

HIGHER SCHOOL OF MANAGEMENT AND DIGITAL ECONOMY



End-of-study thesis in view of obtaining the Master's degree

Specialty: **E-BUSINESS**

THEME:

**THE IMPLEMENTATION OF AN EFFICIENT
DIGITAL COMMUNICATION STRATEGY TO
IMPROVE THE COMPANY'S VISIBILITY**

CASE OF STUDY:

THURAYA FOR ARTS & MEDIA

Presented by:

**Mr. Mohammed El Amine
MAKRI**

Supervisor:

Ms. Leila DOUIDENE

**1st Promotion
June 2022**

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شكر وإهداء

"بسم الله والحمد لله الذي بنعمته تتم الصالحات"

خمس سنوات مضت من حياتي الجامعية، خمس مرّت بحلوها ومرّها وها نحن اليوم نختمها بهذا العمل الذي أسأل الله أن يجعله أولى الخطوات نحو إنجازات أسمى وبما ينفع العباد والأمة إن شاء الله.

أهدي هذا العمل وأتقدم بأسمى عبارات الشكر والامتنان بداية وقبل أي أحد لجلالتهما .. إلى ثمرتي فؤادي أبي وأمي الغاليين، فلولا توفيق الله عزّ وجلّ ودعمهما ودعاؤهما لما كنت أقف هنا اليوم.. أهدي هذا العمل أيضا إلى كافة أفراد أسرتي وعائلتي وخاصة عمّي الذي لطالما كان حريصا على نجاحي خلال مشواري الدراسي .. أهديه لروحي جدّتي وخالتي العزيزتين اللتين غادرتانا خلال هاته الخمس سنوات أتريّم عليهما سائلا المولى عزّ وجلّ أن يجمعنا بهما في جنّة الخلد .. الشكر والتقدير موصول لكل أستاذ رافقني في هذا المشوار وأعانني وأرشدني بشيء من علمه ونصحه وخاصة إلى مؤطرتي السيّدة المحترمة دويدن التي رافقتني طوال فترة إنجاز هذا العمل .. وأهدي هذا العمل أخيرا لزملائي وأصدقائي، شكرا لكم فوجودكم معي هو ما جعل للمشوار حلوة وطعما وهو ما هوّن علينا لحظات الشدة والانكسار، لكن من بين الجميع هناك شخص كان الصديق والرفيق والمؤنس خلال المسيرة .. شكرا لك من أعماق قلبي.

وفي الأخير أقول (وَقُلْ رَبِّ زِدْنِي عِلْمًا)

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Abbreviation List

Abbreviation	Meaning
TV	Television
PPC	Pay Per Click
SEO	Search Engine Optimization
POEM	Paid, Owned, Earned Media
B to B	Business to Business
B to C	Business to Customer
SMM	Social Media Marketing
SEA	Search Engine Advertising
SMO	Social Media Optimization
WOM	Word of Mouth
SEM	Search Engine Marketing
RACE	Reach, Act, Convert, Engage
REAN	Reach - Engage - Activate - Nurture
ROI	Return on Investment
AIDA	Awareness, Interest, Desire, Action
3C	Company, Competitors, Communication
SWOT	Strengths, Weaknesses, Opportunities, Threats
CV	Curriculum Vitae
HR	Human Resources
SMART	Specific, Measurable, Attainable, Relevant, Time-bound
ROO	Return on Objective
KPI	Key Performance Indicator
PR	Public Relations
MS	Marketing Strategy
DCS	Digital Marketing Strategy
2D/3D	2 Dimensions/ 3 Dimensions

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General Introduction

In a society in constant technological evolution, the ever-increasing use of new media such as the Internet promotes the emergence of new digital communication strategies. Until recently, traditional marketing and communication was the main method of acquisition for many companies and brands alike.

Now make way for digital marketing and its new digital strategies. The characteristics of new communication technologies have been marked by scale and expansion in recent years. Whether it's a small or large company, the democratization of the internet and the use of social media has changed the environment for brands. All are present on social media in order to adapt to the behavior of individuals and society.

Today communication is essential for the success and success of a business. Innovation and efficiency are a permanent concern. We are subjected every day to advertisements whether on television, radio, paper media in society...etc. Advertisers are struggling to grab the consumer's attention. Since then, traditional communication has changed and is being impacted by the digital revolution, the impact of so-called traditional channels is decreasing and social media are on the rise.

Digital communication, due to digitalization in all sectors, has profoundly changed customer behavior and the way companies operate and therefore their strategies.

Indeed, consumers are becoming more and more internet users and social media users and more and more demanding with regard to traditional campaigns, so their behavior has changed over time. Web 2.0 is the cause of change in methods of communication both at the individual level and at the corporate level. From now on, social media occupy a great importance in the daily life of consumers since more than 50%¹ of the population of the earth is registered in at least one social network.

¹ <https://www.globenewswire.com/news-release/2020/07/21/2064947/0/en/More-than-half-of-the-people-on-Earth-now-use-social-media.html> (09/06/2022 at 00:50)

It is becoming a little more difficult for brands to stand out, consumption habits have changed, companies are forced to favor these new communication channels in order to meet new customer expectations and in a positive way. Nowadays the consumer is more and more connected on social networks and many brands are trying to adapt to this digital era. The main concern of the latter is to be able to attract customers via digital and marketing strategies.

Today, in a context of strong economic uncertainty, competition in the audiovisual industry is increasingly tough and in order to differentiate itself from its competitors, the company Thuraya for Arts & Media wants to establish a stronger presence online. Indeed, nowadays, customers are more and more present and active on online media and turn to them for advice.

Our research work will therefore revolve around the digital strategy, where we will try to understand the stages of the implementation of a digital communication strategy for a company.

We will try, through this thesis, to answer the following question:

"What is the right process to follow to implement an efficient digital communication strategy improve the company's visibility?"

In order to better understand our problem, we asked ourselves the following secondary questions:

- What is the main objective of having a digital communication strategy for your business?
- What is the procedure to follow for the development of a digital communication strategy?
- What are the levers for setting up a digital communication strategy?

In order to answer these different questions and through our work, we will rely on the following hypotheses:

H1: In a market with high competition, having a digital communication strategy improves the company's visibility and increases its chances of getting new customers.

H2: Situation analysis, target identification, business goals, communication levers and creating a content strategy are the main steps for the development of a digital communication strategy.

H3: Social media and websites are the most important levers for setting up a successful digital communication strategy.

The three hypotheses cited above will then be confirmed or invalidated at the end of our research work.

The choice of our theme was not made in a haphazard way but it corresponds exactly to our training, moreover digitalization in a global way is the trend nowadays and digital communication is a sector in perpetual evolution at the international level.

In order to carry out our present research work, our methodology is based on the following research techniques:

- A descriptive approach to appreciate the theoretical framework of our study, through the consultation of journals, books and the examination of appropriate documentation.
- Secondly, for the practical part, a qualitative analysis of the interview carried out with the Head of Marketing Department within Thuraya.

Our work has been structured globally in three chapters:

The first chapter will be composed of three sections, which will first deal with the emergence of digital marketing and digital communication in a global way.

The second chapter will be composed of two sections and will allow us to approach the construction of a digital communication strategy. In the first section, we are going to deal with the approach to follow to implement a digital communication strategy, the second section will address the management and measurement of a digital communication strategy which will show us the importance of digital communication in a Marketing strategy.

As for the third chapter which represents the fruit of our work and which is entitled:

“Presentation of the construction of a digital communication strategy for “Thuraya for Arts & Media”, will consist of three sections; The first will be the subject of a presentation of the company, the second will show the methodology of our qualitative survey and finally the third section will give proposals and recommendations for the company.

**Chapter I:
Digital Marketing:
Definition and concepts**

Chapter I: Digital Marketing: Definition and concepts

Digital marketing brings together all the interactive digital tools to promote products and services within the framework of personalized and direct relations with consumers. It concerns all digital contact points: Internet, Smartphones, tablets. Its development is driven by changing uses: multi-screen and multi-tasking; media consumption is also becoming more complex.

It is necessary to study precisely the concepts that have disrupted web-marketing over time. In constant evolution, digital marketing has profoundly changed the world, the behavior of individuals and their interactions.

It is therefore time to take stock of the forms of digital marketing and the changes that the evolution of these has brought about in the way brands communicate.

1 Section 1: The emergence of digital marketing

Since the advent of digital, so-called traditional marketing has become increasingly obsolete. It has been abandoned to the detriment of new media. To engage in the digital marketing opportunity is to invest in an innovative, more reliable and above all more effective marketing.

1.1 A little history on digital marketing:

Every working professional should be familiar with at least the key ideas of Digital Marketing in a world where over 170 million individuals use social media on a regular basis. Digital marketing, to put it simply, is the advertising of items using the internet or other forms of electronic media. "Digital marketing is the use of digital platforms to promote or advertise products and services to targeted consumers and businesses," according to the Digital Marketing Institute.

On a daily basis, people consume digital content. Traditional marketing channels will be phased out in the near future, and the digital market will entirely take over. Digital marketing offers a variety of benefits. Digital marketing is less expensive than traditional marketing.

In a shorter amount of time, you may reach a wider audience. Traditional marketing organizations and departments have seen significant customer loss as a result of technological advancements. People have shifted to tablets, phones, and laptops, which are where digital marketers have made the most progress.

In the 1990s, the phrase "digital marketing" was born. With the introduction of the internet and the development of the Web 1.0 platform, the digital era exploded. The Web 1.0 platform allowed users to find and share information, but it did not allow them to distribute it across the internet.

Then came Web 2.0, which encouraged individuals to be more active participants rather than passive consumers. Web 2.0 enabled users to communicate with one another as well as with companies. The internet came to be labeled as a "super information highway." As a result, the volume of information flow rose dramatically.

Soon after, social networking sites emerged. The first social networking site to appear was MySpace, which was quickly followed by Facebook. Many businesses understood that all of these new websites were beginning to open up new avenues for marketing their products and brands. It opened up new business opportunities and heralded the start of a new chapter in the company's

history. They required fresh techniques to market their businesses and capitalize on the social networking platform now that they had more resources².

1.2 Some definitions of digital marketing:

According to the American Marketing Association:

"Digital marketing refers to any marketing methods conducted through electronic devices which utilize some form of a computer. This includes online marketing efforts conducted on the internet. In the process of conducting digital marketing, a business might leverage websites, search engines, blogs, social media, video, email and similar channels to reach customers³."

BERSSOLES Grégory defines digital marketing as:

"The process of planning and implementing the development, pricing, communication, distribution of an idea, product or service to create exchanges, carried out in whole or in part using digital technologies, consistent with individual and organizational objectives. The implementation of digital marketing techniques is aimed at acquiring new customers or improving the management of the relationship with current customers."⁴

1.3 The competitive advantage of Digital Marketing

Many marketing activities, such as product descriptions, promotions, customer opinion surveys, advertising, public relations, customer service, and so on, can be integrated into digital marketing. These marketing activities are not constrained by time or geography. They integrate text, sound, online, and audiovisual content, show information dynamically or statically, and can easily and quickly update information.

