking or something. Whether because of lack of information (the thing that urges the customers to search for it on another websites), or because simply because they couldn't/didn't know how to move from a stage to another (an action that takes many steps may seem complicated to certain people). Developing a customer journey approach let the company identify its touch points, where are the customers coming from, and where they tend to leave or abandon, thus, identifying the issues and finding the solution.

The immerge of offline and online shopping, in the early 2000s, lead to the appearance of new behaviours, and new shopping habits, that changed the form of journeys a consumer go through to make a purchase, as well as created a new decision-making processes. These new behaviours such as:

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[1] Clark d. (2013), *« Using Social media to map customer journey to the customer experience »*. (article).

- *Zero moment of truth (ZMOT):*it refers to a moment in the buying process at the first exposure of a customer to a product or a service.[1]

- *Showrooming:* is when customers consult the product in physical stores then make the purchase online. This show that customers would prefer to examine the product physically. [2]

- *Webrooming:* the opposite to showrooming, in this one; customers search for information about the product online, but make the purchase in a physical store. [3]

The appearance of these practices was a response to the fact that the web is a place where customers can collect information, quickly and from different resources. This exposed the customer to different complicated journeys, however, this only appears to be so from the marketer's perspective; these practices are added to actually simplify the decision making actions to the customers. Focusing on the customer's viewpoint will give the company insights on the stages and emotions (or moments of truth) a customer have during his transaction with the company to reach (or reject) a purchase. The change in perspective enables the marketers to see the bigger picture, and have a better understanding, as well as gain empathy, by doing so, it will allow them to identify opportunities and any room for improvements.

It is very important to point out that the customer journey is different from the decision-making process. Figure1[4] illustrate the difference between these two:

Customer Journeys	Decision Making Models
– Involve every touchpoint and channel customers engage with in a shopping journey – Non-linear structure – Reflect cognitive, emotional, and behavioral drives	– Hierarchical stages customers go through to reach a purchase decision – Linear structure – Reflect cognitive drives

Figure 1: comparison between CJ and decision making models

[1] Lecinski J. (2011), "winning the zero moment of truth", Google.
[2] Media culture (2016),"webrooming vs. Showrooming: a retail marketing guide".
https://www.mediaculture.com/knowledge/insights/webrooming-vs-showrooming-retail-marketing-guide
Visited on25/04/2022 10:36 pm.
[3] Idem.
[4] Wolny J. and Charoensuksai N. (2014), *"Mapping customer journeys in multi-channel decision making"*
Journal of Direct, Data and Digital Marketing Practice.

Source: *"Mapping customer journeys in multi-channel decision making"*

1.1.Types of customer journey:

Impulsive journey: during this type of journeys, customers tend to not search for too much information, but instead they refer to previous experiences, friend's recommendations and products descriptions. The purchasing decision can be easily affected by customer's mood which makes it an emotionally driven decision, for a better illustration; here's an example in the cosmetics industry:

"... I love products with cute packaging. When I want to buy, I don't really search for information online. I will just ask my friends and buy it at the cosmetics counter ... I don't have second thoughts on the purchase. I rarely shop online ...."[1]

Balanced journey: the difference between this type of journey and the impulsive journey is the need to more evaluation and more information, which can be collected from friends, bloggers or celebrities. Here customers initiate their intention to purchase through emotions and support their decision through cognitive evaluation; we find evidence of webrooming and showrooming in this kind of journey. To illustrate with the cosmetics example again:

"... I like watching bloggers and YouTubers. The products that they use look interesting but the information is just a brief product review. I Google for more in-depth reviews from blogs online. I also sometimes use the online store for references of colour swatches or product ratings. After I see the swatch and there is a store nearby, I would want to go in the store to try it out for myself. If not, I feel a bit more risk and take more time considering if I should buy the product. I will often ask my friends for advice ...."[2]

Considered journey: in this type of journeys, it is notable that the pre-purchase stage takes more time. Customers collect information from different sources such as: friends, news, product reviews, blogs... store them, and use them later on to evaluate the purchase. It is noticeable that (ZMOT) is the most influential at this type of journey. The following quote explain the process of storing and retrieving the information:

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[1] Wolny J. and Charoensuksai N. (2014), *"Mapping customer journeys in multi-channel decision making"p.322*
[2] Idem p. 324

"... Normally when I have free time, I will read forums on web boards and watch some YouTube videos, but I might not want to buy at that time. Whenever I want to buy products, I remember what I have read or watched and search for just specific information to make a decision ...." [1]

1.2. Stages of the customer journey:

It is noticed that customers go through the same stages, which could be summed up in 5 different stages:

- *Awareness:* every journey has a starting point, and in this case it is the "awareness". In this stage the customer discovers the product/service and the brand. It can be considered as the learning phase, the customer learns about the business; and the business learns about the customer's preferences and needs. The business owners can know which touch point led the customer to finding them, therefore, evaluate their SEO strategy.

- *Consideration:* it is the stage where customers start to show interest in particular products or services and move beyond general browsing. Analysing the behaviours of the customer at this stage gives an overall vision about what works and what doesn't. These insights help reduce bounce rates.

- *Conversion:* it is at this moment a prospect customer becomes a customer that adds to the conversion rate, where they add the product to the cart (or wishlist).

- *Retention:* arriving to this stage means that the customer is mostly satisfied with what the business is delivering. From this point they begin to exhibit brand loyalty. The challenge at this stage is to live up to the customer's expectation and providing the service with same quality if not better.

- *Advocacy:* it's the stage not all customers achieve because most journeys stop at the fourth stage. At this point, these customers become the best customers because; not only they buy more, but also they become advocates and brand ambassadors. These customers interact with the business on most, if not all, companies' touch points. [2]

2. Touch points

When speaking about customer experience, logically, companies would to focus on trying to connect with their customers on as many available touch points as possible. With the

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[1] Wolny J. and Charoensuksai N. (2014), *"Mapping customer journeys in multi-channel decision making"* p.324
[2] Verpetinskaite M. (...), "E-Commerce Customer Journey: The Definitive Guide", Verfacto
https://www.verfacto.com/blog/ecommerce/customer-journey/ Visited on 27/04/2022 02:13 am.

age of digital, it is certainly easier to reach customers at any moment of their days; and wherever they are.

"touch points are seen as the building blocks of customer journeys in the sense that customer journeys are defined or described as a set or sequence of touch points "[1]

A touch point, simply, is every action, tactic or strategy taken to reach a customer, at any stage of his journey (pre-purchase, purchase or post-purchase). Journeys can take a long time in some cases, and require using many touch points, for that reason, it is important for companies to have touch points that work in sync in a cross-functional way. Failing to keep track of what the customer sees and goes through can bring serious consequences to the business, from losing customers to sales dropping. It is only fair to acknowledge the complexity of this mission in a multi-channel hypercompetitive market.

To better understand and visualise these touch points, "the touch point wheel" framework was developed. Simply, it's a framework that summarizes all the points where the customer comes in interaction, intentionally or unintentionally, with the brand. And that can influence his decision. (Figure 2)

"A Brand Touch point Wheel helps you engage internal teams in working together to interpret and reinforce your brand appropriately at all touch points. It's a visual representation of all your brand touch points and how different stakeholder groups impact them"[2]

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[1] Asbjørn Følstad, Knut Kvale, (2018) "MCJ: a systematic review" p14 Journal of Service Theory and Practice
[2] Denise lee yohn, 2013-2014, « Brand touch point wheel-worksheet ».

Figure 2: brand touch point wheel

Source: Denise lee yohn, 2013-2014, « Brand touch point wheel-worksheet ».

This framework allows us to divide the cycle into 3 segments[1]:

- Pre-purchase experience: this represents the customer's first encounter with the business. The main focus in this stage is to leave an impactful first impression. It includes all kinds of marketing campaigns (website, social network, mailing...)

- Purchase experience: FMOT (first moment of truth) it's the phase when the actual purchase happens, through the brand's website, a store or a supermarket....

- Post purchase: this last segment represents the SMOT (second moment of truth). It is when the customer uses the product, and evaluates the purchase; whether the product lived up to their expectation or not. This moment determines if they will purchase again, therefore gaining a loyal customer. (Post purchase service, newsletter, customer feedback...

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[1] "the brand touch point wheel" (2011), Marketing BrainStorm

https://marketingbrainstorm.wordpress.com/2011/06/11/theory-lines-the-brand-touchpoint-wheel/

16/05/2022 02:42 pm.

The dawning of digital age made this a complicated task, for example, in the traditional channels the touch points were limited; where influencing the customer's decision happened at the early stage of the journey, though the TV or radio or printed advertising.

Nevertheless, the list was expanded with the appearance of digital touch points that include digital channels. Like the company's website, mobile apps, online advertising, social network, in addition to that blogs and forums and price comparison engines. And that was a game changer.

It is important to say that these new touch point hold a different influential power. In order to better examine that, McKinsey[1] assigned a score to each one according on how positively it influences the decision as well as the audience penetration. This combination highlights the importance of each touch point during the journey. the study shows that the brand's website has the highest score to positively influence customer's decision, followed by the mobile app. Whereas, social network do not seem to drive brand preference among consumers. (Figure 3) [2]
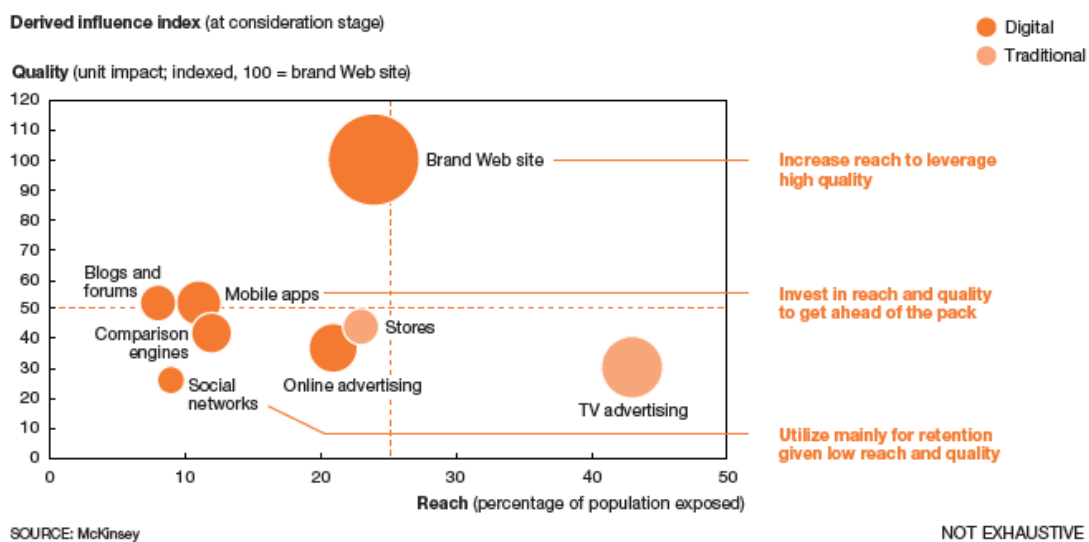
Figure 3: touch points audience penetration

Source: McKinsey.

3. The difference between CX and CJ

Looking at both definitions of customer experience and customer journey, it may come off as confusing in certain parts. Despite the differences, it's important to point out that these two notions go hand in hand.

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[1]Banfi F. And al. (2013), "E-journey : digital marketing and path to purchase", McKinsey Quarterly, p37.
[2] Idem p38.

Starting with the customer experience; it is overall how customers experience with a product or a service. The best CX makes customers feel the trust, safety and like they're being cared for. A CX is a key competitive advantage, thus having satisfied customers is the fastest way to grow a business due to positive word of mouth. Companies must invest in designing their experiences to gain positive reviews, customer loyalty and word of mouth marketing.

Whereas the customer journey is the progression of customers through the company's touch points to achieve a goal. CJ is an accurate illustration of what a customer thinks and feel, so it is crucial to have a better understanding of where the customers are coming from, and what they are trying to achieve. Running a customer journey analysis allows the business owners to know how many users they converted from certain marketing actions, therefore optimise their strategies; as well as allows them to determine the most influential/performing touch points and the ones that has more visibility. It also answers strategic questions such: where (at what stage) am I losing my customers and why? Or how do my customers behave? Hence, have a better segmentation that makes identifying the needs and issues easier, as well as the targeting advertising more relevant.

To summarize, to deliver the best memorable experience; where customers feel safe and empowered; it is important to identify the path they go through to remove the obstacles and present a frictionless and smooth transition from a stage to another. Strategically speaking, improving the customer journey will improve customer experience, therefore; gain customer loyalty and increase sales.[1]

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[1] Steele A. « Customer journey vs. Customer experience"
https://www.woopra.com/blog/customer-journey-vs-customer-experience
visited on 22/05/2022 11:15 pm.

Section Three: Mapping Customer Journey

In order to better understand what is the customer journey mapping, we tried to focus in this first section explanation of this sector, why its created, and how its created.

1. Introduction to the digital customer journey mapping

Over the past decade, several approaches to conceptualize consumer behavior have been proposed, When shoppers decide to buy a product or a service, they go through a process called what McKinsey calls the consumer decision journey as we have discovered in the previous chapter, which describes the iterative and circular process shoppers go through today when selecting brands, products, and services, Creating brand engagement through digital media and platforms, converting that interaction into brand loyalty, and leveraging that preference to produce sales and revenue Consideration, evaluation, purchase, and post-purchase are the four main phases of the CDJ .Those in charge who know how to influence and steer customers at each stage and make the required operational and organizational adjustments. The "big three" ATL (ATL) media TV, radio, and print advertising, as well as word-of-mouth recommendations from friends and family, are the conventional channels that often impact customers during the consideration phase. With the advent of digital channels, the list expands to include brand Websites, Smartphone applications, digital marketing, social networks, price comparison engines, blog posts, and forums.

So in order to better yet understand the mapping process purchase the following questions need to be answered on what is the digital customer journey mapping to fully understand and capture the customer's wants.

2. Mapping Costumer Journey
2.1. Definition of the customer journey map

"A Customer Journey Map (CJM), tells the story of your customer's experiences with your brand across every touch point – all on the same canvas. Or Customer Journey Map (CJM), as a key tool to improve the customer experience. Depending on the objective of the CJM, it can be more or less complex."[1]

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[1] https://www.questionpro.com/blog/customer-journey-map/#How_to_use_Customer_Journey visited on (29/04/2022 at 05:27 pm)

What the customer feels, sees, and hears as they interact with the company lays the ground work for their overall experience. The company can fully map and control the customer journey by understanding these interactions.

2.2. Building the customer journey map
2.2.1. The main objective of a CJM

Customer journey mapping is the basis for setting up the organizational, technological and relational conditions for a successful customer experience. Developing the customer journey in a multi-business team allows to raise awareness of all the actors and to have a common reference system.

Analyzing and optimizing the customer journey is a goal. For example, making the customer journey smoother and simpler (experiential angle) allows you to develop additional revenue (marketing and sales angle), to make each interaction a success (service quality angle).

2.2.2. The proper method to construct a CJM

The customer journey takes a variety of forms. It can be refined with sub-paths: a general path that identifies all contact opportunities, and sub-paths that detail the customer's path in a store, or a website.

It must be derived from listening to observing the customer. Qualitative interviews with real customers make it possible to identify one or more customer paths according to their own logic, and not that of the company. It retains one or more typical paths (possibly validated by an Internet survey). On a website, it is advisable to observe the real navigation of the Internet users, the clicks, the bounces from page to page and the page abandonments.[1]

- The customer journey will be "cross or trans-channel" in sectors that combine several distribution channels, for example a network of agencies, a customer relations center and a website.

- The massive adoption of the Internet for information encourages the integration in the customer journey of all the upstream steps taken by the prospect (consultation of social media, specialized press forums, opinions, etc.).

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[1] Chabry (Laurence) ,Gillet-Goinard (Florence) ,Jourdan (Raphaelle),La boîte à outils de l'expérience client,3ème édition, 2021,p137.

2.2.3. Creating the customer journey map
    Getting started with your basic CJM

A CJM is made up of a customer life cycle divided into stages the 'backbone' of the journey and a series of interactions (often referred to as touch-points) that the customer has at each stage. When creating a map, it's best to start with the most basic stages and descriptions and then refine them as more detail is added.

Let's look at a simple customer journey that we can all relate to and see how to create a more detailed CJM.

Setting an objective

Setting an objective from the start is critical to the CJM's success. Creating a CJM for the sake of creating one is not sufficient. The goal must be directly related to a current business issue. This provides immediate context and purpose for the map's creation, as well as focus for the sponsor and delivery team from the start. This is often referred to as the "burning platform" that propels the company forward.[1]

This is why the pre-work outlined in the previous chapters is critical in revealing early opportunities that the CJM work will enable. Remember not to begin a customer journey map without first determining what business issue it will address as an early deliverable. The initial goal must be met within two to three months of commissioning the work, as keeping momentum is critical to success. This is driven by the ability to show some early attributable business wins directly created by the CJM work – for example, at a high level, aiding in the accomplishment of the annual target for increased customer retention; at a more micro level, addressing failings in current on boarding of new customers that are causing concern both qualitatively and quantitatively. This will also assist the team in highlighting a specific customer segment journey, leading to capture customer's need and customer interaction with the company's brand.

Mapping the journey

The most virtuous method for mapping customer journeys is the collaborative workshop. This can be done either face-to-face or remotely with the help of digital tools that allow a company to work on common collaborative spaces and touch points.

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[1]Nasoi, (Roxana), " Customer Journey Mapping Examples: How UX Pros Do It",2017,P90.

The workshops allow all the actors of an organization to be aligned on the diagnosis, as to succeed in getting everyone to agree on the customer priorities to be solved, then on the solutions proposed in the front and back office. These workshops are totally collaborative and inclusive.[1]

Ideally, they should be led by facilitators experienced in these methods to avoid deadlocks and lack of impact.

For all these reasons, we will be able to collectively define and map the following elements during collaborative workshops

- The stages of the journey from the point of view of the customer path
- Objectives pursued by the customers
- The actions and logic of the customer's actions at each stage
- Channels and contact points used, preferences, and customer perception
- Pain points, customer irritants, efforts and frustrations encountered
- The enchanters, or levers of memorable experience
- What is the expected journey? What do customers expect in their interactions?
- Customer KPIs, quantitative indicators, satisfaction, conversion rate, NPS, ...
- The emotional curve, customer feelings or "dramatic intensity" at each stage
- Finally, detection of the Moments of Truth, moments to prioritize

Evaluating the key moments to be prioritized (Moments of Truth)

It is at the end of this visualization comes the reveal and define the "moments of truth" to be treated as a priority as the mapping is the starting point for the future design of the customer journey.[2]

Moments of truth for customers: A moment of truth is a point of contact during the Customer Experience during which the relationship can change for the better or worse. That is, to become more engaged or the opposite.

Ultimately, these are the moments on which to focus the customer experience optimization effort.

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[1]https://www.differentfactory.com/definition-du-parcours-client-evolutions/ visited on 27/05/2022 at 04:22 pm

[2]Idem .

Identifying opportunities for each stage of the customer journey

Determine what separates the company from their customers and find solutions to that problem**.**

Examples:

- Creating marketing resources that show the usefulness and value of the product or service.
- Train the sales force to respond more quickly to inquiries and leads.
- Target a new customer segment that the overall market has not yet reached.