It's important for digital marketers to understand that users are in charge. Users will leave the site and ignore subsequent advertising because of the imprecise, irrelevant, and unpleasant adverts. To be more human, all multimedia advertising should have mute, pause, stop, and close buttons

² <https://www.simplilearn.com/history-and-evolution-of-digital-marketing-article#:~:text=The%20term%20Digital%20Marketing%20was,this%20information%20over%20the%20web.> (04/04/2022 at 21 :05)

³ <https://www.ama.org/pages/what-is-digital-marketing/> (04/04/2022 at 22:21)

⁴ BRESOLLES Grégory, le marketing digital, 2em édition, Dunod, Paris, 2016, p.09.

Digital Marketing comes with many advantages such as:⁵

1.3.1 Integration

It achieves a seamless transition from the front desk to the back office. This connection is the foundation for quickly responding to customers' individual needs. It is also a full-range marketing channel because it can handle everything from product information to collections and after-sales care in one go. Enterprises, on the other hand, can use the Internet to carry out unified design planning and coordinated implementations of various communication and marketing operations, avoiding the negative consequences of inconsistency in various communication.

1.3.2 Personalized service

Consumers' needs are met by digital marketing, which gives individualized products. It can also track each customer's sales patterns and hobbies and recommend products that are linked to them. As a result, online promotion is a low-cost and user-friendly marketing approach.

1.3.3 Richer product information

The Internet can provide us with detailed specifications, technical indicators, warranty information, usage methods, and even solutions to popular inquiries about current products. Users may simply research items, pricing, brands, and other information on the Internet.

1.3.4 Larger selection space

Digital marketing will be unrestricted by shelves and inventory, providing a large product display and sales showroom for consumers to choose from.

1.3.5 Lower cost advantage

Selling products directly to customers can shorten the distribution chain, and everyone can access the published information independently, which can reduce promotional expenditures. The majority of visitors are eager to learn more about such products. The audience is precise, avoiding many unnecessary information transfers and potentially saving money.

⁵ <https://www.linkedin.com/pulse/characteristics-advantages-digital-marketing-bharat-vashistha/> (05/04/2022 at 22 :23)

Multimedia, time and space, interactive, humanistic, sophisticated, efficient, and inexpensive are all features of digital marketing. Digital marketing has introduced many new characteristics and features based on converting classic marketing tactics, thanks to the usage of special aspects of digital products.

1.4 Digital Marketing VS. Traditional Marketing

There is a significant difference between these two types of marketing. Both have advantages and disadvantages. Business units recognize the value of both forms and techniques, but which one to use is highly dependent on the type of business you run. When it comes to determining the manner of advertisement, geological factors are equally important.

However, as the internet has progressed and the digital era has spread like dynamite, customers are more inclined to view what they want to see rather than what they are forced to see, and this is where Digital Marketing shines. The Internet has given the user the ability to do whatever he wants.

Here are seven main aspects that set digital marketing apart from traditional marketing and make it more profitable:⁶

1.4.1 Segmentation

The message or commercial is broadcast to the masses in traditional marketing. The notion is more generalized, with general aspects such as age, sex, wealth, and location being explored. It's usually most effective at the local level. If you want to conduct a national or global advertising campaign using traditional marketing approaches, you'll need to plan carefully because the costs will be high.

Whereas, the behavior in terms of choices and preferences in social media is explored in Digital Marketing, which focuses on a more precise approach. The advertisement is tailored to certain segments of the audience based on demographic factors.

With just a few clicks, a firm or organization may sell its products or services all over the world.

1.4.2 Costs

The cost aspect is one of the most fundamental characteristics that distinguishes Traditional Marketing from Digital Marketing. When compared to traditional marketing, digital marketing

⁶ <https://thenextscoop.com/distinguish-digital-marketing-traditional-marketing/>
<https://www.linkedin.com/pulse/characteristics-advantages-digital-marketing-bharat-vashistha/> (06/04/2022 at 9 :52)

provides a significantly better return on investment. Digital Marketing is preferred by small businesses in particular because of its cost effectiveness and increased return on investment.

Advertising on television, radio, billboards, and mailers is far more expensive than advertising on social media, blogging, and content marketing. Furthermore, not only are these solutions cost-effective, but they are also permanent; they will remain in place until you remove them.

Traditional marketing, for example, costs 62 percent more than content marketing, but digital marketing can generate three times the number of leads for each dollar invested.

As a result, it is clear that the online marketing strategy is more cost-effective than the offline marketing method. As a result of the lower cost, digital marketing is more advantageous for startups.

The main reason for this is that once a company establishes an online presence, it will continue to gain new clients over time. A traditional advertisement, on the other hand, will stop to be useful as soon as a company stops paying for it.

1.4.3 Defining the target audience

Traditional and digital marketing differ in their ability to target a specific audience. Although a typical advertisement in magazines, billboards, or on television will reach a vast number of people, the audience will be poorly defined.

Even if he has no interest in the goods or service promoted, everyone watching TV at random will see the commercial. This can even result in the product or service receiving unfavorable press.

Digital marketing, on the other hand, operates in a unique way. Advertisers can use digital marketing tactics to offer their items to a specific audience depending on a range of characteristics.

Pay Per Click (PPC) and Social Media Ads can be tailored to a certain demographic based on their age, gender, location, interests, choices, and preferences. People that learn about a company through strategies like content marketing and SEO will go online and look for related keywords.

1.4.4 Buying intent

People who find your blog or website using effective digital marketing strategies such as search engine optimization (SEO) will do so by looking for a specific keyword linked to your product or industry.

You would target people who aren't actively looking for a product or service in traditional marketing. As a result, despite the message being sent to a large audience, conversions will fall short of expectations.

On the other hand, digital marketing seeks to target potential clients based on their preferences. This means that people who find your product or service on the internet are there because they are ready to buy or are actively looking for a solution to their problem at the time.

As a result, digital marketing has a far greater conversion rate than traditional marketing.

1.4.5 Customer engagement

The ability to engage customers is the next feature that distinguishes the two marketing strategies. Traditional marketing is confrontational, but digital marketing (online marketing) attempts to start a discussion by offering value first. Inbound marketing is a type of digital marketing that attracts customers to a company.

When the audience is slightly older and does not use current technologies as much, the traditional approach can be more useful. When we're trying to reach out to a younger demographic who uses social media and other online channels, digital marketing is a good option.

1.4.6 Longevity

The next feature that distinguishes digital marketing from traditional marketing is its longevity.

There are a variety of digital marketing tactics, such as Search Engine Optimization and Email Marketing, that can be beneficial to your organization in the long run. Video marketing, social networking, blogging, and content creation are all tools that can help you grow your online presence and, eventually, your business.

Because the majority of these internet strategies have a cumulative effect, your website or business will continue to attract new visitors and consumers for months, if not years.

When we talk about traditional marketing these days, it's usually a one-stop shop. A billboard ad or a TV commercial will continue to display as long as you are paying for it, but once you stop paying, it will vanish and the memory will fade over time.

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1.4.7 Measuring profitability

The capacity to track results and measure user engagement is the seventh feature that distinguishes both marketing strategies.

Traditional marketing is much less measurable than digital marketing. All social media and corporate websites nowadays employ tools and plugins to track visitors and determine what they came for and what actions they took.

Google Analytics is a service that allows you to track overall customer behavior. By assessing the impact of a certain ad or any marketing approach, digital marketing will offer you with enough data to better understand your customer.

Traditional commercials, on the other hand, may be difficult to track because they rely heavily on assumption. It can be difficult to determine the true motive for a customer's visit to your establishment. It could be because of a TV commercial, a referral, a magazine ad, or something else entirely.

1.5 The levers of digital marketing

Digital marketing is expressed through a set of strategies and levers that aim to attract and acquire new customers and then to retain them. It relies, on the one hand, on techniques from traditional marketing and, on the other hand, on new strategies made possible by the emergence of digital technologies. Digital marketing can, if well conducted, enhance your product, but it will not replace a quality marketing mix (price, product, place, promotion). On the other hand, it will allow you to enrich it and make it more powerful thanks to new levers such as natural referencing, paid referencing and social media. These levers amplify your notoriety and allow you to design

a relevant and efficient digital strategy. The web marketing levers can be divided into three groups called POEM: Paid, Owned, Earned Media.⁷

1.5.1 Owned Media

Owned Media refers to all the levers that the company controls. It implements them using its own resources, distributes them and makes them known by its own means. Example: website, newsletter, mobile application, content of its social media pages. There are several owned media tools including: Brand content, content marketing, SEO, email marketing and trigger marketing.⁸

1.5.1.1 Brand content

Brand content is a new way of thinking about advertising communication. It is a creative genre in its own right that allows you to achieve a brand communication objective (product launch for example) by using traditional media techniques (content, videos, games, magazines, interactive devices...). It is a branded content that will interest the audience without commercial pressure (absence of sales pitch or deletion of advertising slogans).

1.5.1.2 Content marketing

Content marketing is a strategy that consists, for a company, in creating and promoting content that has the objective of attracting, converting and retain its targets. Content marketing is mostly used in B to B. It is used to feed the conversion tunnel with educational or expert content that helps customers throughout their decision-making process. In B to C, brand content is generally used.

1.5.1.3 Search Engine Optimization SEO:

SEO is the process of improving a website's technical setup, content relevancy, and link popularity so that its pages are more readily found, more relevant, and popular in response to user search queries, and search engines rank them higher as a result.

⁷ MARRONE, Le grand livre du marketing digital, Dunod, Paris, 2018, p.11.

⁸ TRUPHEM, La boîte à outils du marketing digital, Dunod, paris, 2017, p.82.

1.5.1.4 Email marketing and trigger marketing:

Left for dead several times, e-mail marketing keeps on reinventing itself. What is dead is its most primitive form, the one that consisted in sending the same unsolicited message to all its contacts while hoping for an acceptable return rate. From now on, it is appropriate to

to take into account the individual aspirations of each of its targets by adopting trigger marketing.

Thanks to the analysis of the behavior of its targets, we move from a mass logic to that of individualizing communication. This is called trigger marketing or "Drip Marketing", literally "trigger e-mailing". It refers to the practices by which e-mailings are automatically triggered when a customer or a prospect undertakes a specific action (purchase, Internet form, etc.) or when an event occurs (anniversary date). We are at the heart of a renewed direct marketing where we are able to send the right message, at the right time and to the right person.

1.5.2 Paid Media

Paid Media includes all the paid levers allowing the company to gain visibility. Paid Media can be extremely visible⁹ (pop-up window, cover, banner, advertising dressing of a site) or more discreet, as in the case of native advertising. Among its tools we find: The display, Social Media Marketing (SMM), and the native ad.