Once these steps are completed begins building the map based on the customer journey and behaviors, customer interaction with and views of the brand through the company's email marketing strategy.[1]
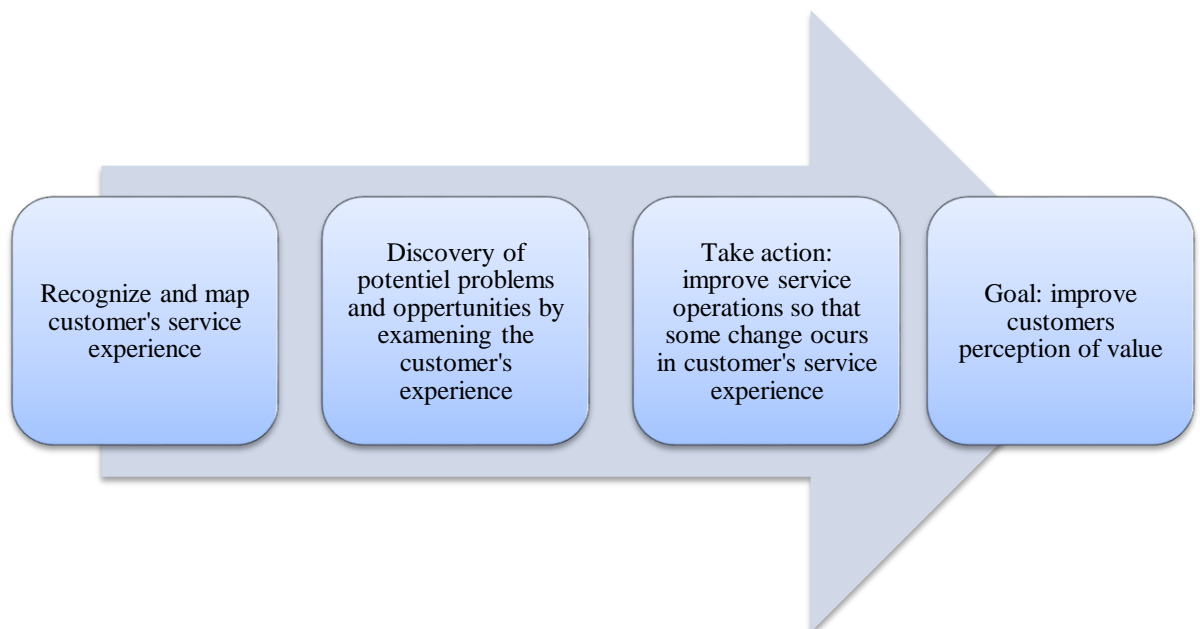

Recognize and map customer's service experience

Discovery of potentiel problems and oppertunities by examening the customer's experience

Take action: improve service operations so that some change ocurs in customer's service experience

Goal: improve customers perception of value

Figure 4: Improving the service experience of customers using the map.

Source: elaborated by us.

Creating mini maps capturing the planned and unplanned interactions

Users could create mini maps that take into account the timeframe of an experience, once the company has the costumer's more granular stage level of detail. This acknowledges

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[1]Grewal, Dhruv; Levy, Michael; Kumar, V. "Customer Experience Management in Retailing: An Organizing Framework". *Journal of Retailing*. Enhancing the Retail Customer Experience,2009,.P **85**

that not all interactions or touch-points occur at the same time, it can occur within minutes, days or weeks apart. Company must record both planned and unplanned interactions, with unplanned activity being customer-driven and frequently the result of an experience failure, as well as the interactions' sequence.[1]

The following items are needed to set up the workshop

A list of interactions written on sticky notes; flip-chart paper on a wall; spare sticky notes for new interactions to be captured; the team must agree on the scope of the mini map for example, the 'in-restaurant experience' and the appropriate timeline, minutes, hours, days, weeks, or months. Develop the timeline increments on the horizontal axis, which in our restaurant example would be 15-minute slots over a two-hour period (the average time spent in a restaurant); take each of the sticky notes and place it in the correct sequence in the correct timeslot at this point, mapping the customer reality. What is the actual wait time between arriving at the restaurant and placing an order? Once all of the interactions have been placed on the map, the team should check to see if any are missing and, if so, add them in.[2]

Examine the 'white space' (the gaps between experiences over time) if it is acceptable. Does the company need to intervene in terms of experience? For example, informing the customer about the delay in the delivery. The benefit of receiving updates even with limited information is that it reduces the need for the imagination to fill the gap and raise the stress levels after some time. By considering the impact of white space; is it acceptable to leave a customer waiting for several days without receiving an update?.[3]

An unplanned interaction initiated by a customer concerned about wait time. The company can easily identify any dependencies across the timeline now that it has a view of the interactions over time, the duration, planned and unplanned contact.

All of these stages create a baseline map that can last minutes or weeks before they are completed and can be used to redesign an existing experience or create a new one that better meets the needs of the customer.

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[1]Wolny, J.; Charoensuksai, N. "Mapping customer journeys in multichannel decision-making". Journal of Direct, Data and Digital Marketing Practice,2014,P55.
[2]Idem P65.
[3]Ibidem.

2.3.The difference between a customer journey map and a process map

As previously stated, a CJM is a 'outside-in' perspective that is captured solely from the viewpoint of a customer. This means recording the encounters that a customer has directly with a certain company as well as interactions that business may have no or minimal control over or visibility over.[1]

This is all represented in a customer journey map; a process map, on the other hand, would only depict the part performed by a firm aiming to deliver the good or service to the company, whatever a corporation does to its consumers.

Process maps also miss the emotional context of an encounter, such as how a customer is feeling at the moment and what they expect and require from that interaction in order for it to be successful in their minds. Given how a customer's feelings influence what he does and how he acts, being able to capture this component of the experience is crucial to better comprehend why customers behave the they do when making choices.[2]

As a result, the value can be collected in a variety of methods, but just recording end-to-end touch points can immediately reveal holes in the company's coverage and experience.

One of the major reasons why firms fail to build meaningful customer journey maps is that they believe they already have one just to realize that what they have are 'process maps' that depict what they do to/for customers from the inside out.

3. The Ecommerce Customer Journey
3.1.Definition

"Ecommerce customer journey' is the term that describes the stages of a customer's experience with an online business, from the moment they first become aware of its products through the moment they complete a purchase."[3]

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[1]Kalbach(Jim), "Mapping Experiences: A Complete Guide to Creating Value",UK,2020,p55 .
[2]idem.
[3]https://www.hotjar.com/blog/ecommerce-customer-journey/#what-is-the-ecommerce-customer-journey

3.2.The digital customer

"Customers come in all shapes and sizes, but with today's technology customers are increasingly coming in the digital form. A digital-only customer is exactly what it sounds like a customer that a company engages with on any sort of non-physical level. In turn, digital customers come with their own set of company best practices."[1]

"Digital customers use digital channels Web, mobile and social to consume content, engage with brands and complete a transaction."[2]

Because there are loads of different technological platforms where companies can interact with their customers, it inessential for companies with digital customers to think about their various needs and the approaches wherein their customers devour their digital products. But to do this, it is important to consider the varieties of digital customers.
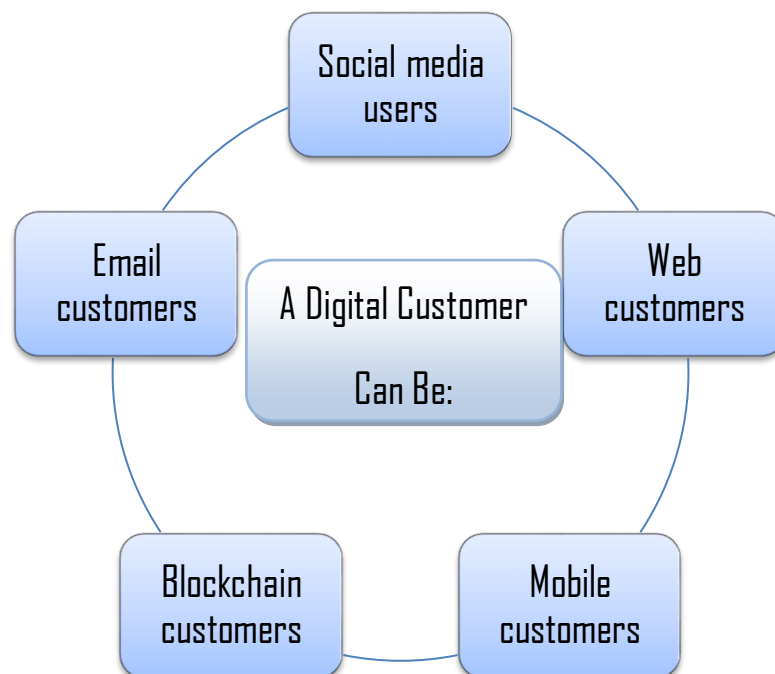

Figure 5: Different forms of a digital costumer

Source: elaborated by us.

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[1]https://www.snaplogic.com/glossary/what-digital-customervisited on 27th april 2022 at 5:31 PM
[2]https://www.gartner.com/en/information-technology/glossary/digital-customervisited on 27th april 2022 at 5:45 PM

Though digital customers can arrive through many channels, they also engage with the business through a variety of channels. Keeping the concept of individuality of every customer and their journey, it should also put into consideration how individuals in a demographic utilize the mode of company contact (mobile, web-based) and what problems are most experienced. Ensuring that any future data integration strategies not only incorporate the latest technology for the user experience that is also vital to ensure that it can be used in a digital customer-friendly manner.

Customers, whether digital or non-digital, are complex. A data integration strategy should include in as much information as feasible, drawing from data sources that reveal user behavior. Data pertaining to the digital consumer can be stored and managed in a variety of locations or sources. Better insights result from combining that data.[1]

3.3. Building Ecommerce Customer Journey Maps

Mapping the customer journey is different from one company to another based on the customer's experience, but it mainly focuses on listing down the numerous touch points that a certain business provides, a map helps highlight or predict the sequence in which these touch points will be experienced by the client. This can help identify strengths and weaknesses within the business, and helps identifying areas for improvements.

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[1] Dan Michaeli and Rick DeLisi, "Digital Customer Service: Transforming Customer Experience for an On-Screen World", P12.

Source: https://www.verfacto.com/blog/ecommerce/customer-journey/
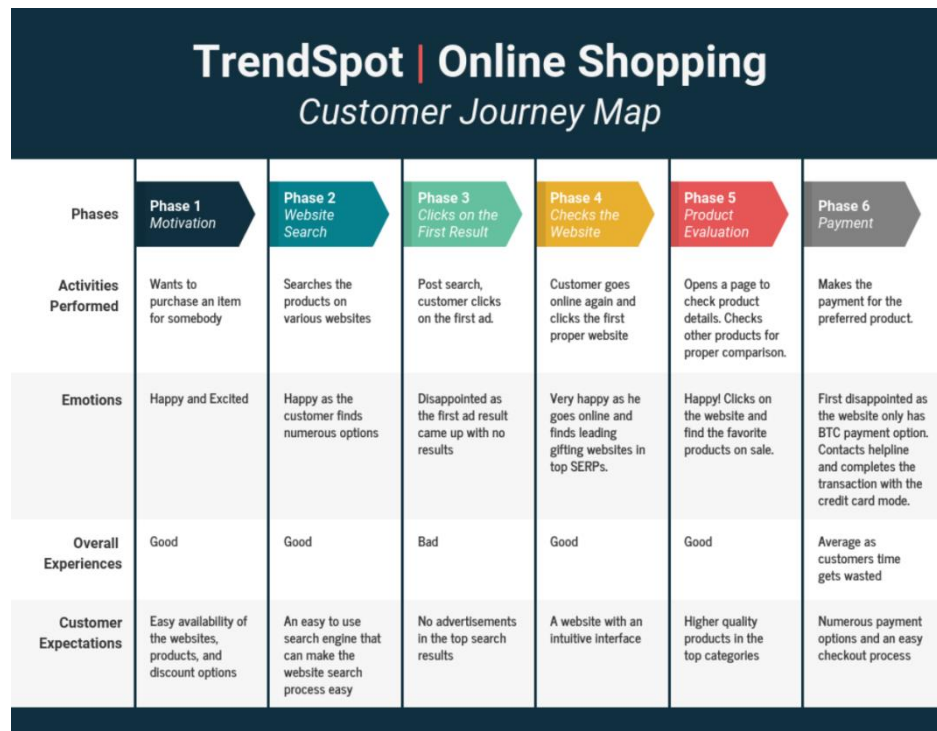
Figure 6: Ecommerce Customer Journey Map

Perspective and motivation

Creating the map revolves around the perspective of the customer, as the company begins the process of viewing its products as a regular customer. For better aid to fully comprehend the overall customer persona by choosing the product or service provided using various search terms to see what comes up in the results, examine any related material, such as reviews, articles, and blogs. Then go to the company's actual website to check out the product. Making a mental note of how the various customers touch points felt and how the site's visit unfolded.

Website research

The Creation of a focus group comprise the primary demographic targets as the customers wouldn't be aware on which company or brand has put together this group. The company chooses one of the products or services and asks the focus group to go online and find and purchase it, observe and record how they locate the item, the paths they take, and the results that occur.

After the focus group has completed their exercise, it compares the results to first-hand experience. To have knowledge and analyze the way customers think by the two exercises to get a better picture of touch points and interactions.

Comprehension

After contracting a clearer picture of how customers interact with the company and how different touch points perform comes the understanding of what each of these actions means in terms of engagement strategy and the touch point performance, and determine in the end the action needed to take next by analyzing the gathered data.

The goal is for the company's ecommerce site to perform at its best at each touch point it has identified. These touch points could include their own website, social media platforms, and search engine rankings. Independent touch points, such as review sites, can also be included.

Pain and goals

For the company to comprehend the customer's objectives and the problems they face it lays the groundwork for its customer journey map alongside identifying the touch points and interactions can be extremely beneficial to make a list of some of the key takeaways from observation and data collection by answering the following questions:

Goals: What are the customer's long-term objectives? What do they hope to accomplish?

Emotional reaction: What aspects of the process delight the customer? Or, more specifically, what makes them unhappy or frustrated?

Pain points: What are the issues that the customer is having and what would they like to see improved?

Visualization and evaluation

By far the company now should have gathered enough information to figure out what its customer's going through. As information is difficult to comprehend, from where comes the need to simplify it by creating a visual that is simple to look at and digest. It will be highly dependent on the company's own unique business model in terms of how to format it.

it might decide to create multiple visuals, especially if it's a larger company with multiple teams working on different projects. If the company has a dedicated social media team, for example, they might decide to create a journey map that focuses on social media touch points, pain points, and experiences.

Conclusion:

Customer journey is the path the customers go through while interacting with a brand through the brand's touch points (website, social media, WOM…) and to visualize these interactions the marketing team creates a journey map to follow the process.

CHAPTER 02: CUSTOMER PURCHASE DECISION

Introduction

In this chapter we are going to discuss how costumer journey mapping influence the costumer's behavior on the purchase of the product or service needed. In order to do that we divided this chapter into three sections. First, we will be focusing on purchasing decision explaining the decision making process, as well as the factors that influence it. then, the second section will be devoted to the usability of mapping the costumer journey and its benefits in elevating the customer experience, the third and final section is about how measuring the customer's satisfaction enhances the customer's relationship with the company and bring new enchantment to the user's experience.

Section One: Purchasing decision

The internet has given the customers countless options, putting the companies at a constant risk of being replaced and abandoned. Gaining the trust of the customers is vital, but so is guiding them through the process to make and influencing the right moments. In this chapter we will be discussing the decision making process, as well as the factors that influence it.

1. Customer behaviour

Customer behaviour is a concept used in many disciplines such us: psychology, sociology and marketing.

"Consumer behaviour is the study of how individuals, groups, and organizations select, buy, use, and dispose of goods, services, ideas, or experiences to satisfy their needs and wishes" [1]

The human decision making behaviour can be summarized in a model of three steps (figure 7)[2]. First; a person is faced by the situation (perceive the situation). Second; he uses logic to analyse the situation and the options he has (use power of reason to make a decision). Finally; he initiates executing the decision (using power of will to execute the decision). This is the human decision making process according to D. Brooks; he suggests that human being resort to *perception*, *reason* and *will* in order to make a decision, and that reason and will are weak to resist temptation. Therefore, the decision of a person mostly depends on how they perceive the situation[3].

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[1] Solomon, M. et. al. (2006) *"Consumer Behaviour: A European Perspective"*, 3rd ed. Harlow: Prentice Hall. p. 701

[2] Viksne K. Et. Al. (2016), "comparative analysis of customer behaviour models", international scientific conference, p232

[3] Brooks, D. (2012)." The Social Animal",. New York: Random House Trade Paperbacks. p. 448.
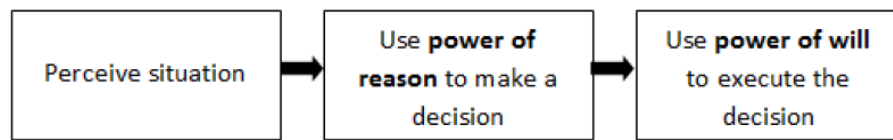
Source: authors' construction based on D. Brooks provided explanation of human decision making process

Figure 7: human decision making process

Source : Viksne K. Et. Al. (2016), "comparative analysis of customer behaviour models"(author construction).

The customer behaviour explained such in the Kotler P.T and Keller K.L model "stimulus response model" (figure 8)[1]; it suggests that a customer is stimulated by external and internal factors. The external factors, that affect the customer indirectly, can be produced by the company's marketing (controlled by the company) and other stimuli (which a company have a very limited control over), on the other hand, the internal factors resumed in consumer psychology (such as memory, motivation...) and consumer characteristics (cultural and social characteristics).
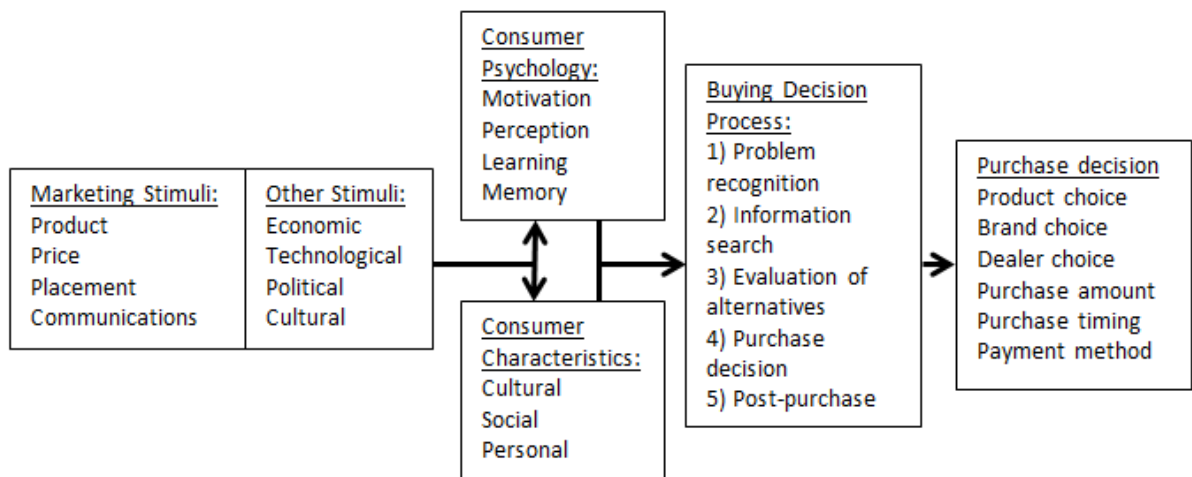

Figure 8: stimulus-response model

Source: Viksne K. Et. Al. (2016), "comparative analysis of customer behaviour models"(author construction).