1.5.3 Display

Display is the transposition of traditional advertising to digital. The use of the term "display" allows to distinguish the graphic type of advertising (banners, buttons, skins...) from commercial links. The first banner ad was displayed on the Wired website on October 27th 1994. Since then, the banner ad has shaped the current Web. Thanks to it, publishers have been able to develop on the Net by monetizing their contents.

⁹ TRUPHEM, Op.cit. P.115.

1.5.3.1 SEA paid search

Search Engine Advertising (SEA) is the practice of placing targeted advertisements on search engines. These ads take the form of commercial links that are generally displayed above and below the natural results of the engines. These ads are found not only on Google but also on Bing or Yahoo.

They allow advertisers to gain significant visibility on search engines for keywords they consider strategic.

1.5.3.2 The native ad

With the advent of social media, advertisers have understood the interest of using new, less intrusive advertising formats. Native advertising thus refers to a form of advertising that is natively integrated, by its shape, design and location, into search engine results (sponsored links or SEA), into content offered by a publisher (sponsored publications) or into social media flux (wall on Facebook, for example).

1.5.4 Earned Media

Earned Media refers to the awareness gained by the company through free exposure on websites, blogs, social networks, etc. that it does not control. Earned Media is the result of the sharing of content related to your brand by consumers, internet users, brand ambassadors, online press, influencers or enthusiasts. Social networks allow the company to express itself and reach its target audience for free. The latter, by engaging with the published content, creates value. Comments (positive), shares, or word-of-mouth are all levers not controlled by the company but essential to its development. This continuous dialogue and creation of links with communities are strong assets for a successful digital strategy.¹⁰

Given its novelty after the advent of social networks, we will mention only two essential tools which are: The social media optimization (SMO) and the word of mouth and buzz marketing.

¹⁰ TRUPHEM, Op.cit. P.124.

1.5.4.1 Social media optimization (SMO):

Social Media Optimization or SMO was originally a technique that aimed to improve the natural referencing (SEO) of a website by seeking to increase the popularity

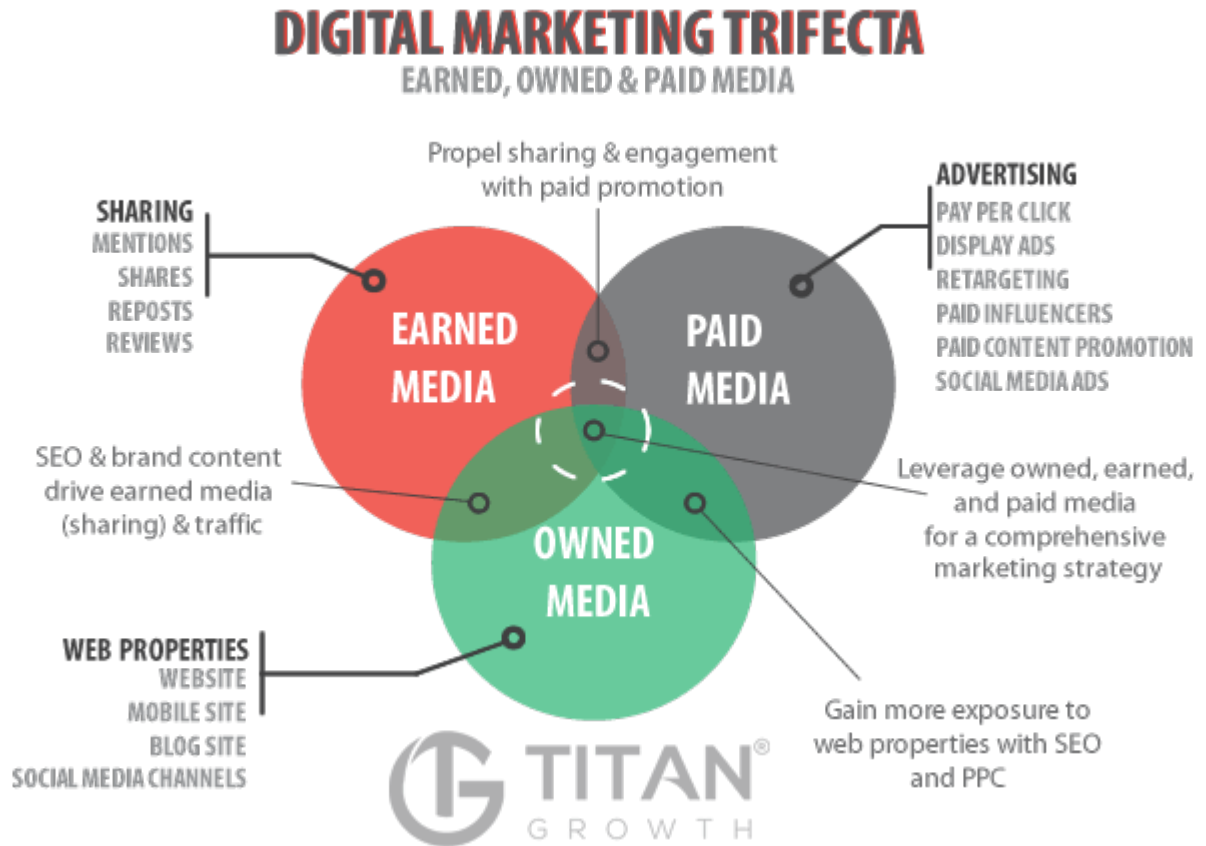
"It is a concept with variable contours. Today, it represents a concept with variable contours that includes a set of methods to attract visitors to the contents of a website through the promotion of these on social media.

1.5.4.2 The Word of Mouth and Buzz Marketing:

Word of Mouth Marketing (WOM) is the French expression "bouche à Oreille". Since the beginning of time, companies have tried to encourage customers to recommend their products. It is the holy grail of marketing. WOM can quickly make or break the reputation of a product or service. This is even more true with the arrival of digital, which has created mechanisms for amplification of recommendations, opinions and reviews, particularly via social media.

Buzz marketing aims to spread information to consumers via a spectacular, surprising or memorable action associated with a brand, usually using video. A successful buzz generates a large number of spontaneous shares and comments on the Net, as well as media coverage that can be significant.

Figure 1: Earned, Owned and Paid Media



Source: <https://www.titangrowth.com/what-is-earned-owned-paid-media-the-difference-explained/> (15/04/2022 at 20:21)

2 Section 2: Digital communication

Messages and communication media, whether informative or promotional, are becoming increasingly dematerialized to meet new uses. Digital communication must therefore be an integral part of the digital strategy and communication plan.

2.1 Definition of digital communication:

According to Oualidi Habib, digital communication is defined as¹¹:

"Digital communication is a new discipline in communication but also in marketing. The term designates all actions (of communication and marketing) aiming at promoting products and services through a media or a digital communication channel, in order to reach consumers in a personal, ultra-targeted and interactive way. The new objective of companies is therefore to target their consumers not only on the web but through all digital media".

"Digital communication is above all the digitization of information media. But beyond that, it's also about considering corporate communication as an entire ecosystem, an environment that encompasses and acts in all dimensions of Digital."

We can say, digital communication defines, in a digital ecosystem, the strategy and communication actions to be carried out on the web, social media, mobile terminals and connected objects.

2.2 Traditional VS digital communication

In this section we will first discuss traditional and then digital communication so that we can conclude the difference between these two methods of communication:¹²

¹¹ OUALIDI, « Les outils de la communication digitale », Eyrolles, Paris, 2013, p.24.

¹² <https://www.business2community.com/> (10/04/2022 at 11:44)

2.2.1 Traditional communication

For a company in the 20th century (where the Internet was not developed as it is today), communicating meant defining objectives and developing strategies and messages to be disseminated through two main channels: via the communication media or via what we call today "traditional advertising".

In the first, "free" case, companies try, through their public relations and media relations, to provide (sometimes) relevant information that can indirectly influence their target audiences. In the case of advertising, companies generally buy physical space in places where they can most likely meet their intended targets in order to get their messages across in a more direct way. This method of communication includes posters and billboards, television and radio spots, magazine and newspaper advertisements, etc.

Both methods can still be used by communication agencies. On the other hand, the debate about the credibility and the real impact that each communication method can have on the stakeholders according to the planned objectives, remains among the main concerns of marketing and communication managers. What is most certain is that conveying the message in the most appropriate way remains the best method for gaining the trust of the target audience, guaranteeing a direct influence on the results and thus achieving the previously defined objectives.

2.2.2 Digital communication

With the expansion of the Internet and the massive diffusion of visual communication that this new media has allowed, changing its communication strategy has become an obligation for any company wishing to remain more daring than its competitors.

Considering that the Internet is now everywhere: in offices, in homes and increasingly in people's pockets, leveraging this macro-media will allow companies to achieve their communication objectives faster and more efficiently.

As in the real world, where the choice of the place/town where we install our store/shop conditions its visibility, in the Internet world, the cities where the most people (and the most traffic) are concentrated are the search engines (Google, Bing, Yahoo, Ask, etc.), which are also

developing the two methods of communication mentioned above: paid advertising (SEM) and free communication (SEO).

Whether paid or free, the main advantage of all online communication actions is the ability to track and analyze all user behaviors and optimize strategies to readjust them and achieve the objectives in the most appropriate way.

Table 1: Difference between digital and traditional communication

5 differences	Traditional communication	Digital communication
Support	Offline	Digital and often online
Targeting	Undifferentiated	Personalized
Planning	Slow and irreversible	Instant and agile
Customer Relations	Interruption / premeditated / unidirectional	Request for permission / spontaneous / Multidirectional
Performance	Difficult to measure	Easily measurable (data-driven)

Source : <https://courses.lumenlearning.com/wm-businesscommunicationmgrs/chapter/digital-versus-traditional-communication/> (23/04/2022 at 8:20)

Due to the nature of traditional media, it is not possible to communicate 24/7. You need to have the TV or radio on, have a magazine in your hands or be in front of a poster to see a company's communications. With digital marketing, it is possible to be present everywhere online 24/7.

Table 2: The different traditional and digital channels

Traditional channels	Digital channels	Comments
Dominant communication model: mass media (one to many), like television	Dominant communication model: individualization of messages (one to one) or one to many	The Internet is a many-to-many medium, but for marketing communications it should be considered as a 'one-to-one' or 'one-to-many' medium
Dominant model: push, targets receive messages passively.	Dominant 'pull' model (targets go to find information where it is) and 'personalized push'.	Pull' marketing that will tend to generate less waste. Use of personalized emails for push communications
Monologue	Dialogue	Thanks to forums and social networks, the Web is an interactive communication space.
Thinking patterns "Product-oriented".	Thinking patterns "Customer-oriented".	It is no longer a question of pushing an offer to generate sales, but of developing the business by recruiting customers and then building loyalty
Customer as target	Customer as partner	Organize surveys and product/service evaluations to get customer feedback.
Segmentation	Communities	Groupings of customers who share the same sensibility and interests, rather than target segments composed of isolated individuals.

Source: CHAFFEY, *Digital Marketing*, 5th edition, Pearson, France, 2014, P 45.

The table above explains the differences between traditional and modern digital channels.

2.3 Use digital channels to achieve goals

The digital channels allow to reach the different objectives. To clarify them, we can use the RACE model (Reach, Act, Convert, Engage) developed by Smart Insights. It is an evolution of the REAN model (Reach - Engage - Activate - Nurture) proposed by Xavier Blanc. The objective is to propose a simple approach to diagnose the performance of a digital strategy and take the necessary measures to improve its effectiveness. As shown in figure 02 The RACE model consists of 4 stages designed to engage prospects, customers and fans throughout the lifecycle:

Figure 2: RACE Model



Source: <https://www.consuunt.com/race-planning/> (01/05/2022 at 00:23)

2.4 Difference between Marketing and Digital Communication:

Understanding the differences between marketing and communication allows you to create effective sales strategies and techniques to increase sales. Many companies lump advertising, promotions and other communication tools together as "marketing".

In reality, marketing involves strategic planning to promote the company and its products, while communication is an integral part of the execution of the marketing strategy.

The marketing department oversees advertising, public relations, communications and promotion. The communications department is in charge of spreading the message that the marketing department has decided upon.

Marketing will help define the company and differentiate you from your competitors. Communication is about creating messages that you want to convey to an internal and external audience.

Marketing is sometimes referred to as activity, planning and strategy, while communication refers to the execution of the sale.¹³

To be even more precise about the difference, we will give examples of the fields of action of the two concepts.

2.4.1 The Advertising Center:

From a marketing perspective, advertising is about creating a message that announces the benefits and features of your product, its price, its unique selling differential, and where it is sold. Marketers are careful to select media that match customer demographics. From a communication standpoint, copy, artwork and other aspects of message delivery become the priority.

2.4.2 Social Media Aspects:

A marketer will focus on the choice of social media, while a communications person will focus on the "how. For example, the marketing department will want to use social media tools aimed at a particular audience. Managers will focus on the messages to be sent, such as contests or content for your Facebook page.

¹³ <https://www.1min30.com/inbound-marketing/difference-marketing-communication-1287484571> (03/05/2022 at 19:55)

2.5 Digital marketing objectives and communication objectives:

The purpose of *branding* campaigns, according to the hierarchy of advertising effects, is to make the brand known and to build its image, and then to arouse the preference of buyers such that they will be ready to buy it.

The various digital marketing media can cover all of its expectations: from buzz to get people talking about the brand, to videos to enrich its discourse and convince. Digital thus reinforces the *branding* and image development axes of a brand or a company.

But the great novelty of digital marketing is the performance aspect of advertising campaigns: it allows to generate traffic on a site, to sell and to build databases.

Indeed, thanks to the new tools, it is possible from an advertising campaign to provoke and trigger a purchase in an increasingly short period of time. Performance marketing has three objectives: to create traffic on the Internet, to sell or to build a database.

The Internet acts in two opposite directions in the buying cycle: it lengthens and professionalizes the pre-purchase with the use of comparison sites and at the same time it shortens the buying cycle by allowing a simple click to buy after viewing an ad.

The use of promotional banners is therefore an essential and effective tool that transforms the Internet into a sales tool that surpasses all other media.

The objective of building a database is also part of the clear challenges of the Internet and will enrich the company's customer knowledge.

In this case, there are non-nominative identifications via cookies or IP addresses. This type of action, which is not very transparent to Internet users, will tend to move more and more towards more transparent approaches.

Numerous means are used to collect personal information from consumers: forms to be filled out following the sending of newsletters, contests, etc.

Finally, digital marketing through its many channels facilitates the deployment of a 360° communication (offline and online) allowing to reach the consumer-customer during his various contacts with the brand.

2.6 Digital marketing and the search for ROI:

The trade-offs between the different media are made according to the objectives pursued and the expected returns on investment. The effectiveness of digital marketing has often been linked to its ability to measure the impact of actions carried out thanks to technical devices: measuring click rates. The ease offered by Google analytics, for example, which offers very accessible real-time analysis tools, may lead us to believe that digital media surpass all others in their ability to evaluate the impact of actions.

Figure 3: Google Analytics example



Source: Image from Google

More and more indicators to be handled with care: advertising distribution indicator and interaction indicators.

- The first level of interaction between the Internet user and the communication is printing: equivalent to a billboard or an advertising screen, it is the display of the communication on

the Internet user's receiving medium. The Internet user is subjected to it in one way or another in the various formats we have seen (banners, interstitials, etc.).

- The second level of communication is the interaction that will be generated by this format or not: the Internet user will react to this communication by clicking on the object that is but it is necessary to go beyond the simple click rate to evaluate the impact of a communication action.

Laurent Flores, in his book, considers the analysis of the performance indicators of a communication campaign using the AIDA model, which can serve as a guideline for certain communication actors in terms of objectives and expected effects. This model puts attention back at the center of the objectives in a context of exponential clutter in digital communication: it is necessary to capture the attention of the Internet user and create the conditions for his desire and purchase.

The different metrics usually used must be completed or put into perspective. In any case, the click rate alone does not mean anything anymore:

Table 3: Interaction indicators and their limitations.

Objective	Usual indicator	Limits
Attention	Number of views: unique visitors over a given period of time (usually one month). Audience indicator.	Must be analyzed relatively and dynamically. To be completed by a share of the first and repeat visitors.
Interest/Desire Quality of visit	Average length of visit. Number of visits/visitor (average 4 to 6). Most visited pages. Virality indicators on social networks (number of people talking about a post, number of likes).	All of these indicators must be analyzed in a relative way: compared to other sites, over time. Bounce rates should be minimized or interpreted as indicators of topical issues

	Bounce rate (visit of a single page). Bounce rate of a site, a page...	(page bounce rates: entry pages viewed and exit pages viewed). then).
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Buy	Click-through rate % of visitors who were exposed to a content clicked on the stimulus. Evaluates the ability of a campaign to generate action.	Analysis to be conducted over time. Complete with post-view click rate analysis to analyze the impact of certain actions.
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Source : Flores, Mesurer l'efficacité du marketing digital, Dunod, Paris.

**Chapter II:
Building a Digital
Communication Strategy
(DCS)**

Chapter II : Building a Digital Communication Strategy (DCS)

A digital communication strategy cannot be improvised. It is long-term work, which requires patience and reflection. It is the company's online reputation that is at stake. But, some companies try to get into social networks, develop posts, or create content without any method.

It is therefore impossible to measure the effects of its actions, which will not be sustainable over time. It is very important to implement effective communication strategies, but in a thoughtful way. This is where the digital communication strategy comes into play. But what is it, and how do you put it in place? This is what this second chapter will be about.

1 Section 01: The digital communication strategy, the approach to follow

Adopting digital communication means adapting to social media. For a brand, social media is a way to establish a strong presence on the Internet and to reinforce its brand image. Moreover, because of their immediacy, social media force companies to remain innovative and relevant from a communication point of view¹⁴.

The world of social media is growing by the day, redefining in depth the way messages were conceived, disseminated and shared until now.

The time has come when the question of abstaining from this digital world can no longer be asked. The latter is undergoing profound transformations with very rapid changes, the adaptation of the company to social media seems necessary, but how to get there?

Before answering this question, we will present the multiple risks of not having a brand presence on social media.

¹⁴ Philip Kotler, Kevin Keller et Delphine Manceau : op.cit, p.698.

1.1 A social media presence:

Today, the biggest brands and companies have understood that they can take advantage of their presence on social media, in particular by creating special links with their customers and partners on a regular basis, and by relying on the virality of message distribution. But for those who have not yet understood, the risks of not investing in digital are numerous¹⁵:

- The company risks losing its place to competitors: On social networks, there are customers of the company, its competitors, its prospects, its employees, etc... If the company is not there, competitors can get in touch with the company's customers before it does.
- Playing with your reputation: the reputation of a brand is increasingly being played out on social networks. If the company is not there, it will flounder and its image will deteriorate with Internet users. By managing the e-reputation, we place the customer at the heart of our strategy. You show that you are listening to them and that you are ready to help them. It costs less to retain a customer than to win over another. This is why it is in a company's best interest to establish contact with the customer, and to keep it. Make the customer feel this will make them feel close to the brand, build loyalty and make them feel important. He will then be more inclined to talk about the brand and thus indirectly ensure its image.
- Missing its target: There are certainly people who want to buy the company's products and who ask questions on forums or social networks. If the brand is not there to answer them directly, it will miss its target and lose opportunities to gather feedback on itself or its products.
- Not optimizing SEO: When people talk about a brand on social media platforms, it will bring awareness and therefore SEO. Consumers tend to search for products of interest on search engines, mainly Google. And the use of social media plays an important role in terms of visibility in these search engines.
- Being less visible: The visibility of a business is important for its growth. Being known via social networks is a good way to reach a better qualified traffic. The customer becomes the "marketer" and promotes the brand by becoming a fan, and interacting with it for free.

¹⁵ <http://blog.object23.fr/2017/04/quels-sont-les-risques-pour-une-entreprise-si-elle-nest-pas-sur-les-reseaux-sociaux/> (03/05/2022 at 20:02)

For a brand, the situation of not being present remains difficult to imagine given the circumstances. Social media offers the company platforms where interaction with its customers becomes very easy, and by mastering this interaction the company can build a strong reputation. Some companies would never have been able to become known as quickly without social media.

However, companies must be prepared before venturing into the digital arena. Even if it has many advantages, companies must be extremely vigilant about the risks they may encounter once they are present on social media. This is the reason why companies should build a "Digital Communication Strategy" before venturing into the digital world.

1.2 The digital communication strategy, a global strategic vision:

Despite the awareness of companies of the need to be present on social media, most of them do not integrate it into their strategy. They launch themselves into social media and more precisely into social networks in a random way, without combining them with their values and their communication axes. They don't hesitate to jump into the digital world just because it's "fashionable" or because their competitors are there. These reasons are not enough, it is essential to develop a digital communication strategy in a well-thought-out way and in accordance with the communication policy of the company and its global strategy.

Websites, blogs, and various social networks are considered by some companies as an additional channel that must be constantly fed with messages and content, but neglect the fact that this content sharing must also have a dedicated strategy. In the short, medium or long term, companies need a real strategic approach to develop their presence on digital platforms.

This strategy, sometimes developed in a hurry, can lead to actions that do not comply with the communication objectives set by the company. This is why social media must be used wisely, so as not to mobilize human and financial resources in vain.

Social media have become a necessity for an optimized communication strategy for the company that is not independent from the company's strategy. And that must be handled internally and approved by the highest hierarchy and then translated into a well-defined and orderly action plan.