The five stages decision making process starts with need recognition, search for information, evaluation of alternatives, purchase decision, and post purchase behaviour[2]. This model supports that a customer thinks closely and carefully, they make considered decisions;

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[1] Viksne K. Et. Al. (2016), "comparative analysis of customer behaviour models", international scientific conference, p235
[2] Idem p237 .

however, this is not always the case, thus, customer can take impulsive decisions, making this a non logic-based process.

2. Customer decision journey:

Looking at this digital discourse, it is clear that the existing decision making models (Seth and Harold, AIDA,...); that were developed before the arrival of the internet are outdated for the most part. Thus, the urge to adapt new models is pressing. In this context; we choose to discuss the McKinsey "decision making journey" (figure), that we judge is most suitable for the customer journey as it is today.

*"If **marketing has one goal**, it's to reach consumers at the moments that most influence their decisions"*[1]

The touch points are viewed as moments when customers are opened to influence. Customers are open to receive ads from a lot of brands, and they filter these ads and end up choosing one/few brands to whom they choose to buy from. That is the concept of "the funnel". However, this concept is outdated. Now that the customer is well informed and his needs are more sophisticated, to which "customer decision journey" was developed.

"When marketers understand this journey and direct their spending and messaging to the moments of maximum influence, they stand a much greater chance of reaching consumers in the right place at the right time with the right message"[2]

According to McKinsey, the "customer decision journey" is a process of 4 steps, initial consideration, active evaluation, potential purchase and closure.

- **Brand consideration:** when a customer intends to buy something, they start with an initial set of brands they consider, the ones they recall from different advertisings. *"Brand awareness matters: brands in the initial-consideration set can be up to three times more likely to be purchased eventually than brands that aren't in it."*[3]

- **Active evaluation:** customers are now empowered; they look for information about the products and how to make the best deal. They look at other people reviews, word-of-mouth, comparison websites, and in store interactions. When the process was company driven in a "push" style, it became a "pull" where the customer takes the led and looks for the information. So the marketers must focus on word-of-mouth, and information website.

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[1] Court D. And al. (2009)," The consumer decision journey McKinsey", McKinsey Quarterly, p1
[2] Idem p2
[3] Idem p4

"Marketers must move aggressively beyond purely push-style communication And learn to influence consumer-driven touch points" [1]

- **Purchase moment:** it's when customers select a brand after collection the information, and finally makes a purchase. Then; the customers examine the product or the service, and can formulate an opinion and probably shares it, and that will affect someone else's decision.

- **Loyalty:** the post purchase experience is what determines the customer's next move. Whether to make a new purchase, or to recommend the service to other friends and family members, or, on the contrary, to not make any interaction with the brand again. It must be mentioned that satisfaction and loyalty are not the same thing. People expect satisfaction from every transaction they make, however, the company must deliver more than what's expected, than it can reach to loyalty. And here we can distinguish two types of loyal customers, one active loyalists; the ones who stay with the brand and recommend it. And passive loyalist, who stay with the brand without commitment. And the brand can lose them to the customers to competitors.
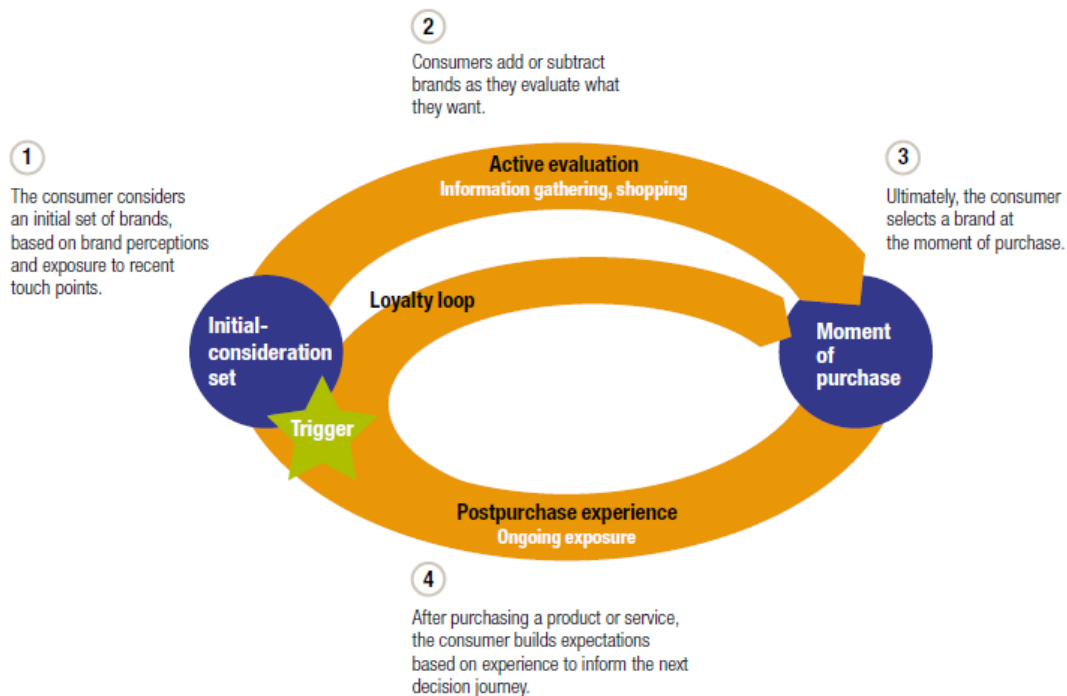

Figure 9: the consumer decision making model (McKinsey)

Source: McKinsey Quarterly.

Understanding how customers make their decisions is the first step to make strategies by focusing them around the customer. And adapt the marketing effort to the stage that

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[1] Court D. And al. (2009)," The consumer decision journey McKinsey", McKinsey Quarterly, p5

influences the customer decision the most depending on the type of business and the field the company operates in. It would be easier for the companies to orient their budgets to the actions they judge more profitable, for example, choosing to focus on the passive loyalists or focusing on new customers?

3. Influencing purchasing decision

"E-commerce is a tool for reducing administrative costs and cycle time, streamlining business processes, and improving relationships with both business partners and customers"[1]

The e-commerce is a term of selling and buying goods and services online, online shopping is a form of e-commerce, it is when a customer makes a purchase something from an online store (e-shop) or a website. It can be performed from a laptop, phones or tablets. The products presented on the websites are described through a text that demonstrates the quantity and the technological qualities of the product, and through an image that shows what the products looks like. Many websites offer the option of leaving reviews over products or offer a rating system (giving stars).[2]

"Purchase intention refers to the likelihood that consumers are willing to purchase certain products or services again after they have evaluated that the products or services are worth buying"[3] The reason why customers would prefer this kind of shopping over the traditional one; is because of the convenient offers they get, such as: finding the product they're looking for easily, a wide range of products they can choose and alternate from, the ability to compare prices to get a good deal (benefit from promotional offers), the option of being delivered at home; the thing that saves time and energy, as well as hedonic benefits (pleasure), and many other options that reshaped the shopping habits and preferences[4]. Not only for the customer, but this form of business is also beneficial for companies and business owners, it is a way of reducing cost and optimising the spending for that it helps them reach a lot of customers howsoever their location.

The major point is that this kind of retailing resulted to new customer habits and attitudes, behaviours that weren't noticed in traditional shopping. Marketers now pay attention to these behaviours and put them under the scoop, in order to know how customers think and feel, therefore; producing relevant advertising. One of the main focuses would be

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[1] Charles H. Trepper. (1998). « E-commerce strategies », USA: Microsoft.

[2] Akbar S. et. James P."Consumers' attitude towards online shopping". journal of management and marketing research

[3] Hosein, N.Z. (2012). "Measuring the Purchase Intention of Visitors to the Auto Show". Journal of Management and Marketing Research, pp. 1–18.

[4] Khanam et. Al. (2018), "exploring the factors influencing customer's purchase intention in online shopping", International Journal of Customer Relationship Marketing and Management.

"what influences the purchasing decision of customer on an ecommerce website?" It would be the most understandable that in this form of buying processes; a customer feels less certainty, less trust, towards the brand, the product, the paying methods, the delivery risks.... and because customers prefer this option (online shopping) a lot of companies propose the online selling alongside with a physical store "click and mortar" whereas other companies dispense the physical store and offer only the online store as in "click only".

"Consumer's attitude towards online shopping refers to their psychological state on terms of making purchases" [1]

There are many factors that influences the customer's decision, the customer's journey starts long before this action, and continues after it. From acknowledging the needs; examining the product and after. We can divide these factors that affect the customer's intention into 5 major factors [2]: convenience, psychological, promotional, technical and motivational.

3.1. Convenience

Webster's dictionary defines convenience as: *"Anything that adds to one's comfort or saves work; useful, handy or helpful device, article, service, etc."* The convenience customers find in online shopping is a strong motivation. If making a purchase is hard (takes a lot of time, a lot of effort and energy) it will leave a negative feeling in the customer's perception, and he will probably won't purchase again or look for alternative that doesn't make him feel this way. The customer perceives value from non-monetary actions (time and energy); businesses now offer a service that doesn't waste time (for example waiting time) or require an effort.

Saving time: when compared to traditional shopping, making an order online doesn't take a lot of time significantly; Customers can easily access all types of products from different brands and choose freely without any pressure; adding to that, online shopping can be done anytime and anywhere, the thing that is very useful for a lot of people.

Effort saving: this refers to minimizing the effort customers must bear while doing their purchases. Hence home delivery is the solution to save the customer the trouble of moving from a spot to another to make a decision of purchasing. Nevertheless, if the desired delivery place is not found on the set proposed by the website, a customer can easily go to

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[1] Akbar S. et. James P."Consumers' attitude towards online shopping". journal of management and marketing research

[2] Khanam et. Al. (2018), "exploring the factors influencing customer's purchase intention in online shopping", International Journal of Customer Relationship Marketing and Management.

another website that provides that, he can also lose interest in buying that product in the first place. This applies to delivery fees as well.

And other online shopping conveniences; such as: accessibility, availability of products and brands, attitudes of deliverymen and returning policies....

3.2. Psychological

The psychological factors are the internal motives that push a customer to seek satisfaction, such as: friends and peers' recommendations, as well as anonymous reviews and suggestions on websites.

Word-of-mouth: word of mouth (WOM) is defined as *"interpersonal communications about commercial entities to non-commercial partners"*; while electronic word-of-mouth (eWOM) is defined as *"all informal communications directed at consumers through Internet-based technology related to the usage or characteristics of particular goods and services, or their sellers"*[1] it is an important marketing channel for businesses, not only that WOM is more effective than the mass media communications (spread brand awareness), but it also has an impact on the consumer behaviour purchase intention[2]. Positive eWOM can positively influence customer's attitudes towards brands, products and services, as a consequence their purchasing decisions.

People reviews: the reviews people leave on websites about a products or services is considered a reliable source for customers to count on while making a purchase decision, because it would describe the real quality and usage of the product or service. Even though websites provide their descriptions but sometimes it can't be enough; the thing that makes the reviews more explicative and accurate. That's why websites have a segment for reviews or other rating systems like giving stars.

Other factors include perception (customer's perception towards a certain type of products or a brand), attitudes and beliefs... [3]

3.3. Promotional

Promotional factors include the price and social media exposure.

The price: is a critical factor for a customer to make a decision, although, very often; shoppers are not that price-sensitive, people are willing to pay more for a better quality, and with including the ratings and reviews, people are willing to buy a cheap products with higher

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[1] Ismagilova E. et. Al. (2017) "[1] Electronic word of mouth in the marketing context"
[2] Ibid.
[3] Psychological factors influencing customer behaviour https://businessjargons.com/psychological-factors-influencing-consumer-behavior.html visited on 27/05/2022 at 11:01 am.

ratings over an expensive product with low ratings [1]. Often times comparing prices on different websites becomes a time consuming task while the price difference is small.

Social media: *"Social media is a collective term for websites and applications that focus on communication, community-based input, interaction, content-sharing and collaboration"*[2] once a customer shows interest in a certain type of products or services, whether on a Google research or on social accounts, a data set of his preference is being collected, this mechanism allows ads of the customer preference to pop on web pages and/or social media accounts. This helps a customer to make a purchasing decision because it reduces the time the customer takes to search for options; and even if the customer didn't have a purchasing intention it can make him interest in doing so.

3.4.Technical:

The technical factors include the ease of use of the website or the app.

User friendly website: the website is the "storefront" to the customers. A user friendly website is designed to be easily understood by the user. The functionalities of the website must not come off as confusing to the customer; otherwise, he will abandon his discourse to purchase and simply look for a website to his preference. A user friendly website is fast, easy to navigate, easy to search on, provides access to all products and their information (products are organised into categories), with eye appealing design (the right colour palette) and most importantly; with actions that doesn't take many steps. The ultimate goal is to provide the customer with the best user experience is an effective factor for making a decision. This applies to the company or the brand's apps, which considered adapted version for mobile commerce.

3.5.Motivational

The motivation factors reside in gaining hedonic and utilitarian values from the transaction.

Utilitarian values: the desire for efficient, rational, task oriented efforts[3]. It is based on functionalities and economic conditions. Shopping is viewed as a mission or a job; it is driven by cost effectiveness, and convenience (saving time and effort)

Hedonic values: on the contrary, a hedonic shopping is shopping activities that aim at pleasure and avoid dissatisfaction. The experience is what is important to the customer in this

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[1] Sun et. Al (2020) "the joint influence of online rating and product price on purchase decision", DovePress
[2] Social media techtarget https://www.techtarget.com/whatis/definition/social-media visited on 27/05/2022 at 10:22 pm.
[3] Babim et al (1994) « work and/or fun : measuring hedonic and utilitirian value". Journal of consumer research 20.

type of activities, because he desires entertainment and not task completion. Hedonic shopping values is more subjective and personal compared to utilitarian value. Increased arousal, fun, fantasy fulfilment, entertainment, freedom and escapism all indicate a hedonically valuable shopping experience.[1]

Moreover, customers can perceive both hedonic and utilitarian values in one shopping experience.

4. Online shopping perceived risks:

Perceived risk as a concept was first introduced by Bauer[2] in 1960, as *"consumer's perception of the uncertainty and the possible undesirable consequences of purchasing a product or service"*, perceived risk is considered an important psychological factor that affect the purchase intention negatively. And the perceived risk is higher when doing online shopping than it is in classical shopping because of the inability to physically examine the product, or towards the payment method and the delivery...

Every time a customer decides to make a purchase, he or she is aiming to gain a value, and if his purchase doesn't go as planned or that could result into damaging consequences; this thought generates a negative feeling, as a result thinking of this scenario makes the customer hesitant and uncertain and refrain from making the purchase.

Generally, there are different types of online shopping perceived risks, but it can be summed up to four risks: financial risks, security risk, product risk and non-delivery risk.

Financial risk: the highest level of risk due to the possibility of suffering from a financial loss like being a victim of fraud or having to pay more for hidden cost or maintenance costs.

Product risk: the risk of buying a product that doesn't function or whose performance doesn't live not up to the customer's expectations.

Non-delivery risk: the customer's fear that the delivery won't be done on time, or that the product would be damaged during this process, or that the product would be delivered to the wrong address.

Security risk: it is the fear that one's personnel data or credit card information would be misused by the business provider (seller).

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[1] Babin et al. (1994)) « work and/or fun : measuring hedonic and utilitirian value". Journal of consumer research 20.

[2] Bauer, A.R. (1960), "Consumer Behavior as Risk Taking. In Dynamic Marketing for a Changing World"; Hancock, R.S., Ed.; American Marketing Association: Chicago, IL, USA, 1960; pp. 389–398.

Section two: The Usability of CJM

This section would be focusing on usability of mapping costumer journey, after creating a CJM that allows companies to capture the customer's needs and with capitalizing opportunities to adapt that evolve customer behaviors, and elevate the customer experience.

1. The importance of a CJM

1.1. Importance of a CJM

A CJM, in its most basic form, is a device that forces a firm to think like a customer, when the company steps into its daily routine, it forgets about the customer and operate and think from the perspective of the corporation. As a result, creating a CJM is a very beneficial means of putting the customer back into the center of the company's thinking, creating a truly 'outside-in' customer journey map is going to confirm how 'inside-out thinking' dominates. Without external and competent facilitation, it is often impossible to keep that external customer perspective; nevertheless, one advice is to eliminate the word "we" from all talks in CJM workshops. Inserting the words 'I the customer' forces the team to articulate themselves from the customer's perspective.

1.2. The importance of E-commerce CJM

Efficiency: It can assist the company in streamlining the customer experience and journey by determining if there are too many steps or touchpoints between the beginning and end of the journey.

Effectiveness: Does your customer's required journey make sense to them? Recognizing that we all do things differently, from how to search to e navigate a website, a customer journey map can help create a process that works for everyone.[1]

Understanding: Another important factor in determining how to create the best possible customer journey is knowing and understanding the customers, including how they think, what they need, and what they like and don't like. In fact, many businesses fail in this area because they are more concerned with creating the ideal journey for themselves rather than their customers.

Setting objectives: A good customer journey map can assist in identifying and setting more realistic and effective goals. to be more in touch with what makes a business thrive and grow

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[1] https://www.verfacto.com/blog/ecommerce/customer-journey/ visited on 15/05/2022 ,03:15 pm

if combining a human perspective with the gathered data. It also allows to track and tweak progress in real time.

Planning: Every company looks to the future for new products and services, expansion, and so on. So that it can focus more accurately on future events if you have an accurate customer journey map and understand it.[1]

Pain points: Pain points are the bane of any online store, and if they aren't identified and addressed, they can cost the company customers. Oncethejourney mapping iscompleted, many pain points start to show. After identifying them, comes the steps to eliminate or mitigate their effects.

2. **CJM to improve business**
- **Efficiently improve the customer experience**

To improve the customer journey, the first step would be identifying the goal the company wants to achieve. Drawing a clear line between present and future. What is the current customer journey? What does the future state of the customer journey look like?

With a map of their customer journey, businesses can see what's working and act on it. By understanding the attitudes and needs of their customers at critical points in their journey, make changes to better satisfy them.

And develop contingency measures to deal with situations where those needs are not or cannot be met. For example, during a sudden and unexpected increase in demand.[2]

- **Design a truly Omni-channel experience**

Today's consumers look for a highly personalized experience that takes the business marketing and customer service efforts into account. Thus Omni channel marketing and Omni channel customer service.

In marketing terms, customer journey mapping plays a crucial role in this process. The marketing team can target a prospect through multiple touchpoints. For example, a customer viewing a product on a website may later be targeted by an advertisement on social media.

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[1] https://www.cartelis.com/blog/cartographie-parcours-client/ visited on 29/05/2022 at03 :18pm
[2] Ibid .

To provide the best possible customer experience, Omni channel marketing is often supported by Omni channel customer service. In this case, the customer can receive help on any channel. For example, on social networks, messaging apps or live chat. In other words, it helps their customer service team better understand the customer experience and improve their ability to resolve issues.[1]

- **Put the customer back at the center**

As the business grows, it can be difficult to coordinate all departments to focus on the customer. Sales and marketing goals aren't always based on what "real" customers want.