1.3 Development of a digital communication strategy:

A digital communications strategy is a summary of everything a company plans to do and hopes to achieve on social media. This approach, whether it is for a company in the local market or a multinational established in this market, is the same. It must include a diagnosis of the company and its external environment, the short-term objectives, the target audience, the appropriate media for dissemination, as well as the resources to be mobilized to finalize its strategy. Developing a digital communication strategy therefore means following the following steps: establishing a diagnosis, setting objectives, identifying targets and mobilizing resources.

Figure 4: Stages in the development of a digital communication strategy.



Source: personal contribution.

1.3.1 **Establish a diagnostic assessment:**

This is the first step, it is essential to establish a diagnostic assessment that, once done, the company will realize that it has more to gain than to lose by integrating digital channels into its communication strategy.

The "social media diagnosis" allows to design a strategy well adapted to the real situation of the company, to better understand its strengths and weaknesses and, through the analysis of competitors and communication targets, to identify opportunities and threats.

This diagnosis is articulated in two main steps:

- **Step 1:** The 3C diagnosis: Company, competitors, communication targets.
- **Step 2:** SWOT analysis and selection of key issues for the company.

1.3.1.1 The "3C" diagnosis:

The "3C" diagnostic model¹⁶ includes not only elements specific to the company and its e-reputation, but also an observation of competitors and communication targets, thus factors external to the company.

Company: This part of the diagnostic is dedicated to identifying and evaluating the company's presence, products and services on social media

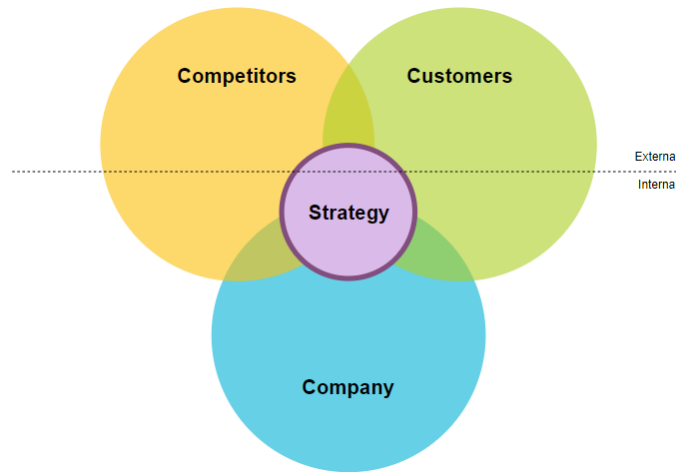
- Evaluate the company's motivations for implementing a digital communication strategy.
- Evaluate the results of the spaces controlled and managed by the company (audience, number of fans, level of commitment, frequency and quality of the animation, precise editorial line...) if they exist.
- Observe the actions of employees: are they present and active on social media, what image do they offer of the company?
- Analyze the company's e-reputation: what is said about it on the Internet, in social media in the broadest sense (blogs, forums, consumer opinion sites, pages on social networks, etc.).
- Observe the content produced by the company if it exists: this content being at the heart of the action on social media.

Competitors: This is where you look for the same type of information as in the "Company" section, but about your competitors, based on public information. It will be necessary to quickly observe the active presence of the main competitors on social media; this will allow you to see those who have really developed a strategy there, and those who have not yet done so.

Communication targets: In this part of the diagnosis, it will be necessary to analyze not only the actions and preferences of customers and prospects but also those of all the company's stakeholders.

¹⁶ Nathalie Van Laethem et alii : *Les fiches outils du webmarketing*, Edition Eyrolles, 2015, p.162.

Figure 5: The 3C diagnostic model.



Source: <https://online.visual-paradigm.com/knowledge/strategic-analysis/what-is-ohmaes-3c-model/> (03/05/2022 at 22:37)

Once the 3C diagnosis is done, or in parallel, the company wishing to develop a digital communication strategy on its market, must set strategic objectives regarding its presence on social media.

1.3.2 Define strategic objectives

It is important to determine the reasons and motivations for which the company wishes to integrate social media into its communication strategy: to increase its notoriety, to improve its brand image or to build a prospect base. For a company, knowing these objectives through its presence on social media is an essential step to design an effective digital communication strategy.

Defining your goals precisely will help determine the platforms to use and the means to achieve your goals. These goals can also be based on the acronym SMART, which means that they must all be specific, measurable, acceptable, realistic and time-bound.

1.3.3 Define the target:

After defining its objectives, the company must then select its target. This is the set of individuals that the company wants to reach on social media.

Note that the communication target is not necessarily the marketing target, as it includes all members present on social media. If we talk in terms of quantity of people, the communication target represents a much higher volume than the marketing target¹⁷

The general target: this is the set of individuals for whom the company has decided to dedicate its communication on social media. It corresponds to the entire target mass, including the core of the target where the communication effort will be concentrated, but also an audience outside the customer target.

The heart of the target: this is the subset of the general target, it corresponds to the public that is particularly targeted by the company's offer, a population to be reached in priority, for example: If the target audience is "women", then the core target audience may be single women between 21 and 40.

There are several methods that help to establish the 3C diagnosis, the most effective are interviews with managers within the company concerned, questionnaires to identify targets and their opinions about the company.

In the case of a diagnosis of competitors, it is very useful to use a web benchmarking, which will allow the company concerned to make a comparative study with a company in its market that has developed digital communication with its audience. It is important to take into consideration the best practices of the latter and to draw inspiration from them in establishing its digital communication strategy.

1.3.4 SWOT analysis:

As with any communication strategy, there are strengths and weaknesses, opportunities and threats, related to a presence on social media, and these must be carefully assessed before implementing a social media strategy.

SWOT analysis stands for Strengths, Weaknesses, Opportunities and Threats.

¹⁷ Yohan Gicquel : Communication. Réponses concrètes et conseils pratiques, Edition Le Génie des Glaciers, 2014, p.30.

- The "opportunities/threats" analysis leads to the identification of the key success factors to be mastered in order to seize the opportunities that arise.
- The "strengths/weaknesses" analysis makes it possible to identify the resources and skills available to the company and to check whether their combination makes it possible to meet the challenges of the environment¹⁸.



Figure 6 : SWOT matrix.

Source: <https://library.citadel.edu/c.php?g=773716&p=5550771> (04/05/2022 at 21 :22)

1.3.5 Choose the right media:

There are different social media for different purposes, depending on the company's situation.

¹⁸ Jean-Jacques Lambin et Chantal de Moerloose : Marketing stratégique et opérationnel, 8ème édition, 2012, p.41-42.

1.3.5.1 Create a website:

Creating an official website is an obligatory step, it allows the valorization of the company, a kind of showcase presentation of the brand, but it may be that the site is dynamic and interactive with its visitors.

An essential part of communication, the institutional or corporate website must be effective, it is not a simple elegant business card. It presents the company, its mission, its vision and its values, informs about its activities and makes discover its brands and its products.¹⁹

For the company, a website allows among other things to²⁰:

- Communicate in an institutional manner.
- Deliver a message that has a positive impact for a brand.
- Present your product/service offering.
- Refine your target.
- Individualize your relationship with your customers.
- Establish a relationship with its customers when its distribution channel does not lend itself to it.

1.3.5.2 Create a blog:

Adding a blog to your website brings many benefits, whether it is created on Blogger or WordPress or others, it allows the company to:

- Improve brand image.
- Create visitor engagement.
- Increase organic traffic.
- Position yourself as an expert and stand out from the competition.
- Communicate on products and company news.
- Redirect and give potential customers a reason to return to the company's website.

¹⁹ Jacques Digout : Web marketing, Editions Vuibert, 2014, p.18.

²⁰ Pascal Lannoo : E-marketing et E-commerce, 3ème édition, Vuibert, 2009, p.17-24.

- Have visitors share their blog posts if the content is interesting.
- Manage customer relations.
- Build customer loyalty and trust by communicating with them.
- Attract more visitors than the website thanks to its dynamism and its updates.
- Take full advantage of the presence on social networks: indeed, producing and publishing content on the company's blog will allow the company to also feed its publications on social networks, and thus to engage its community around the blog and social networks at the same time.

Unlike a website, which is the window of a company. A professional blog is a more informal space of expression with the purpose of making indirect communication about a company or its products/services. The goal is to bring visibility to the company.

The blog is not intended to replace the website, both are important and have different and complementary purposes.

1.3.5.3 Use social networks:

.1.3.5.3.1 Facebook:

Figure 7: Facebook logo



Source: <https://www.facebook.com/> (6/05/2022 at 19:42)

Facebook is the star network of social media, bringing together people who are friends with each other to exchange content. More than a billion people connect regularly to Facebook worldwide. Shared content is exploding, including from business pages. Facebook will be useful for B to C companies that engage their audience by publishing viral content.

Table4 : Facebook's strengths and weaknesses

Strong points	Weaknesses
<ul style="list-style-type: none"> - Advanced ads service - Very good audience targeting - Very popular network 	<ul style="list-style-type: none"> - Increasingly limited natural visibility that requires a financial investment

Source : BOURSIN (L), le media humain dangers et opportunités, édition d'Organisation, 1ère édition 2011, P162

Facebook remains a must for digital marketing. The most used social network in the world has made a real shift from a very family and friendly network to a network more focused on professionals with very sophisticated and efficient marketing services. Sometimes, the user can be frustrated because he is now monetized in a way. But the audience is not weakening and the brands have their place in the animation of this network.

.1.3.5.3.2 Instagram:

Figure8 : Instagram logo

Source: https://en.m.wikipedia.org/wiki/File:Instagram_logo_2016.svg (6/05/2022 at 20:24)

Instagram is a mobile network that allows users to add filters to personal photos and publish them to their network by associating # tags (image content categorization). Acquired by Facebook for 1 billion dollars, Instagram has recently benefited from the advertising organization of its parent company. Instagram is interesting for brands that want to federate a specific community and highlight the achievements of customers.

Table 5: Strengths and weaknesses of Instagram

Strong points	Weaknesses
<ul style="list-style-type: none"> - Virality - Use of client content - Working with keywords - Possibility of sponsoring content 	<ul style="list-style-type: none"> - Only on mobile - Time-consuming, with varying impact depending on the brand

Source : BOURSIN (L), le media humain dangers et opportunités, édition d'Organisation, 1ère édition 2011, P166

Instagram is still mainly used as a tool for editing photos and sharing them with friends. The opening to advertising through the Facebook platform gives interesting perspectives for brands. Anchoring on mobile is a very complementary vector to other networks especially to communicate an operation such as a contest or a survey. With the support of sponsorship, the engagement rates achieved can be higher due to the lower competition.

.1.3.5.3.3 LinkedIn:

Figure 9: LinkedIn logo

Source: https://www.flaticon.com/fr/icone-gratuite/linkedin_174857 (6/05/2022 at 22:13)

Among professional social networks, LinkedIn is the undisputed leader far ahead of the French Viadeo. Acquired in 2016 by Microsoft, this network has met with considerable success among professionals around the world. Dedicated to the development of the user's network of

professional contacts, LinkedIn intervenes on the increase of individual career prospects as much as on the commercial development of the company. A great recruitment tool, LinkedIn has the strength of the social network to be able to exploit particularly rich personal data since its members generally enter their entire CV.

LinkedIn also offers a showcase for the company: its hierarchy, its functioning, its network, the cohesion with its employees.

Each brand has the possibility to create its page, include its employees, publish content directly linked to media, like blogs. LinkedIn is perfect for HR use and internal communication.

Table 6: Strengths and weaknesses of LinkedIn

Strong points	Weaknesses
<ul style="list-style-type: none"> - HR Recruitment Lever Finding B to B Clients - Promote your brand/company - Targeting professionals through ads 	<ul style="list-style-type: none"> - Passive prospecting - Need to produce content - High cost of advertising

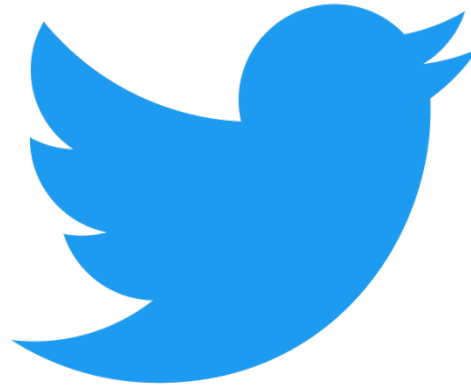
Source : BOURSIN (L), le media humain dangers et opportunités, édition d'Organisation, 1ère édition 2011, P167

LinkedIn can be very powerful in a network-based business strategy. It gives transparency on the organization of companies and the relationships between people.

The advertising capacities are important because of the very advanced targeting possibilities. Even if the costs are relatively high on the most impactful formats such as email campaigns, post sponsorship is more affordable and relevant especially in the technology and HR sectors.

.1.3.5.3.4 Twitter:

Figure 10: Twitter logo



Source: <https://commons.wikimedia.org/wiki/File:Twitter-logo.svg> (6/05/2022 at 23:30)

Twitter is a microblogging network that allows users to send information in 140 characters, called tweets, from their profile. The communication can be enriched with visuals and videos.

Twitter can be interesting primarily for B to B/service companies. It is suitable for providing professional information and offering a live dialogue with your followers. It is also the ideal communication tool for events.

Nevertheless, the target audience has expanded with media enrichment (images, videos) and new advertising formats.

It is also worth noting that Twitter has acquired the Vine network, which is a communication platform using a short video format. This complementary service allows to reach a younger target that is complementary to the traditional target of Twitter.

Twitter is also frequently used to create a "customer service" account and thus provide real-time, individualized information.

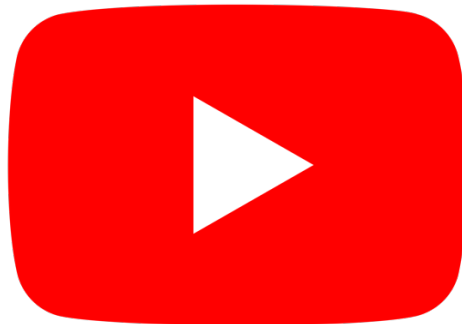
Table 7: Twitter's strengths and weaknesses

Strong points	Weaknesses
<ul style="list-style-type: none"> - Useful for Customer Service - Good media exposure - Frequented by influencers 	<ul style="list-style-type: none"> - No room for error - Community on the lookout, uncontrolled virality - A lot of information

Source : BOURSIN (L), le media humain dangers et opportunités, édition d'Organisation, 1ère édition 2011, P163

Twitter has evolved enormously with the same tendency as Facebook to move towards marketing services and monetizing its audience and especially the personal data of its members. Thus, the advertising capacities and formats have multiplied, opening new possibilities for digital marketing.

.13.5.3.5 YouTube:

Figure 11: YouTube logo

Source: [https://fr.m.wikipedia.org/wiki/Fichier:YouTube_full-color_icon_\(2017\).svg](https://fr.m.wikipedia.org/wiki/Fichier:YouTube_full-color_icon_(2017).svg)
(7/05/2022 at 19:18)

YouTube is a video-sharing platform, created in February 2005 and bought by Google in October 2006 for 1.65 billion dollars. Thanks to this acquisition, YouTube videos are particularly well referenced on Google. Highly demanded by Internet users, the presence of videos on a website is

part of the referencing and ranking criteria of Google. There is a function on Google to search only for video results.

YouTube is not only a sharing platform; it is a search engine where the user can find information.²¹

It aims to:

- To make the company known quickly.
- Create a buzz: sharing and reposting videos on blogs is very easy.
- Communicate and demonstrate the company's expertise.
- Optimize SEO. YouTube videos are better referenced than those from other platforms.

YouTube has strengths and weaknesses which are:²²

Table 8: YouTube's strengths and weaknesses

Strong points	Weaknesses
<ul style="list-style-type: none"> - It helps to make the buzz - Better SEO - A long lifespan - Find new customers 	<ul style="list-style-type: none"> - Lack of flexibility - No guaranteed audience - Strong competition between channels - The cost of creation of professional videos

Source : Personal Contribution

1.4 The resources to be mobilized

The decision of the resources to mobilize is a crucial step in any development of a digital communication strategy. The company must ask itself questions about its resources, whether

²¹ Cyril BLADIER, La boîte à outil des réseaux sociaux, Dunod, 2014 P 61- 62

²² <https://www.portail-autoentrepreneur.fr/academie/developpement/reseaux-sociaux/avantages-inconvenients-youtube%20%20%20consult%C3%A9%20le%203/6/2021>

human, material or financial: Does it have enough time to dedicate to social media? Does it have a dedicated budget? Does it have an internal staff that can manage its social media? Will they hire dedicated staff? Or will they outsource the task to a digital communications agency?

Some companies prefer to hire or mobilize resources internally. Other companies entrust the task to an agency specialized in digital communication to manage their digital platforms. Sometimes the question of resources to mobilize comes at the beginning of the reflection when the company thinks about being present on social media.

Conclusion:

We can say that nowadays the presence of a company on social media becomes more and more important. For all the advantages that the latter can enjoy. This allows it to optimize its communication by being more visible, and closer to its targets, and thus increase its awareness and improve its brand image.

In addition, social media is proving to be a real competitive advantage, as it allows you to communicate with your targets in a personalized way, in a shorter time and at a lower cost compared to traditional media, with the possibility of calculating the impact of a campaign in real time.

However, getting into digital communication requires preparation and the implementation of a communication strategy on social media. Digital communication also has its drawbacks, because with the emergence of Web 2.0, the consumer has gained in power, his opinion has become precious, he is no longer qualified as a consumer but as a "consumer-actor". The brand must therefore be constantly on the lookout for the risk linked to the control of the desired advertising messages, which once lost generates a "bad buzz" effect harmful to the reputation.

The development of a digital communication strategy requires a certain approach in order to achieve its strategic objectives. Once the social media strategy is defined, it can be translated into an action plan.

2 Section 2: Managing and measuring your digital communication strategy

In recent years, the transition to digital has become a real challenge for companies. SEO, content strategy, social networks... All these elements can have a significant impact on the image of the company.

2.1 Managing a digital strategy

In this section we will try to summarize the management of an effective digital strategy in 7 essential steps.

2.1.1 Analyze the situation in the market

Even after building a digital strategy, it is necessary to keep with an introspection on the company and to reflect on the state of the current market.

First of all, it is necessary to define the strengths and weaknesses of the company but also the market opportunities and external threats to be taken into account. For this we need to carry out an updated SWOT analysis (Figure 6).²³

2.1.2 Define the objectives of the digital strategy

The digital strategy must be based on SMART objectives and indicators. The SMART method consists of five indicators:

Specific: A specific objective must be directly related to the work to be done; it must be personalized. This objective must be exclusive to the company. It must be clear, precise and understandable by all.

Measurable: A measurable objective must be quantified or qualified.

²³ <https://www.inboundvalue.com/> (15/05/2022 at 17:53)

Attainable: An achievable goal is a challenging goal that is large and ambitious enough to be motivating.

Relevant: A realistic goal is able to anticipate the obstacles that may be encountered and avoid giving up.

Time-bound: A temporally defined objective is clearly defined in time, with a specific date.

Figure 12: SMART Goals



Source : <https://blog.airtable.com/smart-goals/> (16/05/2022 00 :23)

These indicators are all variables that allow the achievement of objectives for the digital strategy. The objectives directly influence the action plans to be implemented. And it is necessary, above all, to define the expectations of the company because many objectives are possible such as:

- Traffic: generating traffic, both online on an e-commerce or m-commerce website and in a drive-to-store strategy to generate traffic at the point of sale.
- Lead: lead generation, lead nurturing, conversion.
- Visibility: development of its reputation through brand image, online presence and improvement of e-reputation.
- Customer loyalty.
- The customer experience.

2.1.3 Analyze the digital strategy of competitors

Competitors have the same objectives as we do. It is therefore interesting and instructive to see what methods they use to build their digital strategy.

This can allow us to identify what works and what doesn't, to draw inspiration from it, and even more so to differentiate ourselves and do better.

2.1.4 Define the target of the digital strategy

Implementing a digital marketing strategy without clearly defining the target audience is not relevant.

This could lead to a resounding failure.

To help us, we can create a buyer persona, i.e., a typical profile of the consumer we want to target:

- Who are they? Age, place of residence, employment, hobbies, income...
- What are its needs?
- What are his motivations?
- How do they use the Internet? How many times a day and at what times? Are they more likely to use mobile or desktop devices?
- What social networks does he use? Facebook, Twitter, Instagram, LinkedIn...

It is necessary to draw up a precise profile of your customer. So that you know how to communicate with them, on any media and at any time.

2.1.5 Define the webmarketing budget

Implementing a digital strategy represents a cost for companies. We must therefore establish a budget, as this will determine at least in part the means we will use to achieve our objectives.

Digital is a real goldmine in terms of possibilities, each with its advantages and disadvantages, and above all with a distinct price.

Some means represent a significant financial investment while other solutions require patience and subtlety.

2.1.6 Implementing a content creation strategy

This point is directly related to the choice of the different digital communication channels used. Indeed, we do not broadcast the same content depending on the chosen channel. And we do not choose the same channel according to the content to be broadcast. These two points are therefore inseparable.

For this, we have two strategies; Inbound Marketing or Outbound Marketing.

If we opt for an inbound marketing strategy, we will have to ensure the web writing of brand content:

- Blog posts (blogging)
- E-book
- White papers
- Infographics...

Outbound marketing provides quick results, but it is expensive. Inbound marketing is not expensive, but the results take longer to arrive.

This is a fundamental strategy that focuses on the medium and long term: producing high value-added content for visitors, which will in turn promote our products, our brand strategy and our values through the employer brand.

The patience it requires is very well rewarded, so much so that this strategy becomes unavoidable.