A clear map of the customer journey can just be shared with the entire organization. All teams can then refer to it and understand each stage of the customer's journey, from initial motivation to after-sales service. Using cross-functional mapping team to come up with ideas that integrate experience from all aspects of the business to improve the customer journey.

3. **Customer journey improving E-commerce stores**

When flaws and gaps are discovered that are having a real impact on business, it can be intimidating for companies who are looking at their customers' journeys for the first time. It's one thing to map the customer journey; it's another to know how to act on the data gathered and improve the customer journey and experience.

- **Create touchpoints at each stage of the process.**

A touchpoint is any point where a customer interacts with the company's brand. Seeing an advertisement, going to the website, reading independent reviews, contacting the company for store locations, and finally making a purchase. These are all touchpoints. Returning to the five stages of the customer journey we discussed earlier, each stage requires touchpoints.

Each touchpoint has a purpose and contributes to the overall customer journey's optimization. As a result, each touchpoint you create must serve a specific purpose (attracting interest, checkout process quick and uncomplicated, etc.) It's critical to have multiple touchpoints that are appropriate for their stages and function properly.[2]

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[1] https://www.bigcommerce.com/blog/ecommerce-customer-journey/#how-ecommerce-stores-can-improve-their-customer-journey visited on 17/05/2022 , 03:52pm

[2] Ibid.

- **Optimizing Website for various devices**

Mobile devices nowadays account for nearly half of the online traffic. As a result, if the company's website fails to perform well when viewed on a mobile device, they are effectively loosing half of the potential customer base. To provide a positive experience for everyone, optimization is essential.

When it comes to optimizing the website, there are a few keys to focus on:

Testing the website: It's crucial to know that the site works well on mobile devices. At first, it can be done manually by accessing the site from several different devices. Examine loading times and how the site appears on a small screen in particular. Use Google's free testing tool for more in-depth testing.

Host a website: Make sure that the web host has the speed and resources needed to it running smoothly. Customers will be turned off by a slow and unresponsive home page and website. the host also needs to promises the least amount of downtime possible.[1]

Apps: Consider creating a mobile app to go along with the website. They are not as costly as presumed, and they can help increase both sales and engagement.

- **Using a proactive customer service**

Anticipate the most occurred problems or questions before contacting customers, and provide answers and solutions that will keep customers happy. There are several advantages to providing proactive customer service.

  ➢ Customer retention rates are higher.
  ➢ There will be fewer calls to the support team.
  ➢ There are more first-time customers.
  ➢ Increasing in the productivity.
  ➢ Having excellent communication tools.

- **Personnalisation**

People prefer a personal touch, and this is true whether in 'real life' or in online shopping and ecommerce marketing. That means going beyond simply using their name (which you can

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[1] Body (Laurence), « L'expérience client en pratique: Du design de service à l'accompagnement du changement (EYROLLES) » (French Edition translated to english), 2019, p83.

do with website automation or marketing emails) to understanding their specific interests and purchasing habits.[1]

Thus offering a personalized approach by using tactics like dynamic content marketing, which can customize content based on buying preferences, location, age, gender, and other factors. This can lead to increased sales and better customer retention. When it comes to personalizing the customer journey, automation and analytics can be the two driving forces, so make the most of them.

- **Obtaining the maximum amount of data to later adopt**

Data isn't something you do once and then forget about. Obtaining as much data as possible in the beginning and throughout the process to study the customer behavior and the customer lifecycle, as well as general information, through surveys, polls, and other means on social media platforms and via email. The information gathered is a valuable resource that can be used for a variety of purposes.[2]

Though, it's not just about gathering data but also about effectively analyzing and interpreting it, considering using one of the many tools available to assist, such as Google Analytics. Determine which metrics, such as KPIs, are most important to the business. A good KPI can help show that the company is doing well.

4. The Benefits of a CJM
4.1. CJ Benefits

Building the customer journey allows for better understanding to how they buy to meet their needs and expectations, as well as what role a particular company plays in this process.

Furthermore, being aware of all interactions (touchpoints) they have with the company through any channel, such as email or social media, allows to create a better shopping experience while maintaining a consistent message across all channels.[3]

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[1] Body (Laurence), « L'expérience client en pratique: Du design de service à l'accompagnement du changement (EYROLLES) » (French Edition translated to english), 2019, p83.
[2] Idem p85.
[3] Florence (Gillet-Goinard), "The Customer Experience Toolkit - 3rd ed",2021,p130.

- **A better understanding of the emotions of customers**

Creating a journey framework puts a company in the shoes of the customer. Understanding why a customer makes a particular decision is critical to your company's success.

Knowing how customers feel motivates to improve the way a company operates because it allows to identify the points of friction in their customer journey, making them easier to resolve.[1]

- **Analyze the product/service stumbling blocks**

The customer journey map provides insight into where company's customer communications fall short. Customers don't get help when they need it if support staff is understaffed, for example. Customers become enraged when they do not receive prompt responses. Solving the problem by hiring a new member of the support team to handle more customer inquiries.

The creation of a customer journey map provides a customer's perspective of a company. The map is a visual representation of the transactions and emotions that occur at each customer touchpoint, and it aids in identifying weak points in your messaging.

- **Boost employee and customer satisfaction by implementing the following strategies**

As problems are resolved, customers and employees alike gain more confidence. Employees are encouraged to keep doing excellent work, resulting in increased customer satisfaction.[2]

- **Form a cohesive group**

To create amazing customer experiences, the company's teams must be on the same page. To improve internal processes, marketing, product development, sales, and customer service must collaborate. As the teams collaborate, each team's efficiency and effectiveness improves.

4.2. CJM Benefits

● **Differentiate through empathy**

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[1] Florence (Gillet-Goinard), "The Customer Experience Toolkit - 3rd ed",2021,p 132.
[2] https://www.questionpro.com/blog/customer-journey-map/#Customer_Journey_Benefits visited 27/05/2022 on 05 :50 pm.

The journey focuses on the emotions of both the customer and the employee. It, therefore, enables the company to gain empathy, and provide a position to understand what a customer is going through.

● **Create a shared understanding** of the customer's experience with the company. When a company has many products or divisions that shared understanding is lost through the sheer scale

In workshops, the alignment that appears would be like - "Oh, is that how it works?"

Constructive debate - "That is not how it works".

Corrective design - "Surely, that is not right?"

● **Identify opportunities for improvement.**

Journeys will help teams to identify areas they need to focus on, previously overlooked opportunities for excellent service, or gaps in a customer's experience (e.g. "moments of misery") and find ways to make the experience simpler or more positive. Stepping through the journey, team members might be engaged in: [1]

Critical Evaluation - "Why do we do that?"

Elimination of white space - "What about that white space?"

Differentiation and Innovation - "We should …."

See the big picture of an end-to-end engagement to deliberately and intentionally orchestrate a consistent and excellent experience. Teams which usually worked in silos, start working together and co-operate in new ways once they understand the impact of misalignment on the customer.

● **Design or envision** a future customer experience or the desired experience of a new product

● **Activate the people to live the experience.**

Transform people while they map.

Enable them to start doing "real-time design" – deciding what is needed in the moment to deliver on the customer experience promise.

● **Train employees – on the customer journey and the context behind the journey.pj**

● **Change employee** lenses from internally focused to externally (customer)focused. Show the complexity of internal processes in an emotional, human-centric way**.[2]**

● Identify what a company should be measuring and reporting on .

➢ Alignment and better cooperation in the company teams.

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[1]McKinney(Tonya), "HOW TO KEEP YOUR CUSTOMER JOURNEY FROM PASSING ITS SELL-BY DATE", 2020, p32.
[2]Idem p35.

➢ Increase in quality of interactions through fixing broken stuff.

➢ Moments of innovation that will lift people's spirits and motivate them to continue coming up with more ideas.

➢ Customers will remark that the experience is consistent with the brand promise.

➢ Spark ideas about new product features that will meet customers need seven better.[1]

5. The usability of a CJM

5.1. The usability of a CJ

➢ **Identify the events and needs that trigger interactions**

- on the customer's initiative: a regular change in the customer's/prospect's life, needs and requirements.

- On the supplier's initiative: specific events to the supplier's life: advertising, newsletter, mailing and e-mailing, communication operation, loyalty program, greetings.

- Specific events related to the life of the product or service: start-up, maintenance, breakdown, subscription or contract renewal, product recall, price increase, etc.[2]

➢ **Identify and order in time the interactions necessary for the customer to make a purchase**

To make a purchase and consume it: search for information, subscription to a newsletter, and request for a quote, product test, purchase or order, delivery, request for help with use, complaint.

➢ **Identify the "moments of truth"**

At each of the key stages, the focus at first is on the progress effort on the moments of truth.

➢ **Build the Customer Journey Map**

5.2. The usability of a CJM

Customer journey mapping (CJM) is quickly becoming a regular component of customer programs. It is an organized method for understanding and capturing the customers' wants, needs, and expectations at each stage of their interaction with the firm .From initial awareness

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[11]McKinney(Tonya), "HOW TO KEEP YOUR CUSTOMER JOURNEY FROM PASSING ITS SELL-BY DATE", 2020,p38.
[2]Botha (chantel), "customer journey mapping",2020, p30.

to departing and possibly returning, to capture the individual interactions from the customer's perspective.[1]

CJM is also a tool for visualizing how customers interact with an organization across multiple channels and touch-points at each stage of the customer life cycle (or part of it). It provides a factual basis for change, a map of the interactions that take place and the emotions created at each touch-point. The flipside of CJM is EJM and we will look at the business and cultural value of developing an EJM for your business.[2]

The main reason to create customer journey mapping

A CJM, is a crucial part for the customer experience strategy. It displays the journey's present state and then act as a means to:

- Assist in mapping out the required adjustments.
- Identify upstream and downstream interactions.
- Keep track of any modifications to the client experience.
- Provide varying perceptions for all customer segments.
- the company's engagement with its coworkers about the customers.
- Collect data and information that is already scattered around the company into a single spot.[3]

The map's real graphic is extremely helpful since it provides a simple nomenclature that can be used to make sure that all client dialogues are based on a shared understanding.

Businesses divide ownership of a customer experience according to where the customer is in the journey and who is 'accountable' for them at that moment. For more illustration, the customer is a marketing lead during the awareness stage; sales take over during the acquisition stage; and customer service takes over during the 'welcome on board' stage. It's a game of pass the parcel, and in many cases, the expectations set by one group with a single individual business measure or objective in place are not met at the next step. The establishment of an end-to-end CJM allows to guarantee the awareness of the ties and dependencies between different encounters along the end-to-end journey, it serves as a backdrop for reviewing planned actions.[4]

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[1] Botha (chantel), "customer journey mapping",2020, p45.
[2] Idem p 46.
[3] Pennington, (Alan),"Customer Journey a method to investigate user experience", 2016,P94.
[4] Seybold (Patricia),"The Customer Revolution (1st ed.)," 2001,New York City: Crown Business,p60.

For example, independent of business sector, many organizations tell prospective customers one tale to reach their goal, but the truth is another (software, for example, is fast and simple to install and use, but it is really a very complicated implementation).[1]

This is often characterized by a lack of alignment in performance measurements, and it is a major driver of the gap between customer expectation and customer experience reality, as well as the ensuing customer behaviors that negatively influence company outcomes.

5.3. The efficiency of a CJM

The customer journey is at the crossroads of customer orientation, service quality and relationship marketing. It is related to the customer's needs and expectations for each interaction, to the expected experience and the perceived one, to the plan implemented by the company to optimize each contact opportunity, to the opportunities to engage the customer, to sell, to solicit his opinion. [2]

- **From the expected experience to the perceived experience**

The customer expects a certain quality of service during an interaction based on the company's image or promise. This is the expected experience. It is up to the entity responsible for the customer experience (marketing, quality, customer relations, etc.) to design a service in line with the level of expectations (designed experience) and to the actors in contact with the customer to deliver the service as expected. Thus, the customer who experiences the delivered service may or may not perceive its quality, and may or may not feel satisfied with it, depending on his initial expectations. [3]

- **Identify all contact opportunities**

Be careful not to confuse "contact opportunity" (motivated by a customer or supplier need) with "communication channel" (through which information circulates and is exchanged). The contact opportunities are grouped by macro-stages of the journey. There are at least three stages: pre-purchase, during the purchase, and after the purchase. In each macro-stage, the aim is to identify in greater detail what the customer does, where, when, for what and how he

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[1] Seybold (Patricia),"The Customer Revolution (1st ed.)," 2001,New York City: Crown Business ,p62.
[2]Pennington, (Alan),opcit,P96
[3]Katherine N. Lemon, Peter C. Verhoef (2016), Understanding Customer Experience throughout the Customer Journey, Journal of marketing, JM-MSI Special Issue, p85.

does it. The importance of collecting data from real customers, via the voice of the customer (interviews, satisfaction surveys, customer feedback).[1]

- **From customer journey to experience mapping**

To better understand the customer's state of mind, it is interesting to note their thoughts and emotions during the different stages of the journey. Here again, using the voice of the customer to diagnose the customer experience on two levels.

 Firstly: is the customer satisfied at this stage of the journey?

Secondly, are all the opportunities to seduce, satisfy, engage and sell to the customer identified and seized?

While establishing the customer journey and, more broadly, the customer experience is a powerful gas pedal of customer orientation within teams, this work must be considered a necessary but not sufficient starting point. The essential comes afterwards. Developing customer satisfaction and revenue through a stimulating and successful customer experience is the real challenge.

The development of the experience that the company intends to offer its customers is reflected in innovative services or rituals, changes in processes and procedures, the implementation of service standards or even a relational charter for a remarkable human relationship

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[1] Katherine N. Lemon, Peter C. Verhoef (2016), Understanding Customer Experience throughout the Customer Journey, Journal of marketing, JM-MSI Special Issue ,P88.

Section three: Measuring the CJ satisfaction through CJM

"Measuring satisfaction on customer journeys is 30% more predictive of overall customer satisfaction than measuring happiness for an individual interaction" said McKinsey.

Enter the customer journey mapping, Customers interaction with the company's brand through multiple channels is an opportunity to gather feedback. a website, online businesses, phone. The multi-channel world has passed by. Even if a customer has a positive in-store experience, if the product malfunctions and the back-up product support is inadequate, that is what will be remembered. However, connecting happiness with specific touch points to create an overall indicator of customer journey satisfaction is a new obstacle.[1]

The challenge is that sensing customer feedback throughout the customer journey mapping is the only way to ensure you're doing everything correctly for them. However, it is well recognized that the longer and less relevant the survey, the lower the response rate. If a customer hasn't interacted with you in two weeks, they're far less likely to provide feedback than if it was just ten minutes ago. Similarly, an in-depth survey at each touchpoint is impractical.

Therefore, how can a business identifies where the customer journey is fractured without making long surveys a pain for your customers? Obtaining feedback across the journey without disturbing customers is now simple with Customer Thermometer, which leads to using CES, CSAT, and NPS together as multiple survey types to create and obtain the best feedback from their users through each stage of the costumer journey for better measurement of the costumer's satisfaction.

1. **CSAT measurement journey**
   Determine the research focus

Set defined targets before initiating your CSAT measurement journey. Without a clear focus, the measurement or data may be biased and helpful achieve objectives. Depending on the brand, capabilities, and other factors, obtaining a large amount of data as the start of an activity. There is a definite aim in mind when using data. It will aid in the direction of plans

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[1] https://aircall.io/blog/customer-happiness/how-to-measure-customer-satisfaction/ visited (05/05/2022 at 12:33 PM)

and actions, yielding excellent outcomes, and using the information to close gaps and streamline operations.[1]

Compose a plan

With a specific goal in mind, comes devising a strategy for achieving it. Based on the feedback received, this plan should be translated into actions. It could imply bettering the website navigation, customer support systems, developing a knowledge base, and streamlining processes, among other things.

Select an CSAT survey

Customer satisfaction surveys are a great way to research and measure customer satisfaction. The following customer satisfaction metrics are the best to achieve the focus needed.

- **Customer Satisfaction Score (CSAT score)**

CSAT tells how the customer's happy or unhappy with a certain product or a service. Customers typically score their satisfaction on a range of 1-3, 1-5, or 1-7. It's the percentage of how customers prefer utilizing goods and services. They are likely to continue purchasing products in the future. The CSAT score is a great indicator for forecasting sales and making rational decisions.[2]

Figure 10: Customer Satisfaction Score (CSAT score)

Source : https://www.zonkafeedback.com/guides/customer-effort-score-guide

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[1]https://aircall.io/blog/customer-happiness/how-to-measure-customer-satisfaction/ visited (05/05/2022 at 12:35 PM)

[2]https://www.parlor.io/blog/customer-experience-metrics/ visited (12/05/2022 at 10:12am)

- **It improves the customer experience:** Because it's so specific, CSAT responses can help to figure out which aspects of a product customers are happy with. After that, the company can make any necessary changes to these specific areas.

- **Methods for calculation:**

$$\text{CSAT (average)} = \frac{\text{sum of all score values}}{\text{number of all scores}}$$

$$\text{CSAT (percentage)} = \frac{\text{number of all positive scores}}{\text{number of all scores}} \times 100$$

Figure 11: Method of calculating Customer Satisfaction Score (CSAT score)

Source:https://www.ionos.com/startupguide/productivity/customer-satisfaction-score/

- **Net Promoter Score (NPS)**

NPS measures customer loyalty by asking, "How likely are you to recommend this company to your friends and coworkers based on your overall experience with it?" NPS surveys can be given out at different points along the customer journey. The company can identify areas for improvement based on the scores at each point. For example, an NPS of 5 for customer service indicates that users had a negative experience. They are unlikely to refer your company to others. As a result, it can be a focus for the management team to ensure that their relationship with users continues.[1]
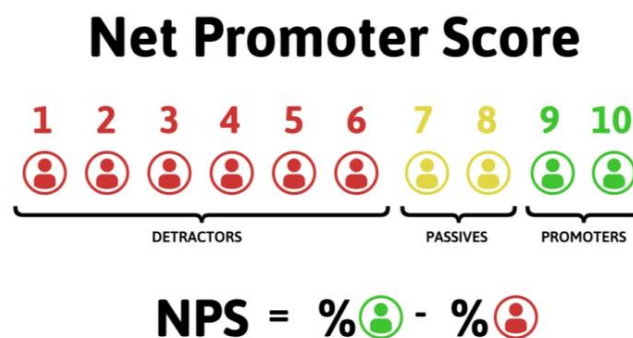
Figure 12 : Net Promoter Score (NPS)

Source : https://www.easiware.com/hubfs/nps-2.jpg

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[1]https://www.parlor.io/blog/customer-experience-metrics/ visited (12/05/2022 at 10:23am)

- **It improves the customer experience:** NPS should not be used to evaluate the success of a product. This is due to its overarching nature. Instead, consider it a useful way to learn more about your customers. How satisfied they are, and how that feeling may evolve over time.