2.1.7 Measuring Web performance

We have established a strategy on the net and it is now deployed. We now need to analyze the data with performance indicators.

Some examples of these indicators:

- The amount of traffic generated on the website.
- The conversion rate
- The SEO ranking (natural referencings).
- Click-through rate.
- The time spent on the site.
- ROI (Return on Investment).

Key points to remember:

- Analyze strengths and weaknesses, as well as opportunities and threats.
- Define objectives and targets to decide on actions to be taken.
- Monitor performance to adjust overall strategy as needed.

2.2 Managing a 360° communication

Managing 360° communication means asking about the objectives and expected results in four areas: usefulness for society, customer or user satisfaction, performance and finally the fulfilment of employees in their work.²⁴

2.2.1 Tools used

To best manage a 360° communication, you need to:

- The communication audit
- Measuring e-reputation
- The communication plan
- The triangle: Objectives, targets and communication tools
- The dashboard

²⁴ Gerard, La boîte à outils de la communication, Dunod, Paris, 2019, p10.

To better understand these tools, we will make some short definitions:

2.2.1.1 The communication audit

The communication audit is the first step in developing a communication policy. It supports the reflection when a company decides to build or update a communication plan. It is also used as a regular evaluation tool to measure the impact of actions, the evolution of image and opinion. It can be conducted using several tools: quantitative or qualitative surveys, documentary analysis, e-reputation.

2.2.1.2 Measuring e-reputation

E-reputation is the way in which Internet users perceive a brand, a company or a person. To measure it, you must regularly monitor the Web. The results obtained will allow you to react appropriately and adjust your digital communication strategy.

Table 9: Some free and paid measurement tools

Free			Paying		
Google Alerts	Talkwalker	Mention	Alerti	Digimind	Synthesio
The simplest and most practical tool for monitoring keywords and receiving e-mail alerts.	Efficient and practical tool: results can be sorted by social network but also by criteria such as reach or engagement rate.	The free version of the service allows a user to create two alerts and receive 250 mentions per month.	From €19 to €249 per month	399€ per month.	Price on demand.

Source: Gerard, Op.cit. P.12.

2.2.1.3 The communication plan

The communication plan makes it possible to define and manage the company's communication strategy. Its elaboration is based on an analysis of the stakes of the communication with regard to the strategy of the company. An action guideline specifies the means necessary to achieve the most desirable result and the best way to solve the communication problems highlighted by the audit.

2.2.1.4 The triangle: objectives, targets and communication tools

A communication tool has no value in itself. It is analyzed according to what is expected of it (the objective) and the audience for which it is intended (the targets).

2.2.1.5 The dashboard

A reference tool for communication management, the dashboard can be made up of several components: general dashboard; specific dashboards (internal communication, financial communication, crisis communication, e-reputation, etc.).

The dashboard legitimizes the role of communication in the company. It allows the system to be managed in a global way. As a decision-making tool, it aims to help management to constantly adjust its communication policy according to the results obtained. Evaluation is carried out at each stage of the communication plan. It focuses on the relevance of the diagnosis, the accuracy of the objectives, the precision and prioritization of targets and the choice of tools.

2.3 Measuring digital strategy on social media

For many authors, social media are renewing the Return-on-Investment approach which implies the appearance of new measurement tools²⁵ modifying the strategy evaluation process as we know it.

²⁵ Laroche, " Les médias sociaux, nouveau canal d'influence dans la stratégie relationnelle des marques ", Mémoire de 4^{ème} année, Strasbourg, 2012, p.78.

2.3.1 From Return on Investment to Return on Objective

Social media literacy is starting to mature and brands are becoming less and less skeptical of the potential of these platforms. "The need to understand is gradually giving way to the need to optimize and therefore better control the measurement and evaluation of the strategy. To do this, it is essential that companies understand the true nature of social media and the idea that they do not provide the same benefits as a traditional relationship marketing policy. They are used to thinking in terms of *Return on Investment* (ROI), but social media is not a relationship channel like any other. Brands need to rethink their approach by focusing more on what social media can bring to the customer relationship. Indeed, brands should not go on these platforms only for financial incentives but consider the whole relational dimension that it implies. For marketing professionals, the evaluation of social media strategy is more in terms of return on objectives: before investing in this channel, companies must determine for what purpose they are doing it and what they expect in return. If it is legitimate for them to expect a financial gain, they must measure the benefits they would get in their customer relationship. For this reason, some authors consider that the notion of *Return on Investment* is outdated: we should now speak of *Return on Objectives*.

The strategy implemented by the firm never works exactly as it is intended to, and it inevitably encounters obstacles to its successful implementation. It is necessary to know its problems in order to solve them.

However, there are two difficulties to be underlined concerning the evaluation of the company's strategy on social media: the abundance of information as well as its constant updating. These particularities imply a great reactivity on the part of the firm at the risk of not detecting certain difficulties in time.

In view of the new perspectives of the evaluation phase of the strategy, the necessary measurement tools are also changing.

2.3.2 The evolution of measuring instruments

Before measuring anything, brands need to identify the objectives they want to achieve with their relationship policy. From these objectives, they will determine the relevant measurement tools to evaluate them. Loukouman Amidou (2012) considers that the evaluation of marketing strategy is an evolution of the traditional measurement of which it enriches the bases. Initially, the company can exploit a series of indicators that it already knows but must analyze them differently. The author distinguishes six of them:

- The numbers of visitors and unique visitors allow to evaluate the frequentation of the site and its audience. It happens that a website is visited a lot but by few different people, hence the interest to count also the number of unique visitors.
- The bounce rate is the "percentage of people who leave the site immediately after arriving on it". It can reveal disinterest or dissatisfaction on the part of the visitor.
- Referring sites are the sites that point to the brand's web page and from which the visitors come.
- Keywords are the words that Internet users type into search engines to find the brand's website.
- The contents visited allow us to evaluate the interest and disinterest of visitors for such or such content.
- The conversion path evaluates the actions of visitors on the brand's website.

With social media, we are no longer only interested in the statistics of the company's website, we must integrate the data extracted from the brand's presence on these platforms. We talk about "deporting content". The brand is present in other places than on its official website, which makes it more visible. It has much more information about its content, which it must incorporate into its pre-existing data. To do this, new measurement tools have been developed: the "Key Performance Indicators" (KPI). These are "measurement elements chosen from a set of indicators that contribute to decision making". The choice of KPIs is particularly important for companies because they hold a substantial amount of information from heterogeneous platforms making it difficult to aggregate and compare data for analysis.

2.3.2.1 What is a real KPI?

Key Performance Indicators (KPIs) are measurable indicators for decision-making. They are part of a process of progress and allow the management and monitoring of the activity (marketing, social media, customer relations). They are "reported" and analyzed on a weekly, monthly or quarterly basis. These are tangible elements that allow us to draw up a report, analyses and produce recommendations. They are a real help to manage and adapt your strategy.

For marketing, they will allow to define the criteria taken into account to measure the effectiveness of global marketing actions, of a communication campaign, of a specific action (PR, influence marketing, new targeted content marketing axes etc...)

2.3.2.2 Objectives of the KPIs targeted through digital actions:

- Improve the awareness of your brands
- Becoming an opinion leader
- Develop lead generation
- Detecting influencers and ambassadors
- Strengthen customer relationship channels and improve service

2.3.3 The evaluation process

The evaluation of a brand's relationship strategy can be broken down into seven steps²⁶. After having determined the objectives, it wishes to pursue, it can choose the indicators that will enable it to measure the effectiveness of its policy. According to these KPIs, it must select the instruments necessary to collect the data sought. The firm can then proceed to analyze the data and determine whether it has achieved its objectives thanks to the relational policy conducted on social media. From these conclusions, it can solve certain problems, confirm its positioning or not and adjust its strategy according to the evaluation carried out. This step-in turn feeds customer knowledge and closes the virtuous circle of customer relationship management.

²⁶ https://cdn2.hubspot.net/hubfs/636866/Resources/FR/LIVRES_BLANCS/DIGIMIND-LB-20KPIspourvotreROISocialMedia-FR.pdf?t=1459783782970 (18/05/2022 at 11 :22)

In conclusion, brands should not go on social media with the sole purpose of growing their business: the relational approach should take precedence over the classic transactional approach. From this paradigm shift comes new objectives to evaluate on MS.

**Chapter III:
Presentation of the
construction of a digital
communication strategy
for “Thuraya for Arts &
Media”**

Chapter III : Presentation of the construction of a digital communication strategy for “Thuraya for Arts & Media”

1 Section 1: Presentation of the company “Thuraya”

1.1 Presentation

THURAYA FOR ARTS AND MEDIA is a company in the field of audiovisual production and digital marketing. Since its establishment in 2015, the company has been committed to providing high quality media and marketing services by integrating professional level using the latest technical and artistic innovations.

The company is led by a young, creative and innovative team. Equipped with a great know-how and professional hardware, it ensures the artistic spirit of the company and its continuous improvement.

1.2 Message, Vision and Values

1.2.1 Message

“Collaborating with THURAYA for arts and media is to have the splendor and the ideal at your fingertips. We aim for perfection and efficiency because the expectations and requirements of our clients are our priority, so we put our know-how, our equipment and our talents to our partners to achieve excellence.”

1.2.2 Vision

THURAYA aspire to be the leading company in the media production in the Arab world in terms of image and the quality of services in accordance with the Islamic identity by the year 2029.

1.2.3 Values

- Quality
- Mastery
- Excellence
- Cooperation

- Fast execution

1.3 Its services

THURAYA for arts and media provides media support to its customers in their new projects and this throughout the process of their realization. Through its integrated packages that includes the design of the visual identity and the brand until the realization of their vision and the realization of the final product.

It has 4 main types of services:

1.3.1 **Media Production Department**

- **Visual identity design**

Thuraya offers unique and exceptional designs that captivate and ensure the satisfaction of customers.

- **2D/3D Motion Design**

Being the best way to impacts and attracts the interest of customers, video is the most appropriate way to present ideas and work. By therefore, THURAYA put all its expertise and implemented all its expertise and know-how to produce all types of video with the highest standards.

- **Full media coverage**

Thuraya for arts and media, with its entire staff, seeks to meet all of the business needs of the customer's event, before, during or after the event, starting with promotional services, design and banners, to photography, live broadcasting and even reporting and photo albums.

- **Professional film production**

For entrepreneurs and institutions, THURAYA provides qualified and professionally equipped team mobilized to promote your work through advertising spots, and the shooting of corporate presentation videos, documentaries as well as reports and television sessions.

1.3.2 Marketing Department

- Specialized marketing plans based on each client's field of expertise to facilitate access to their target groups via social media platforms to achieve the desired effect.
- Management of the clients' pages on different social media platforms.
- Sponsored marketing campaigns with relevant and attractive content
- Enhance and strengthen digital presence and SEO services.