- **Methods for calculation:**
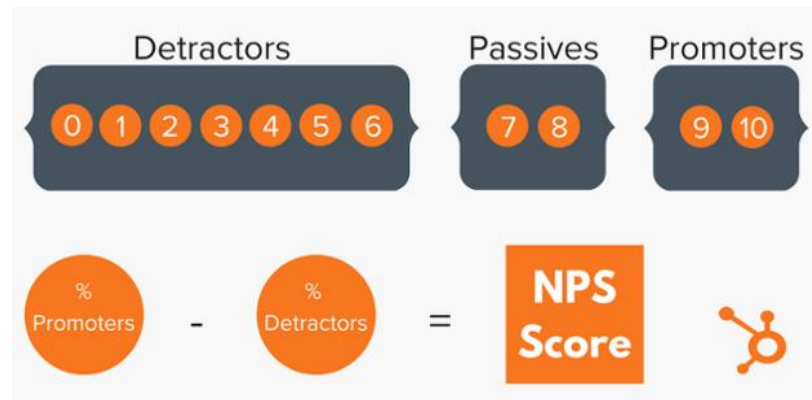
Figure 13: Method of calculating Net Promoter Score (NPS)

Source: https://blog.hubspot.com/service/how-to-calculate-nps

- **Customer Effort Score (CES)**

CES, like CSAT, focuses on customer satisfaction with the ease of use or experience. It signifies whether the users had a pleasant, trouble-free journey at multiple touchpoints. For example, you can calculate CES using the questions below.

- How easy was it to locate our store?

- How easy was it to operate our machine?

- How easy was it to connect with our customer service staff?

- How easy was it to find the documentation you needed?

Figure 14: Customer Effort Score (CES)

Source : https://lumoa.me/blog/customer-experience-metrics-and-kpis

- **It improves the customer experience:** Customers are more likely to buy from a company again if it makes the customer experience as simple as possible.

  According to research, 94 % who had an easy experience are more likely to purchase again, compared to only 4% of those who had to exert a lot of effort. According to the same study, 81 percent of those who have to put in a lot of effort are more likely to share their stories, compared to only 1% of those who had an easy time.

- **Methods for calculation:**
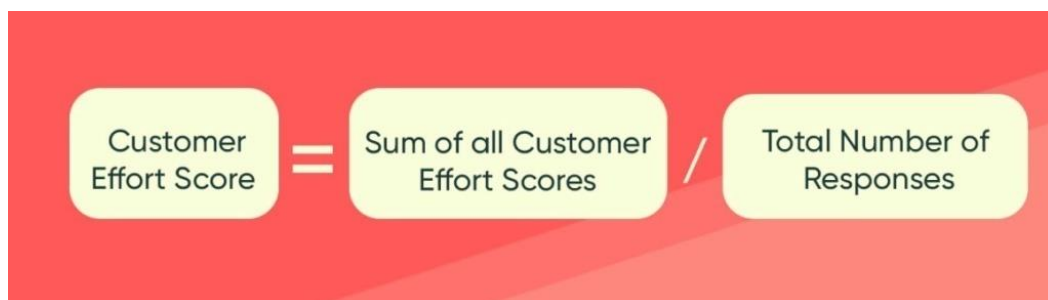
Figure 15: Method of calculating Customer Effort Score (CES)

Source: https://userguiding.com/blog/customer-effort-score/

Design an effective survey

The design of surveys is essential because it determines survey completion and response rates. They should not be tedious and time-consuming, but simple with asking the questions and gathering the data that need to improve the processes.[1]

Customizing surveys and using the brand colors and themes to make them credible and authentic is always a good idea. For the best results, section your data and send various sorts of surveys.

Select CX measurement software

Users have a variety of survey delivery options when using an online CX measurement tool like QuestionPro CX. It helps send surveys to customers via email, SMS, and other methods. These options ensure a healthy survey response rate because they can be completed anywhere and at any time. The response rate for SMS surveys is 7.5 times that of online surveys.[2]

Collect and review the data

Trying to interpret survey data can be difficult without considering the measurement of the customer satisfaction levels. Understanding the feedback developing a follow-up strategy will determine whether the process plan is put into perspective.

Collect, act, repeat

All of the efforts will pay off the collect of the data is done properly, acting on it to change processes and systems, and repeat the cycle. The follow up findings may reveal problems with support, pricing, or service. Knowing this will assist in dealing with any immediate concerns and ensuring a positive customer experience .[3]

2. Customer verbatim

While those three indicators above are undoubtedly the most widely used to measure customer satisfaction, there are also other ways to measure it, in particular verbatim analysis.

Nowadays, many brands set up open questions and expression fields so that consumers can leave their opinion as freely as possible. These free text feedbacks from customers, called

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[1] OLIVER, (R.L),McGraw (Hill) *"satisfaction: a behavioral perspective on the consumer''*, New York USA,p33.
[2] Idem p34.
[3] Jim (Alexander), Nigel (Hill), *"The Handbook of Customer Satisfaction and Loyalty Measurement"*,2020,p30.

verbatim, contain a lot of information about the customer's perception of the brand and potentially even suggestions to improve the offers and services. [1]

However, in order for these verbatims to be useful and meaningful, it is imperative to adopt the right approach and use the right solutions to be able to collect and, above all, analyze them.

Once the indicators that correspond to the company's objectives are chosen, comes the tools to collect the data

The customer satisfaction survey by e-mail or telephone

The satisfaction survey is the most common tool for measuring customer satisfaction. It is often carried out after a purchase or a contact with a service, to obtain customer feedback.

The right timing for a survey will depend on the nature of the questionnaire, the respondents, the frequency of the relationship between the brand and the customer, and the final use of the results obtained, choosing the right moment is extremely important, if the situation concerns a purchase or an experience, the situation that the customer is going to evaluate must still be fresh in his mind for his answer to be relevant. [2]

Companies can send surveys at every touch point of the customer journey, collecting feedback can be done through online or email questionnaires, over the phone, via social networks or simply at the exit of the store right after the purchase act. [3]

However, the satisfaction survey has a few drawbacks: it requires a high response rate to be representative, but this is difficult to obtain because customers are over-solicited by all sorts of surveys.

Mystery shoppers

They may or may not be the company's own customers. They test its products and services, contact customer service or visit its store. They sometimes have a predefined scenario and grids to fill in about their experience.

[1]Klaus, P. "Towards practical relevance,Delivering superior firm performance through digital customer experience strategies", 2014,*P* 306.
[2]Idem P316.
[3]https://www.easiware.com/blog/mesurer-satisfaction-client,frensh article translated to English, visited (19/05/2022 at 3:45pm)

The advantage for brands is a frank and detailed feedback of the customer's experience, but this service is expensive and it can be badly perceived by the employees.

Mystery shoppers are very common in the retail sector, they make the process of buying a product and evaluate the seller's performance.

The survey terminal

The survey terminals allow to measure the customer satisfaction with simple smileys, its anonymous, fast and fun, and can collect the measure of customer satisfaction in time score. Some kiosks even allow to collect more information in case of a negative opinion.[1]

Disadvantages: the questions are not very thorough and the results are not always reliable because of the fun aspect.

Survey terminals can be found in many places such as public toilets, shopping centers, train stations and museums.

Qualitative interviews

Carried out alone or in a group, the qualitative interview is conducted on the basis of an interview grid. The goal is to actively listen to customers in order to understand their needs and the elements of their satisfaction and dissatisfaction. This study can be conducted after the launch of a new product or service to understand the customers' feelings,then have a rich and precise analysis. This interview can be conducted face-to-face or by telephone. The obstacle here is financial, moreover a study of this kind is very time consuming. [2]

Internal feedback

In order to avoid soliciting customers for the umpteenth time, the company can choose to have your teams analyze customer satisfaction internally. In this case, it must note down the customer's remarks and report the perception of their satisfaction by the staff who is in contact with them.

If this solution has a financial advantage, it remains problematic because it does not cover all customers and it relies on an opinion that can be subjective or easily distorted.There

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[1]TURBAN, (E) and others:" *electronic commerce*, Springer International publishing", Cham Heidelberg New York City USA, 2015.

[2] Jim (Alexander), Nigel (Hill), "The Handbook of Customer Satisfaction and Loyalty Measurement",2020,p35.

is often a bias in the perception of the employee regarding customer satisfaction. Most of the time, it always seems higher than the reality on the customer's side. [1]

Social media monitoring

Social media monitoring is the active listening of customers on social networks, forums or online opinion platforms such as Avis Veriés. There are also company-specific platforms such as Citroën Advisor, which allows customers to evaluate the quality of Citroën's service, their products and the experience they had with the advisor.

However, as these platforms are most often used by dissatisfied customers. The proportion of satisfied vs. dissatisfied customers will therefore not be very representative. [2]

Measure your customers' satisfaction with a CRM solution

A customer relationship management solution such can provide analytics on customer behavior: interactions with the brand, purchase renewal, purchase frequency are all signs to interpret.

Vincent Galeraud, director of customer relations at Meetic, said**:** *"Thanks to the implementation of KPIs, it allows us to better understand our business. The integration of this tool in our application landscape gives us a better visibility of our customers' multi-channel journey".[3]*

The reports provided by the customer service department to access actionable data with a view to constantly improve customer relations. Agents can thus measure different KPIs more precisely. For example, the level of effort, the first contact resolution, this allows measuring the efficiency of teams and processes. The availability of this data not only pushes teams to outdo themselves to improve scores, but also to identify areas for improvement in order to satisfy each of their customers.

Similarly, this type of platform allows you to automatically (or manually) send satisfaction surveys and thus measure all the KPIs mentioned above. Each answer given by the customer will be linked to his customer file.

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[1]Kucukos(manoglu), Ahmet (Nuri); Sensoy(Ertan), "Customer Satisfaction: A Central Phenomenon in Marketing",(2010).
[2]Idem .
[3] Kucukos(manoglu), Ahmet (Nuri); Sensoy(Ertan), "Customer Satisfaction: A Central Phenomenon in Marketing",(2010).

Conclusion

Measuring customer satisfaction is undoubtedly a key element to activate the right levers for the development of the brand. Beyond the solutions, KPIs and the CJ benefits mentioned above, active listening on forums and social networks also allows the companies to hear the voice of their customers and to know their feelings, their dissatisfaction or their joys. For better adaptation of the right solutions to be able to implement them.

CHAPTER 03: JUMIA CASE STUDY

Section one: Research Methodology

The section is realised in order to shed the light on the approach we followed, the data collecting method, the survey and how we formed our questions.

1. The goal

The goal from our survey is to collect the data that will allow us to study the effect of customer journey on the purchasing decision (if there is any). From our literature review, we built our questions around the five stages of the customer journey and the purchase decision. By the end of this study, we hope to be able to determine IF the customer journey has any effects on the purchase decision, as well as the nature of this effect

2. The study methodology

We conducted a quantitative study rather than a qualitative study because our study aims to give elements of answers on the effect of customer journey on the purchasing decision. We, therefore, aim at results that can be generalized to be used for the benefit of companies in their various strategies, and to do this the objectivity that offers this type of study is the most suitable. In addition, in order to identify the company's most influential touch points and satisfaction measurements. Thus, we judge it is best to get information directly from customers, which is why we collected the data by survey.

2.1. The survey structure

As previously mentioned, the questions revolve around the customer journey, and the purchase decision. The survey was written in French to reach the maximum of the Algerian consumers. It is divided into a presentation; to state the objective of the questionnaire, followed by 3 parts (depending on the answers).

The first 3 questions of the first part aim to collect information about the profile of respondents: gender, age and their professional background. The forth question is to determine what social media they are more present on.

The following questions are to determine the customer's preferences (paying methods, device used while buying online, the motive to their purchases…).

The next question is about the awareness of the brand (do you know JUMIA?), if the respondent answers yes, he will be taken to the following set of questions, if no; his questionnaire ends here. The second section is dedicated for the consideration stage, and the touch points, as well as; if they have bought from JUMIA or not. If the correspondent answers

with yes, he/she will receive the satisfaction questions. If no; questions about why not will be presented.

The survey was designed with Google forms, and was sent on social media where people can easily find it. The answers we received were mostly from women aged less than 25, which is probably because of our network. And for that reason we eliminated some answers to make the sample 50% women and 50% men.

The questionnaire contained 17 questions, but we must indicate that this number differs depending on one's answers, for example, if the respondent answered no to "do you know JUMIA?", in this case he would be answering to 9 questions, if the respondent answered yes to "have you ever bought something from JUMIA?", in this case; the totality of questions would be of 16 questions, and if the answer was no; it would be 14 question.

The first answer was received on May, 30th 2022 at 16:10:25, and the last one was on June first 2022 at 10:58:24.

2.2. The sample

Sampling is defined through various literary reviews as the procedure that allows the researcher to form a subgroup covering the characteristics that may influence the value of the parameters to be estimated. We received 487 answers, from which we, randomly; choose 150 people, where the number of men is equal to the number of women. Our focus was on people with professions aged between 25 and 45.

The respondents were chosen randomly, (non-probabilistic method). And that is in order to maintain the objectivity the research and to make sure that get answers from people with different ages, professional backgrounds, cities and interests. Which we judge is important for this study.
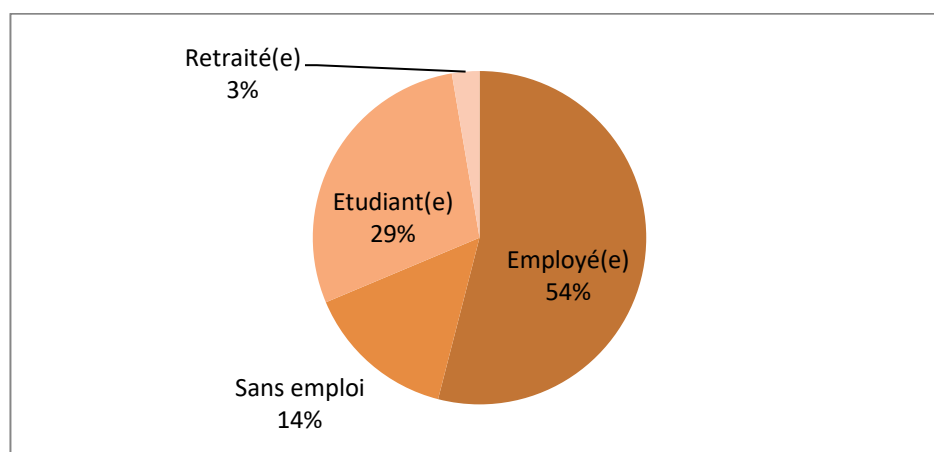
Figure 16: Profession of correspondents from a sample of 150 people.

2.3. Data collecting method

The survey was created by Google forms, we distributed the survey online, and that is for many reasons; such as:

- To save time

- Considering it's a low cost method

- To reach as many people as possible

- Eliminated the risk of error during data entry

- Putting the respondent at ease (no pressure, they can answer any time that suits them)

To collect the answers, we shared the link of the survey with our friends and relatives, and asked them to share it with their friends and relatives. Also, we shared the link on some Facebook groups, and some Instagram pages as well as the school e-mail. to sum up, the methods used to collect the data are: by phone, social media and email.

2.4. The questions

The data we opt to collect should help us understand the thought flow of the customers while moving from one stage to another during their journey with a brand to reach a purchase and what's beyond.

The survey contains 17 questions; each question is to give us an insight on the reason why a customer moves on (or not) to their next stage

3. Data analysis

To analyse the data collected, we figured it would be most preferable to use EXCEL. We decided to focus on "first time" purchase scenario, and limit the research on the first 3 stages of the journey; hence the first stages are the directly related to the purchase decision. By using the "multiple regression" method. Where the purchase decision "conversion stage" (answer to "have you ever bought something from Jumia?") is the dependent variable, and the awareness stage (answer to "do you know Jumia?") and consideration stage (answer to "do you find the promotions interesting?") are the independent variables.

Alongside with satisfaction measurement: "retention stage" (answer to "how would you rate your experience?"), by using CSAT score. And advocacy measurement: "advocacy stage" (answer to "would you recommend to others?") by using NPS score. And for additional information; measuring the usability of the app: (answer to how do you find the app?") By using CES score.

Section two: Presentation of the host organization

This section serves as an introduction to the company that hosted us for the end-of-study internship before moving on to the analysis of the results of our empirical research, we will devote the first section of this chapter to the presentation of our host organization, namely: Jumia Algeria.

1. History of Jumia

The history of Jumia begins with its two creators: Jeremy Hodara, a young graduate of HEC Paris, made an online purchase and through this purchase he saw an opportunity to develop e-commerce on a continent feared by the giants of the sector.

At the age of 34, Hodara joined forces with Sacha Poignonnec (also a graduate of HEC Paris) to create the Africa Internet Group; a group financed by Rocket Internet (incubator of the German Samwer brothers).

In 2016 the group changed its name to Jumia.

Jumia was born in Lagos (Capital of Nigeria) and in this market they found the demand which calls for the supply, in 2016 Sasha Poigninnec said: "In Africa, shopping is very complex, In Lagos there are only 3 shopping centers for 20 million inhabitants", a lack that the company has exploited.[1]

Jumia has never taken the easy way out, it has adapted its offer and varied it accordingly to the African markets, adding to that the fact that it has its own logistics since its launch, in order to cope with local failures.

Figure 17: Jumia co-founders & CEOs .

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[1] https://www.jumia.dz/livraisons , visited on 28/05/2022, 10:15am

2. Presentation of the Jumia Group

Jumia is an online commerce company present on the African market and founded in 2012 by the pan-African Africa Internet Group; it is present in 14 African countries, namely Algeria, Morocco, Tunisia, Kenya, Egypt, Uganda, Cameroon, Senegal, Ghana, Rwanda, South Africa, Tanzania and Ivory Coast.

Jumia's platform is an online marketplace that connects sellers and buyers, providing them with a logistical service, allowing shipping and delivery of packages, the site allows cash payment upon delivery, allowing a gradual switch to remote payment. In 2019, more than 80,000 sellers offer a wide range of products and services on demand: household appliances and electronics, fashion, children's toys, but also services such as hotel or airplane reservations, and meal delivery. Jumia has been described as the "African Alibaba" or "African Amazon".[1]

More than 5,000 people work directly with Jumia, and almost 100,000 people work indirectly on the continent. As of April 12, 2019, Jumia is the first technology company solely dedicated to the African market listed on the New York Stock Exchange (JMIA - NYSE).

The company is criticized for asserting itself as an African when it was founded in Berlin, its leaders are French, its technical center is located in Portugal, its capital is mainly American and European, and that heavy losses have been authorized to allow its growth. However, Jumia is also being defended, not only because of its main South African shareholder, but also because it would show the opportunities to follow and would help to address structural problems.

3. Presentation of Jumia Algeria

Jumia Algeria is an internet platform in Algeria, specialized in selling online. Its official Jumia dz Facebook page and Jumia.dz website have half a million unique visits and an average of 40,000 transactions per day across the country. It offers a large assortment of products and services which ensures delivery in 58 wilayas.[2]

At the beginning, the Jumia group made an average delivery time of a week, today the delivery time is between 1 and 7 days (on Algiers between 1 and 2 days, on other wilayas

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[1]Document provided by the company.

[2] Document provided by the company.

between 3 and 7 days) Jumia has set up the first e-academy trade in Algeria to enable young entrepreneurs to develop their skills.

4. Jumia's impact on the economy locals

Jumia is deeply involved in the communities and in the continent as a whole.

1- Helping consumers save time and money:

Efficient Jumia distribution processes and market-driven vendor competition drive down product prices for consumers.

2- connect people in remote areas:

Jumia reaches people in rural areas and gives them access to its extensive product and logistics catalogue.

3- Expand market reach for sellers:

Jumia enables more than 110,000 sellers, including local African businesses and entrepreneurs, to reach new consumers, to open new distribution channels and develop their business.

4- Development of digital skills:

Jumia contributes to the economic development of industry. We train entrepreneurs in the digital tools and systems that enable them to manage their business more effectively.

5- From the informal to formal market:

Jumia contributes to the efforts of African countries to formalize trade and protect consumers by ensuring market transparency.

6-Payment and financial inclusion:

Through JumiaPay, Jumia contributes to the development of paperless payment solutions that are the key to the success of e-commerce and an important asset in development prospects. they offer low-income and traditionally excluded consumers the opportunity to generate economic activity that opens the door to financial services.

7- perception of Africa:

Jumia is changing the African narrative by showcasing innovation and entrepreneurial initiatives in Africa.

8- Direct and indirect job creation in various growth sectors:

Jumia directly employs more than 5,000 people. Thanks to its activities, Jumia and its partners create jobs in electronic commerce, logistics and payment.

5.   Jumia services

Seller Service: Also called VXP (Seller Experience) seller center: they are responsible for managing products and adding promotions on Jumia Algeria as well as tracking and processing orders as soon as they arrive. [1]

The marketplace (market): it is the relationship between supply (sellers) and demand (customers). Marketing is responsible for bringing customers to the site so that they buy (they have a need) but they must have the choice and therefore the marketplace is responsible for bringing back sellers (company, self-entrepreneur, individual) who want to sell on the Jumia site.
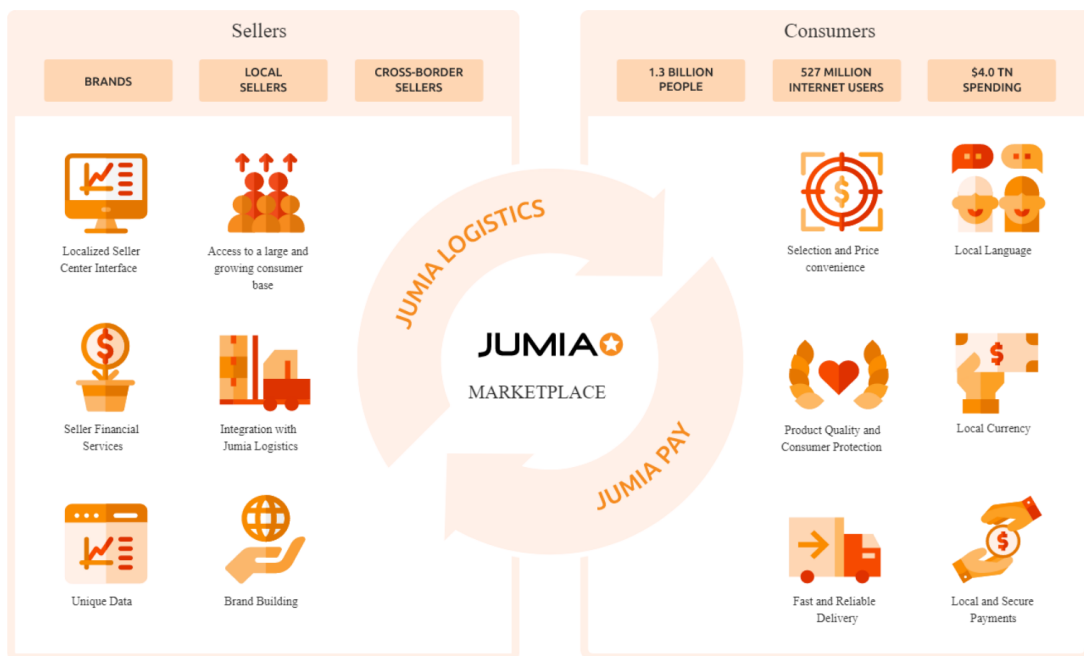
Figure 18 : Jumia Expertise

Source: Document provided by the company[1]

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[1] https://services.jumia.com, visited on 25/05/2022, 10:21am

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

- acquire the sales staff: offer space on the site, for the companies that will present their products;

 - then the university stage: train and equip sellers. Jumia offers training to its sellers (give them video content, tutorial, text), for better to master their professions because it is something new for them;

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

The steps for processing a request:

- Step 1: The customer passes the request

- Step 2: The seller receives a notification of a new order by e-mail; - Step 3: The seller packs the item and places the order in "ready to be

exported)

- Step 4: The seller drops the item off at jumia or uses the pick up service

(pickup service) to pick up the order;

 - Step 5: Jumia delivers the client;

- Step 6: Jumia pays the company for its sales every week.

Customer service

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

In bond service: are incoming calls by customers to place their orders;

Out bond service: are outgoing calls by Jumia agents to contact customers and confirm their orders, and inform them about the delivery date.[2]

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[1] Document provided by the company
[2] https://services.jumia.com, visited on 25/05/2022, 10:30am

Service content

The main function of this service is to process and adjust, modify, complete, perfect the content of the ads that must appear on the site, update upload (download) products, Check prices, content, product category, description, characteristics, images, title (exact title of the product), brand name of the product, exact dimensions of the product, weight. Products are rejected when they are not mentioned, for example, in a white screen the Jumia agents send an email to the seller to identify the reason why its rejected.

6. Jumia categories

Its corporate network includes: Jumia services, Jumia market, Jumia food , JumiaPay,Jumia House, Jumia Deals.

Jumia services

Provides a comprehensive e-commerce processing platform through a network of warehousing, order processing and logistics service providers managed by the company and managed by a third party, Jumia services combines the capabilities of its own carefully selected partners in a seamless service interface, offering the best services available in each of its markets through a single-window service interface.

Jumia market

It is a catalog of online shopping, 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, sport, furniture.

Jumia food

It is an online food delivery service, the order is made from the best restaurants of Algiers and pizzerias chosen by consumers in relation to their locations, it is the fastest way, the easiest and most convenient way to order meals online from a smartphone or computer. The prices are the same as at the restaurant and a customer service is at your disposal to advise you 7 days a week. Jumia food ensures home delivery.

Jumia House

Customers can use Jumia House to find a place to stay, a plot of land, or commercial properties. Jumia's goal is to strengthen customers' positions by providing information on the real estate market and connecting them with real estate agents.

Jumia deals

It is a free classified ad site that allows users to publish their advertisements with a single click, as well as discover what individuals and professionals sell or demand. Users have access to a variety of types of advertisements, including real estate, used cars, job postings, furniture, services, and much more. Because of the rising costs in comparison to the benefits, this service has recently been discontinued in Algeria.

Jumia Travel

Jumia Travel is a Pan-African online travel agency that assists in the booking of hotels, airline tickets, and vacation reservations across Africa in order to meet the growing demand for travel, leisure, and business, particularly among the African middle class.

JumiaPay

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

Jumia Logistics

Jumia logistics facilitates the convenient and reliable delivery of goods. It consists of an extensive network of leased warehouses, consumer pick-up stations and drop-off locations for sellers and over 700 third-party logistics service providers, which we integrate and manage with our technology, our proprietary data and processes.[1]

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[1] Document provided by the company.

Identity card of Jumia Algeria

Legal name	JADE SERVICES ALGERIA
Trade name	Jumia Algeria
Legal Status	Limited liability company «SARL»
Year of creation	2014
Social Headquarters	203 Ahmed Ouaked Street, Dely-Brahim, Algiers
Area of activity	Online sales and delivery
Workforce	JumiaMarket "120" Jumia Algeria +300
Size	Medium
Turnover	Confidential
General Manager	Tanguy Leriche
Web site	www.jumia.dz
Number of partners «Seller»	+700
Number of suppliers	+20
Number of references proposed	+50,000
Number of brands available	+600
Number of subscribers on social networks	Instagram:466K Facebook:19M

Table 01: Jumia Algeria identity card

Source: Document provided by the company

7. The objectives of the Jumia enterprise

At Jumia, the goal is to offer the widest range of products at the best prices while connecting sellers and brands with the costumers across the continent. With Africa being number one in ecommerce company, it always looks to widen the catalog and a value for consumers and communities.

Jumia stressed the following objectives:

Short-term objectives

For the short term jumia.dz seeks to: Attract new customers; Connect African consumers with entrepreneurs to facilitate trade; Generate economic growth.

Revolutionize the concept of shopping by offering customers the best experience online .

- Increase the belly and therefore the sales force.

- Improve the company's reputation.

- Convince people to buy.

Long-term Objectives

For the long term Jumia enterprise seeks to:

- have a good image of the company.

- maintain a rate of sales growth above that of all competitors in its sector.

- acquire a large share of the market.

- Build customer loyalty.

8. Presentation of the service «JumiaMarket»

Our internship was at the level of the JumiaMarket service, More precisely with the marketing department; JumiaMarket is the service in charge of the marketing of the products through the platform jumia.dz. Like any company, Jumia Algeria follows an organization to ensure consistency in the overall functioning of the company and maximum efficiency.

Indeed, the quality of the organization is an essential element that helps to optimize the profitability of the company. The JumiaMarket team works at the level of an open space, which is a collective workspace without compartmentalization, making it possible to free communication and facilitate responsiveness between employees, which clearly enhances the efficiency of the work.

Finally, Jumia Algeria is structured in eight departments (schematized in the organizational chart below). These are the departments: sales, marketing, customer service,

HRD and finance, customer satisfaction, content writing, photography and IT. JumiaMarket is headed by Mr. Tanguy Leriche Managing Director, and structured into nine departments which are:

The Human Resources Department

Ms. Nabila Khalifa is the head of Human Resources at Jumia Algeria. her main role is to manage the entire administrative part of the staff (monitoring absences; management of employment contracts, paid leave and pay slips), she is also in charge of monitoring their skills by developing training plans but also ensuring that employees comply with the company's internal regulations. She is also responsible for recruiting new staff.

The marketing department

Led by Mr. Sofiane Meghlaoui, together with his team of marketers, is responsible for designing and implementing the marketing policy of the company, while ensuring that it gets the best return on investment from marketing activities.

The sales department

Headed by Mr. Seif el-Islam Temacini, responsible for guiding and coaching the sales team, which is the main point of contact between the company and its customers (selling 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 company's customer portfolio through prospecting methods, sales and loyalty in order to achieve the set business objectives. [1]

The Finance Department

Mr. Mohamed Djerboua is the head of Finance at Jumia Algeria. The work of this department consists in the proper management of the company's cash, of the planning of the expenses of funds in order to optimize the management of resources in a perspective of profitability. This is the part of the organization that provides effective financial management and the financial control necessary to support all activities of the business.

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[1] Document provided by the company

The Operations Department

Under the direction of Mr. Aymen Harhour, he acts as an interface between the various departments of the company. Its stakeholders are responsible for implementing the company's operational strategy, which concerns all 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 the objectives of the company.

The various services are as follows:

Content creation/content service

Ms. Doria Ammar Khodja as its head department, responsible for the content of the site, validating or not the products of the sellers to put on the jumia.dz platform.

Customer service

Led by Ms. Nouha Benkouider, this service is responsible for supervising a team of tele-operators who take incoming calls from customers, in order to answer any questions, to process complaints and to follow up with customers.

The IT department

Managed by Mr. Abdelhak Kerouane, network administrator, he's responsible for managing the physical cabling of the company's IT system, its proper routing, as well as ensuring the security of the network, and managing the various user accounts and access rights. Alongside Mr. Kerouane, there is the software engineer, whose mission is to ensure the maintenance of software and applications for the company's information system.

The logistics department

The logistics manager at Jumia Algeria is under the supervision of Mr. Noureddine Ouafi, has the mission with his team to control the flows and the stocks of goods at the depot located in El Djoumhouria, Les Eucalyptus.

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                    ┌─────────────────────────┐
                    │ General Management led by│
                    │     Tanguey Leriche      │
                    └─────────────────────────┘
              ┌──────────────────────┐
              │ The Human Resources  │
              │     Department       │
              └──────────────────────┘
```

| The logistics department | The IT department | The Operations Department | The marketing departement | The sales department |
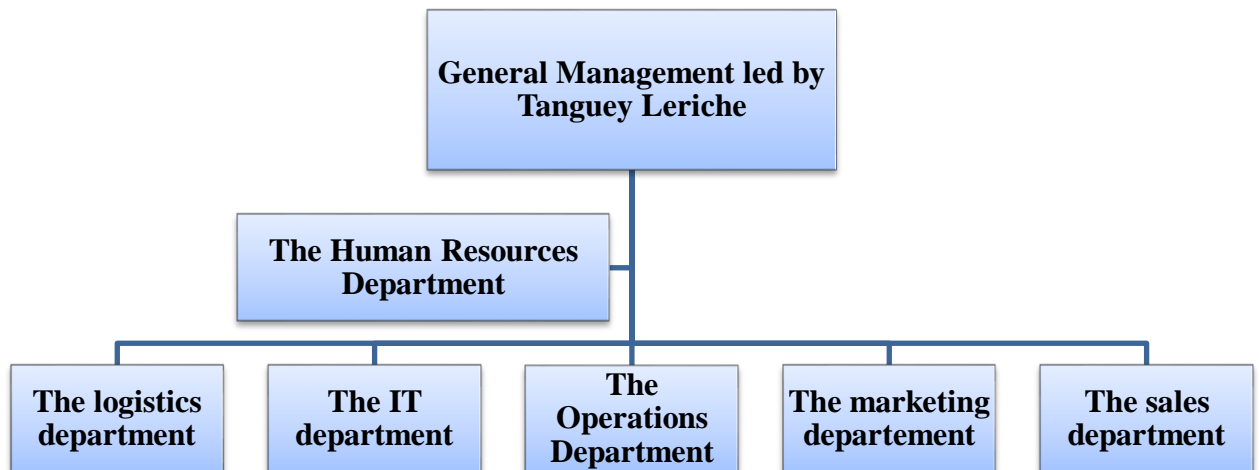
Figure 19 : Jumia company organization chart

Source: Document provided by the company

9. Jumia Algeria marketing

Jumia Algeria is proud of the fact that they employ the best in marketing and sales teams. In fact, they have experts who are specially trained to deal with these cutting-edge areas. Whether you are an online buyer or a retailer who is looking for marketing or sales advice, jumia Algeria has experts to help you.

Jumia Algeria has many years of experience in both online and offline marketing and knows that the real strength of all business is in the ability to reach out to the base of the widest possible clientele. They have achieved this by constantly making improvements and always working to create more than one buzz around their business and their products. It is safe to say that jumia algeria continues to be the leader in online shopping as long as they are able to take care of their customers and continue to improve their services.[1]

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[1] Document provided by the company.
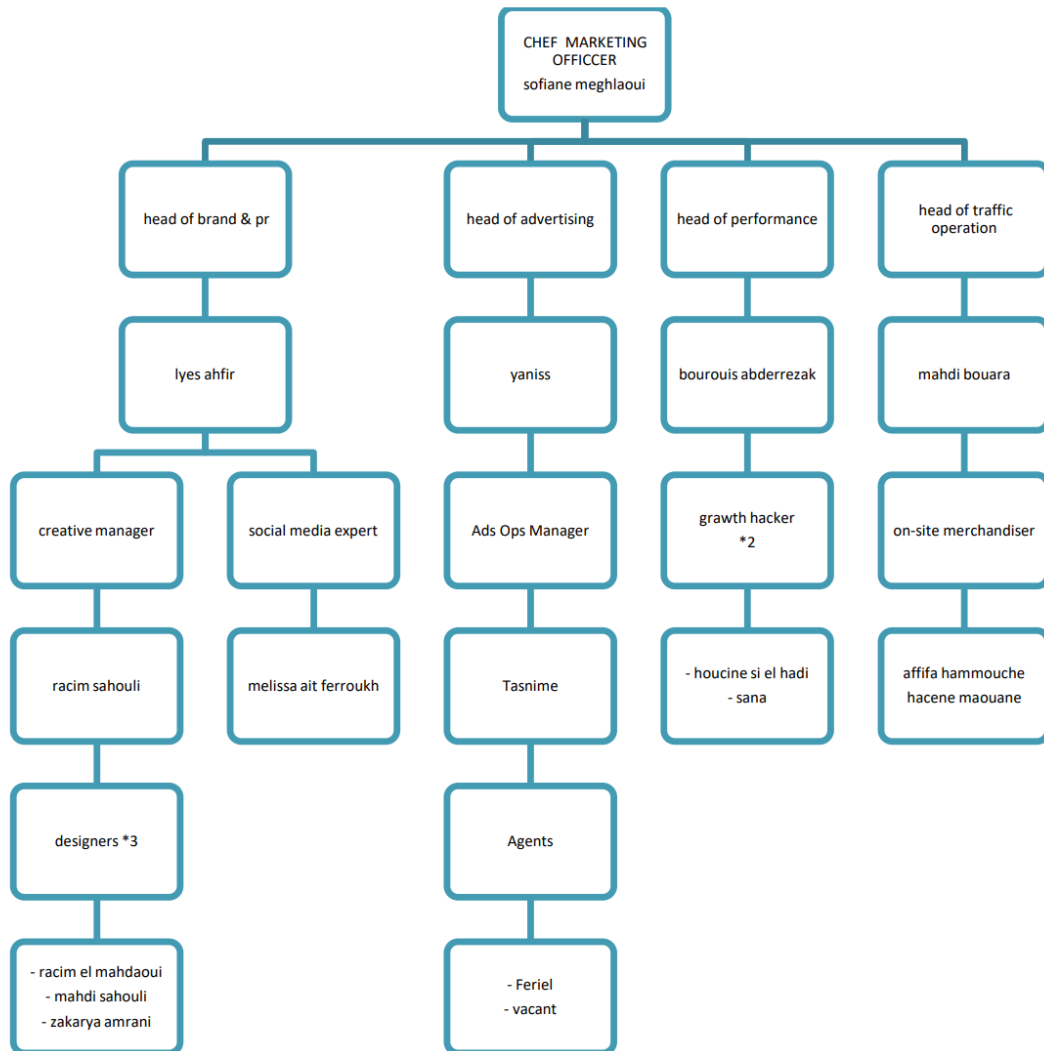
Figure 20: Marketing Department Organization Chart.

Source: Document provided by the company

Section three: Analysis results

1. **Analysis**

    To analyze the data collected (150 person), we used EXCEL to obtain the diagrams and insights.

2. **Demographics**

    Gender:

Question 01: Are you?

Result 01: the results are as follows:
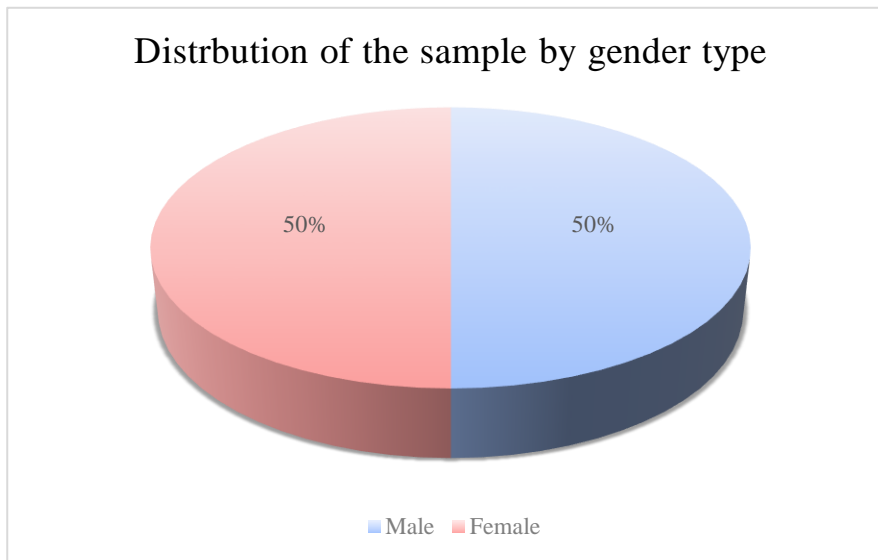
Figure 21: 3D pie chart of the distribution by gender type.

Comment 01: we observe that out of 150 sample of respondents, the proportion of men (50%) is equal to the proportion of women (50%).

   Age

Question 02: What age range do you belong to?

Result 02: the results are as follows:
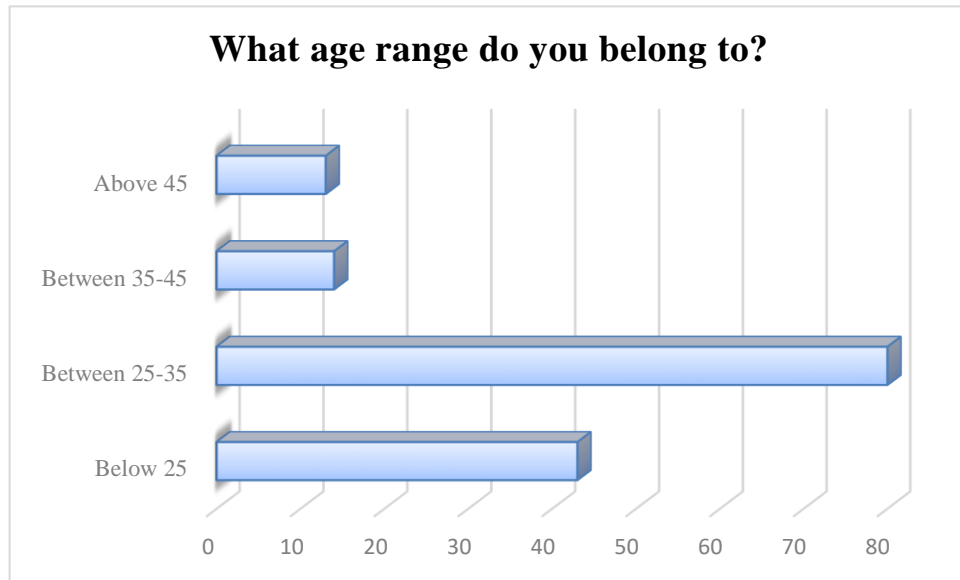
Figure 22: 3D bar chart of the sample by age.

Comment 02: more than 50% of the people asked were aged between 25 and 35. Next to 28% aged less than 25 years old.

The reason we wanted to focus on these age ranges is because of their connectivity to the media hence the ability to influence.

Professional background

Question 03: What is your professional situation?

Result 03: the results are as follows:

Males:
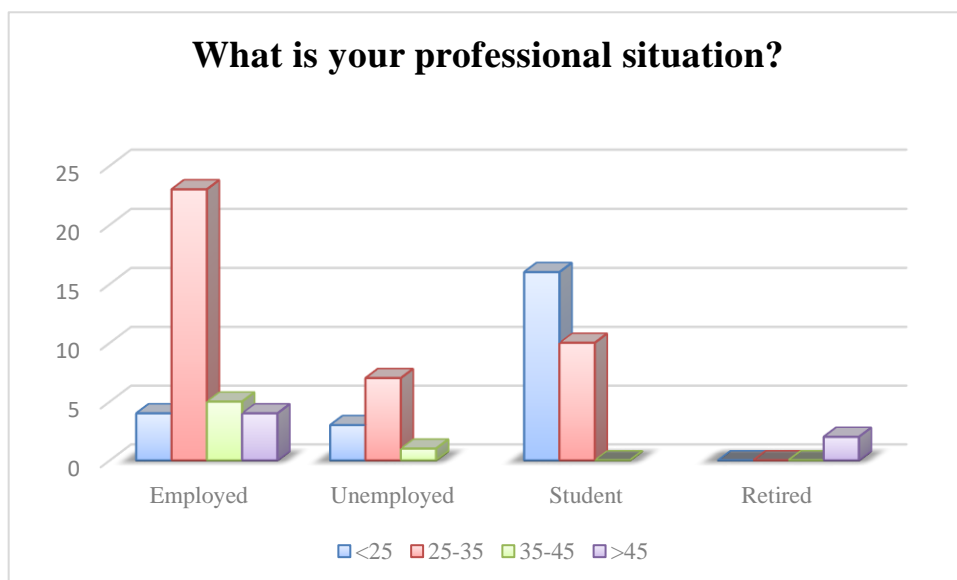
Figure 23: 3D bar chart representing the socio-professional category of the male sample.

Females:
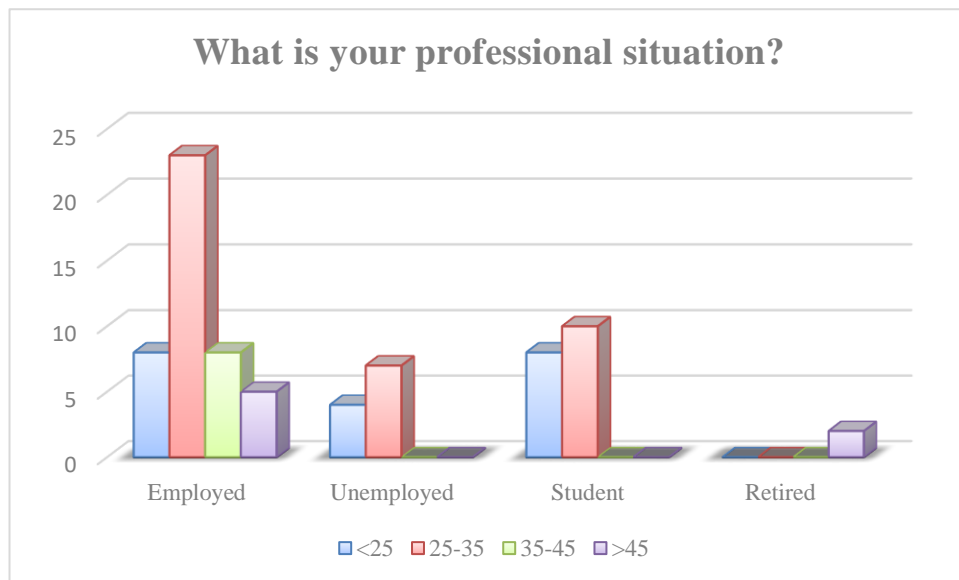
Figure 24: 3D bar chart representing the socio-professional category of the females' sample.

Comment 03: the sample is constituted from more than 50% employed people. The reason behind this is because the unemployed people may not have the luxury to make such purchases

Social media presence:

Question 04: What social media do you most of the time on?
Result 04: the results are as follows:
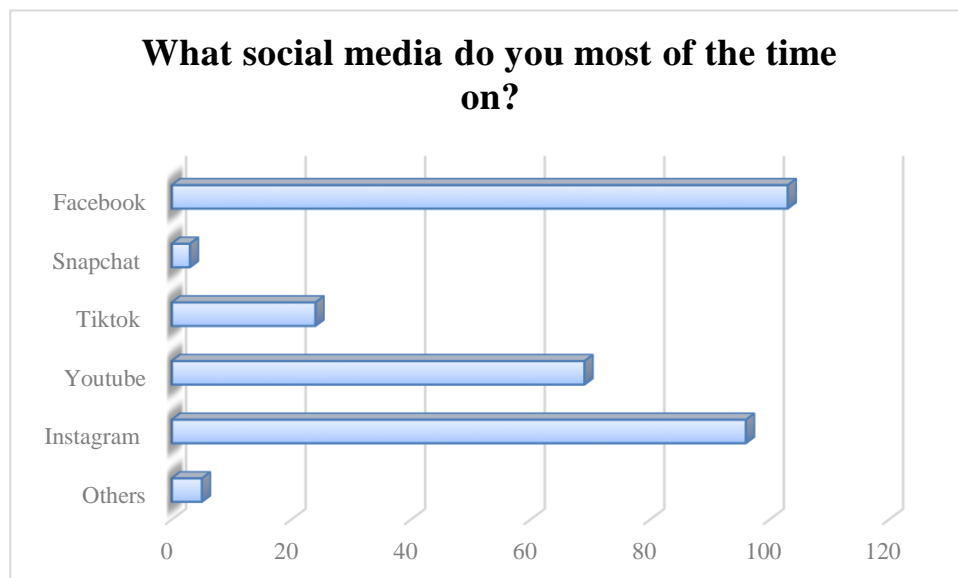
Figure 25: 3D bar chart representing the used social media platforms.

Comment 04: the responses collected show that:

- The social media that is mostly used is: Facebook, followed by Instagram and YouTube
- We noticed that people aged less than 25 are more present on Instagram and YouTube compared to Facebook
- Whereas; people aged more than 35 are more present on Facebook and YouTube.

Buying online preference:

Question 05: why do you prefer buying online

Result 05: the results are as follows:
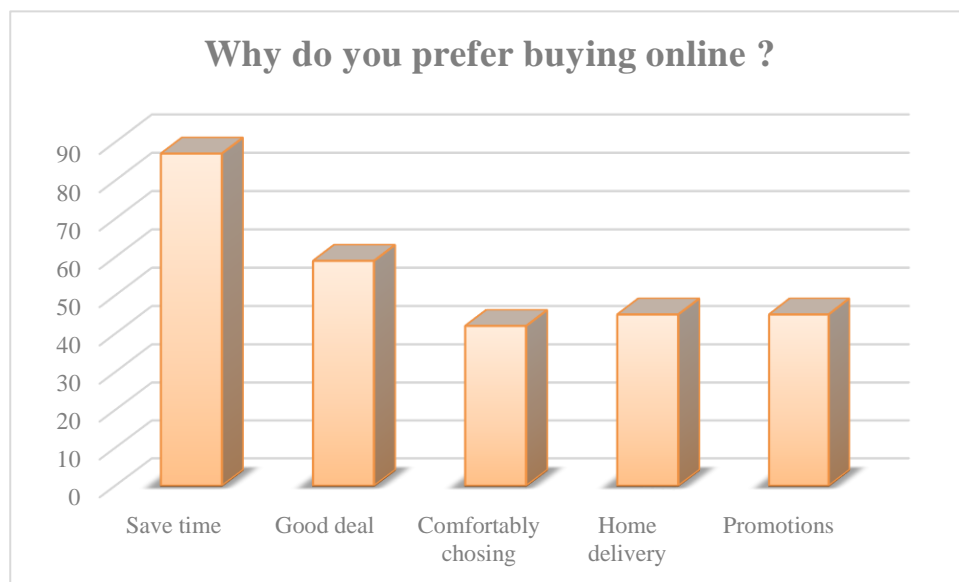
Figure 26: 3D bar chart explaining the reason of buying online.

Comment 05: Most of the respondent say they prefer shopping online to save time, followed by gaining good deals online that stores don't propose. Therefore, the company must focus on including these two qualities in their offers and communications

Practicality:

Question 06: What do you use to shop?

Result 06: the results are as follows:
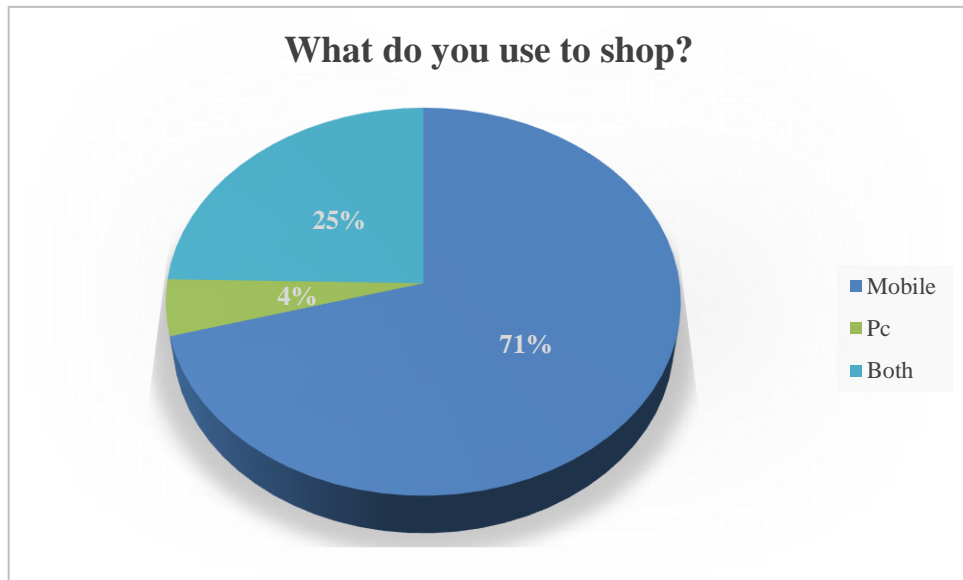
Figure 27: 3D pie chart explaining the used device to shop.

Comment 06: almost three quarters of the respondent prefer to use their mobile phones while shopping. This indicates that most people are more present on their phones thus; they are easy to reach and engage.

purchases motives

Question 07: On what basis, do you make your purchases?

Result 07: the results are as follows:
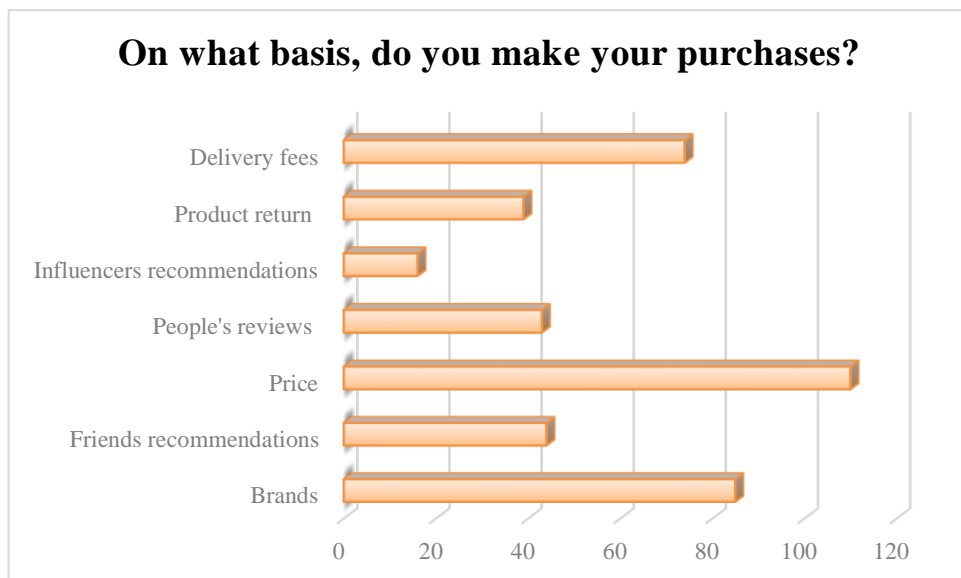
Figure 28: 3D bar chart explaining the reason for purchase.

Comment 07: as it's seen in the diagram, price is the most influential in terms of purchase motives. Second to that is the brands of the products and delivery fees.

As it's also seen: the least influential is influencers recommendations on social media.

we can say that the offers of company must adapt to these two criterias to attract/gain more clients.

Paying methods:

Question 08: What paying method do you prefer?

Result 08: the results are as follows:
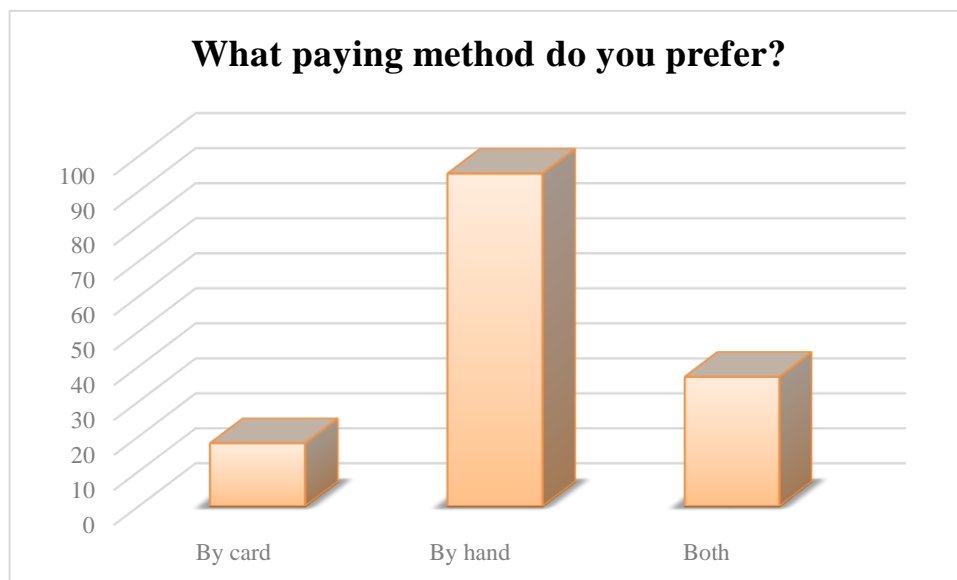
Figure 29: 3D bar chart representing the method of payment.

Comment 08: More than 80% prefer to pay hand by hand due to safety reasons. Yet, this payment method is to be included for many reasons such us: convenience and saving the time, but the customer must feel safe with this action.

   Brand awareness:

Question 09: Do you know JUMIA?

Result 09: the results are as follows:
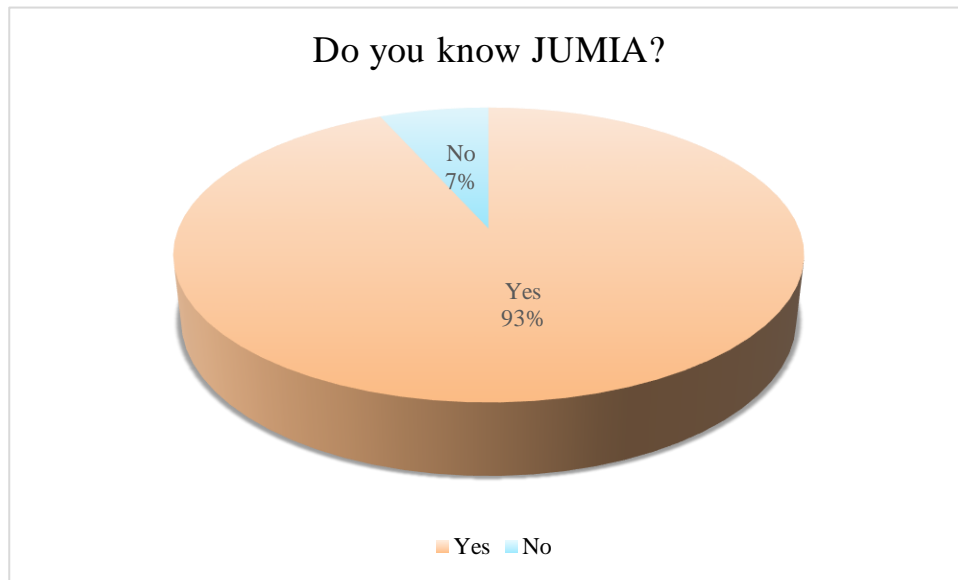
Figure 30: 3D pie chart representing the acknowledgment of Jumia.

Comment 09: More than 90% of respondents know JUMIA, this shows that Jumia is a known brand with a good positioning in the market, also that the first step towards the brand's growth is already achieved.

Touch points

Question 10: How did you get to know JUMIA?

Result 10: the results are as follows:
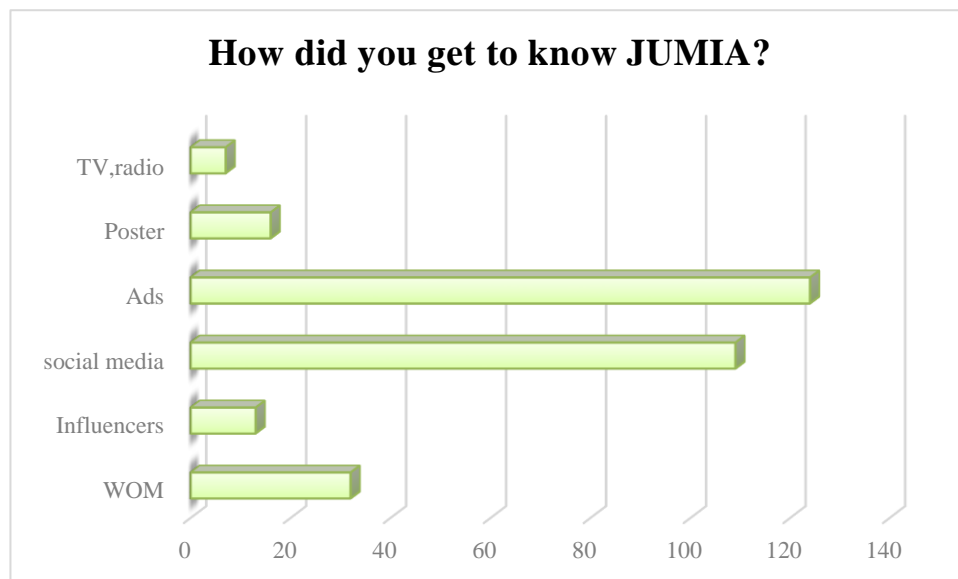
Figure 31: 3D bar chart representing the reasons for acknowledging Jumia.

Comment 10: as the histogram exhibits, the touch point that has the most reach is pop up ads on other mobile application/websites, followed by social media. Whereas the touch point with the least reach are posters, billboards, TV, radio and press.

This indicates that Algerians are more connected and present on social media, therefore, jumia must base it's communication strategies on social media and ads on other websites and apps hence it's the most profitable and with the most audience.

Customer interest score

Question 11: How do you find the promotions and the occasional discounts offered by **JUMIA?**

Comment 11: on the scale from 1 to 5, the average was 2.9 which is average, this means that the population studied is not interested in the promotional offers, therefore Jumia must either: propose better offers, or work on other aspects to interest the consumer.

Customer effort score

Question 12: How do you find the app?

Comment 12: by calculation the CES score, which is equal to: 3.6. which is slightly above average. This indicates that the respondents find the app relatively easy to use and it may need improvements in terms of user experience

Purchase

Question 13: Have you ever bought something from JUMIA?

Result 13: the results are as follows:
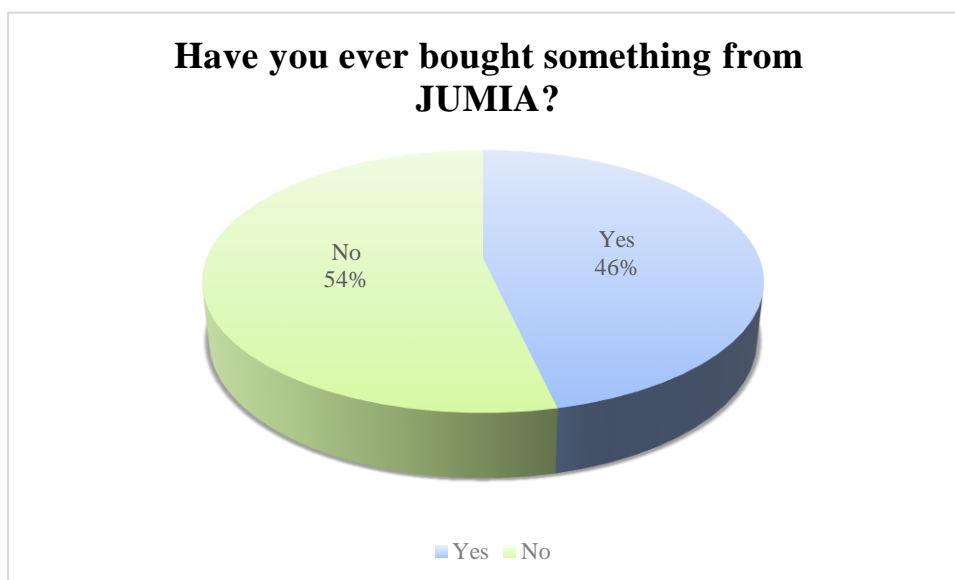
Figure 32: 3D pie chart representing the purchase from Jumia's platforms.

Comment 13: The figure displays that: 46% of the people who know Jumia have actually made a purchase, whereas; 54% of them haven't. This indicates that the respondents find the

app relatively easy to use and it may need improvement in terms of user experience.

Customer satisfaction score

Question 14: On a scale from 1 to 5 how would you rate experience?

Comment 14: 65 people who had made a purchase from Jumia; rated their experience the average of 3.6 This indicates that the people who made a purchase were satisfied with their experience, this pushes the brand to improve the service quality and customer experience and identify the pain points and fix the issues.

Question 15: What did you like the most about ordering from Jumia?

Result 15: the results are as follows:
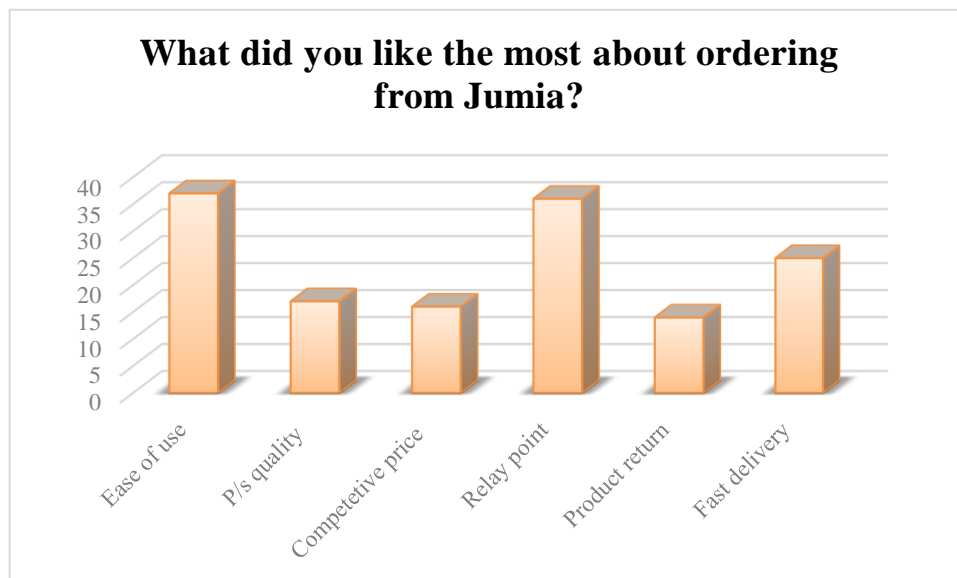
Figure 33: 3D bar chart representing the reasons for ordering from Jumia.

Comment 15: The qualities people like the most about ordering from Jumia are: the ease of use, people prefer simplicity: an action that doesn't take many steps, an app that is easy to use, this can be a competitive advantage for jumia, where it makes it the top of mind of a customer once they identify their needs. The second most preferred thing is the possibility of being delivered to a relay point. This may be caused by the inconvenience the home delivery can cause to some people, hence being delivered to a relay point is suitable for busy people where they can pick their order any time that suits them. On the other hand; the least preferred quality was the option of product return, this can be due to many reasons, such as: unawareness of this options or lack of satisfaction. In this case the company must review their product return policies.

Net promoter score

Question 16: On a scale from 1 to 5 would you recommend buying from JUMIA to others

Comment 16: the average of recommending buying from Jumia is up to: 3.4 which is average. The ultimate goal for a company is to gain more clients, WOM is a reliable promotion tool. It's important to convert a prospect to a client, but it's more important to convert the latter to an ambassador, Jumia must keep this part of the population and work to motivate them by sending gifts or promotional coupons….

Reasons why not buying

Question 17: If no, Why not**?**

Result 17: the results are as follows:
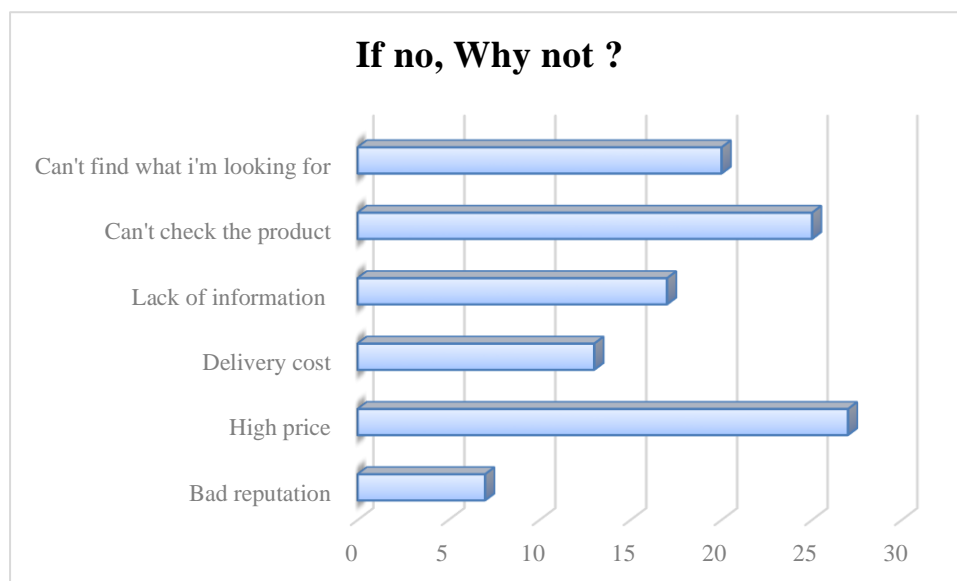
Figure 34: 3D bar chart representing the reasons for not buying from Jumia's platforms.

Comment 17: the results visualized in the histogram indicates the number one criteria that refrained the population from buying from Jumia is the price, thus the company must review the prices. Secondly; the inability to check the quality of the products, which is very common in the online shopping, to compensate that; the company must provide the customer with all the information on the products (such as the quantity, the functionalities, a manual on how to use… as well as clear and descriptive pictures and videos). And finally; the unavailability of the products they're looking for, it's important to provide the products customers look for, otherwise the company will lose those customers to a competitor who can satisfy their needs. adding to that, the searching procedure must be easy and clear.

Result presentation

To sum up the results:

(150 people)	Yes	No	Attraction	CSAT	NPS
Awareness	140 (93%)	10 (7%)	-	-	-
Consideration	-	-	2.9	-	-
Conversion	65 (43%)	75 (50%)	-	-	-
Retention		-	-	3.6	-
Advocacy	-	-	-	-	3.6

Table 02: Survey results summary.

Looking at the results of the data analysis, we can conclude that people resort to buying online for convenience reasons like: save time and benefit from good deal (original products, products unavailable in the stores) and to benefit from home delivery, influenced by price, products brands and delivery fees, where they prefer paying hand by hand due to security reasons. Most of the population studied was actively present on Facebook (in the first place) and on Instagram and YouTube (in the second place), more than 90% of the population studied knows Jumia, through website/apps ads and through social media.

46% of the people who knew Jumia made a purchase rated their interest in the promotional offers the average of 2.9, and rated their experience the average of 3.6, the qualities they liked the most is, again; technical and conventional qualities, like the ease of use (rated 3.6) and delivery related. And rated the possibility of recommendation the average of 3.6.

Whereas, 53% of the people who knew Jumia did not make a purchase, for several reasons, mainly: the price, and the inability to check the product quality. We can say that it's related to their trust in such activities (buying online). These people rated their interest the average of 2.8.

Hypothesis	Verification	Explanation
H1	Verified	the CJ affects the purchase decision
H2	Verified	the most influential touch point is social media

3. Recommendations and suggestions

Through the results and conclusions obtained, we have made some recommendations that we found useful to submit to the companies that operate in the e-commerce sector in Algeria:

- Since the price is an important key in the decision making process, it's relevant to review prices every often, and make them accessible to all.

- Focus on advertising on social media especially Facebook, Instagram and YouTube, and adapt the ads to target the ages that are more present on each platform. As well as, the pop ads. And prioritize social network advertising over advertising on TV, Radio and press or through influencers.

- Most of the people tend to prefer practicality while shopping, thus they use their phones. It is important to build a seamless, frictionless and enjoyable user experience. and that implies to the website as well.

- Building a responsive system focused on the customers and their concerns and improve complaints handling process

- Since customers can't check the quality of the products in the online shopping; to compensate for that, the website must provide full descriptions of the products (qualities, the quantity of the products, the colors, how to use the product....) as well as include good quality pictures and videos.

- Include the trust element in their communications. Since the online shopping is nothing like the in-store shopping, people tend to be afraid of these transactions, therefore; it's vital to make the customers feel like they can trust the brand and that they will not be a victim of fraud or anything similar.

- Providing different delivery options (home delivery, delivery to relay points), with reasonable pricing. Another aspect is the attitude and manners of deliverymen that should be up to customer expectations, without excluding the product returning policies.

- Build a secured paying system to encourage paying by card.

- To provide the customer with the best experience, the company must always listen to the customers, their ideas and suggestions. That's why having groups (like Facebook groups) is a free of charge, manageable way to do it.

- Paying more attention to the company's reputation.

Conclusion

To give a finality to our work, and identify the relationship between CJ and purchase decision, the survey, the analysis allow us to say that CJ affects the purchase decision, and that social media is the touch point with the most reach.

It must be noted that the collected data was not sufficient, as well as the time and the tools were not enough to treat this problematic. Therefore, the answer to the question is yet to be determined, and that opens a room for more research.

General Conclusion

The objective of our research work was to identify the influence of the customer journey on the purchasing decision based on the 5 stages; we have tried to identify the factors influencing the intention to make a purchase on this relatively new channel in the Algerian territory.

With the evolution of new information and communication technologies and its adoption by a large number of Algerians, the behaviour of the latter has changed, Because even if in the beginning the reluctance of Algerian consumers was the first cause of the non-adoption of this channel, the appearance of jurisdiction that regulates the exchanges on the internet has allowed us to rule out this possibility, In addition, the presence of actors possessing a legitimacy on the African continent, namely JUMIA, who has facilitated the development of its market among Algerians.

Adding to this, the e-commerce environmental factors have pushed Algerian consumers to significantly change their behaviours in the online shopping.

In particular, the Internet offers the possibility to easily and quickly have full access to information about products and services, to compare offers, to choose the mode of purchase and delivery, and to establish a direct relationship with the company itself.

Companies have also understood the need to clearly identify these behaviours and adapt the offers that are in line with the expectations of the latter, thanks in particular to the data that allows the collection and analysis of the behaviours of each customer. Companies such as JUMIA model their interfaces and make it specific to the habits and preferences of their clientele.

The subject of e-commerce adaptation allowed us to retain the intention of making an online purchase as the concept capable of explaining the actual buying behaviour on this channel.

It is with this in mind that we have raised the following problem:

"Does the customer journey affect his purchasing decision?"

To this issue we considered the five stages of the CJ to identify the main factors that influence the consumer's general behaviour.

Our study was conducted with a sample of 150 respondents; their answers to the survey provided us with the data we relayed on during our study, and to confirm, or deny; our hypothesis on the topic.

The results of our study allowed us to affirm the hypotheses and linkage of our research:

> **H1: The customer journey does indeed have an effect on the purchasing decision by influencing the consumer's behaviour. This hypothesis is validated.**

> **H2: Social media is the most influential and important touch point for customer as shown in our research. This hypothesis is validated.**

As stated in the third chapter, we can say that the first 3 stages in the customer journey is what is related to the purchase decision (making a purchase for the first time), while as the last two is related directly in the case of making an order for second, third.... time, in this case the customer refers to his previous experience to make a new purchase and this depends on how satisfied he was with his previous experience. To sum up everything, the customer journey influences partly the decision making. In addition, social network is proven to be the most influential touch point for the company.

Finally, the chosen variables were not enough for our study, as well as the data needed to conduct such a research were not available. Other factors like the lack of time and tools may have affected the result of this research. Therefore, we invite through our modest work, fellow students to continue the efforts made to bring and push the analysis of online buying behaviour by integrating other variables likely to influence it.

Other researches we judge can complement this work:

- Factors influencing customer decision making.

- The factor of trust in online shopping.

- Mapping customer journey in e-commerce companies.

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Appendixes

APPENDIXES

The Survey questions:

1- Are you?

o Male

o Female

2- What age range do you belong to?

o Below 25.

o Between 25-35.

o Between 35-45.

o Above 45.

3- What is your professional situation?

o Student

o employed

o unemployed

o retired

4- What social media do you most of the time on?

o Instagram

o Facebook

o Tiktok

o YouTube

o none

o other

5- why do you prefer buying online?

o It allows me to save time

o it allows me to find good deals

o I can choose comfortably and attentively

o I can benefit from home delivery

o I can benefit from promotions

o other

6- On what basis, do you make your purchases?

o friends' recommendations

o Price

o people reviews

o influencers' recommendations

o the possibility to return/change products e t

o low cost delivery

o other

7- what do you use to shop?

o The mobile.

o the computer.

o both

8- What paying method do you prefer

o hand by hand

o by card

o both

9- Do you know JUMIA?

o Yes

o No

IF YES:

10- How did you get to know JUMIA?

o Through friends or family

o JUMIA pages social media (Facebook, Instagram…)

o Posters, billboards, bus bench ads.

o JUMIA advertisements (on websites, apps…)

o TV, Radio, press

o influencers

o Other.

11- How do you find the promotions and the occasional discounts offered by JUMIA?

o scale from 1 (not interesting) to 5 (very interesting)

12- How do you find the app?

o scale from 1 (complicated) to 5 (easy to use)

13- have you ever bought something from JUMIA?

o Yes

o No

IF YES:

14 – On a scale from 1 to 5 how would you rate experience?

o scale from 1 (bad) to 5 (very good)

15- What did you like the most about ordering from Jumia?

o the app/website is easy to use

o The quality of products and services they offer.

o the prices are so competitive

o the possibility to be delivered on any indicated address

o fast delivery

o the possibility of returning products and refund.

o other

16 – On a scale from 1 to 5 would you recommend buying from JUMIA to others

o scale from 1 (not recommended) to 5 (highly recommended)

IF NO:

17- If not, Why not

o I Can't check the quality of the products

o Bad reputation

o Prices too high

o Delivery fees too high

o I don't know how

o not enough information about the product (description/photos)

o I can't find the products I'm looking for

o Other

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