1.3.3 Department of training “THURAYA Academy”

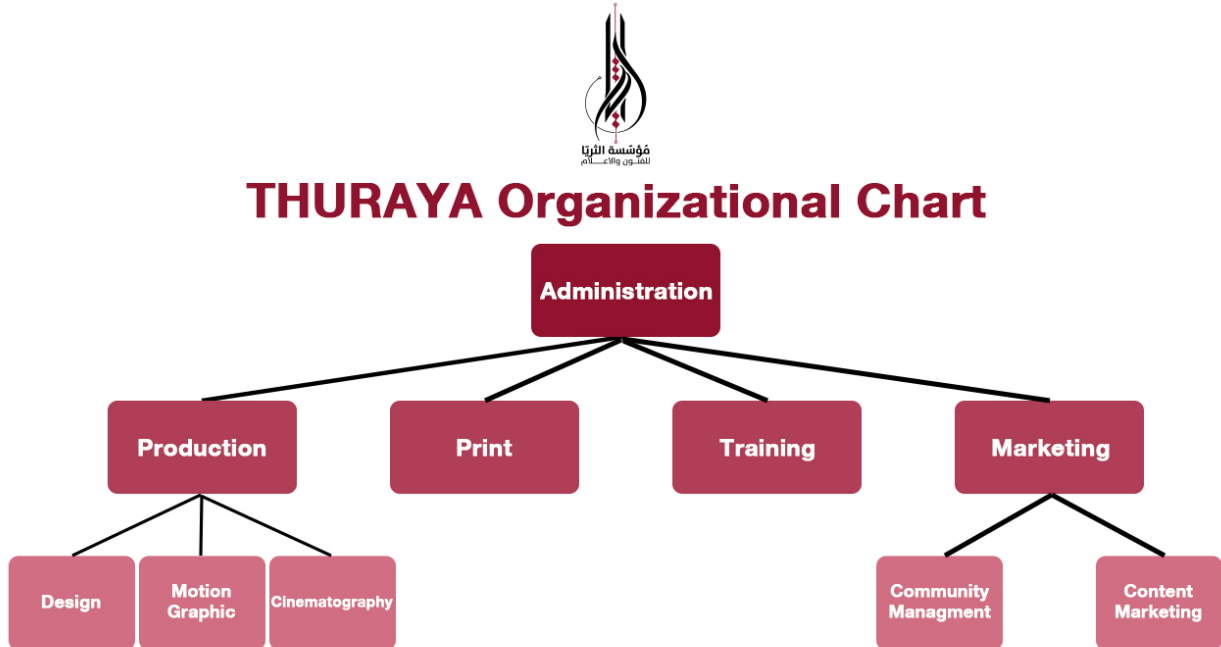
THURAYA offer the opportunity to all those interested in the field of audiovisual and media production to improve their artistic and technical level in order to meet the requirements in various audiovisual fields.

1.3.4 Print Department

THURAYA offers for digital or offset printing and large format printing with high quality

1.4 Organizational Chart

Figure 13 : THURAYA Organizational Chart



Source : Personal contribution

1.5 Environment analysis

1.5.1 SWOT analysis

Table 10 : Thuraya's SWOT Matrix

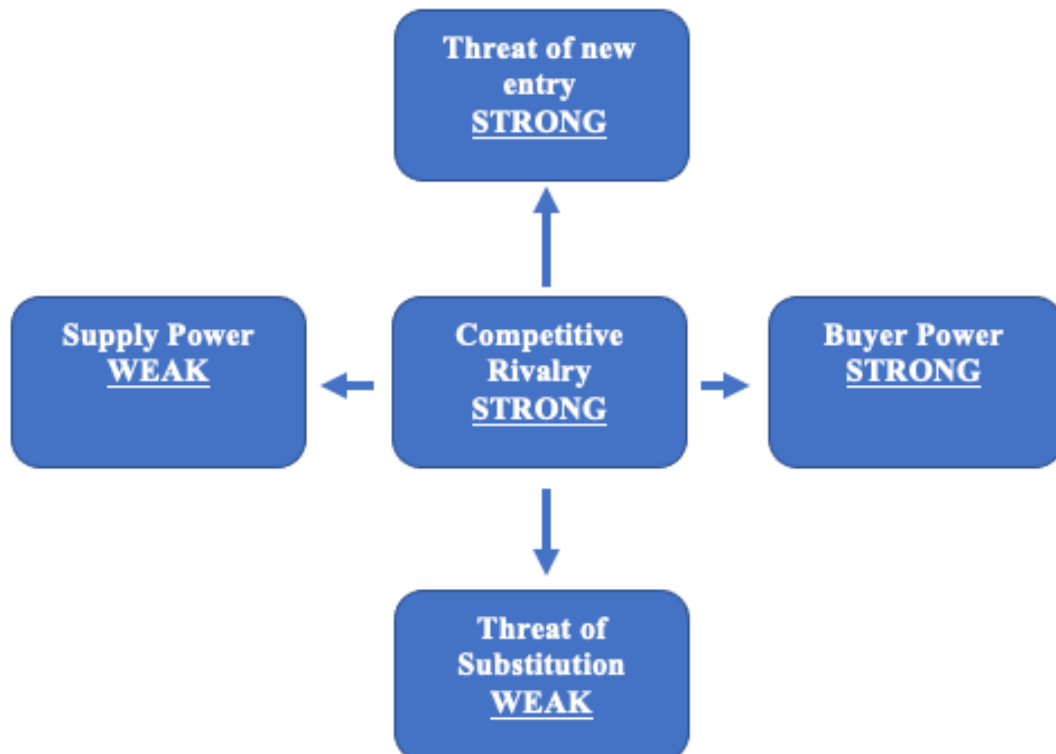
Strengths	Weakneses
<ul style="list-style-type: none"> - Qualified team - Competitive prices compared to the quality of the products - Fast product delivery - Flexibility in communicating with customers - Satisfied Customers 	<ul style="list-style-type: none"> - Cash shortage - Shortage of human resources - Slow growth due to lack of capital and investment - The company does not have a clear marketing strategy (new department)

	- Weak social media presence
Opportunities	Threats
<ul style="list-style-type: none"> - Increasing demand on audiovisual production services - Marketing services will always be on demand - Affordable labor prices 	<ul style="list-style-type: none"> - Qualified manpower scarcity - High competition - Understanding and dealing with changing customer requirements

Source : Intern Document

1.5.2 PORTER model

Figure 14 : PORTER Model



Source : Personal Contribution

- **Threat of new entry** → **STRONG**: Investors are favorable to the idea of investing in the audiovisual industry because of the increasing demand for services related to improving the image and digital presence of individuals and companies.
- **Supply power** → **WEAK**: The talent and efficiency of employees is the most important factor related to service quality
- **Buyer power** → **STRONG**: Customers have the greatest influence in this industry where understanding and satisfying their requirements is the biggest challenge.
- **Threat of substitution** → **WEAK**: Substitution services are the traditional advertising and promotion methods that are not considered a threat to the new technological developments in the industry that have proven their effectiveness.
- **Competitive rivalry** → **STRONG**: This field is somewhat new in the Algerian market, but in the past few years it has witnessed great growth, which led to the ignition of competition between the various new and old production companies.

2 Section 2 : Methodology of the study

We will start this second section by presenting the methodology of the study, then we will present and analyze the data collected during our interview in order to identify the different steps of setting up a digital communication strategy for our THURAYA case study.

In order to answer the problem and to confirm the starting hypotheses, we carried out a field study which will proceed as follows:

A qualitative study within THURAYA to identify and determine the most appropriate strategic choices and measurement tools to be put in place, as well as the choice of social media and published content, for the development of the digital communication strategy.

2.1 Presentation of the qualitative study:

We decided to conduct a qualitative study in the form of interviews, in order to collect information that will help us to try to answer our problematic in a general way. In this part we will present the research methodology of the study.

2.1.1 The choice of a qualitative study:

We have elaborated an interview with the head of marketing department because he is the only one and the best placed to judge the importance of social media on digital communication, the steps to follow to achieve a good digital communication plan and provide us with information about their communication policy.

In the case of a qualitative survey, there are two types of data:

- Primary qualitative data: collected through individual or group interviews, or observation.
- Secondary qualitative data: this is data that is older than the primary data. It can come from company documents, press articles, etc.

2.1.2 Interview:

In order to carry out a qualitative survey, several interview methods can be used. Before looking at these modes, we will begin with a definition of the interview, as it is the most appropriate method for our approach: *"An oral, face-to-face conversation between two people, one of whom transmits information to the other on a predetermined subject. So, the interview consists of a questioning session addressed to a person or to several persons fortuitously chosen in order to collect information allowing to confirm or to deny the research hypotheses"*²⁷.

As for the techniques, we have:²⁸

- Individual interviews, consisting of an interviewer and an interviewee:
 - Unstructured interview
 - Semi-structured interview
 - Structed interview
- The group interview: Inspired by group dynamics methods, the principle is to take advantage of the interactions of a group: exchange of points of view, comparison of ideas and experiences, etc. Here again, there are various forms (discussion group, focus group, nominal group, Delphi group) depending on the purpose of the study.
- Observation: This type of research consists of methodically monitoring and studying consumer behavior in their environment, preferably without their knowledge.

2.1.2.1 The different types of interviews:

There are 3 types of interviews as mentioned above, we will only discuss them in more detail to better understand our choice of study:²⁹

- **Unstructured interviews:** In unstructured interviews, often called free interviews, the interviewer briefly introduces the topic he or she is asking the interviewee to address and

²⁷ CHABANI (S), and OUACHRINE (H) : *Guide de Méthodologie de la recherche en Science Sociales*, 1st edition, 2013, p.72.

²⁸ <https://www.iedunote.com/interview> (06/06/2022 at 19:41)

²⁹ FENNETEAU, *L'enquête : entretien et questionnaire*, 3e Edition, Dunod, Paris, 2015, p.11.

then lets the interviewee speak freely for a relatively long time (one to two hours in most cases). The interviewer does not intervene much, and his interventions are intended only to help the interviewee develop his speech. This technique makes it possible to make discoveries by spotting thought patterns or behaviors that had never attracted the attention of researchers. In marketing, free interviews are used, for example, to discover the meaning that consumers give to their actions or to study the obstacles to purchase.

- **Semi-structured interviews:** The interviewer approaches the semi-structured interview with a guide that lists the topics that the interviewee should address. When the interviewee does not spontaneously bring up a topic listed in the interview guide, the interviewer invites him or her to talk about it. Within each topic, the interviewee expresses himself freely. In marketing, semi-structured interviews are used in particular to carry out studies on the representations and expectations of consumers.
- **Structured interviews:** When the interviewer uses this method, he/she directs the interview by asking questions. The interviewees answer freely, no answer modality is proposed to them. Each question invites them to develop a mini discourse; they can express themselves at length if they wish. In this type of interview, the interviewer intervenes to ask for clarification when the answers are too terse, and can also redirect the interviewees when they get lost. This type of interview is frequently used in marketing to evaluate an advertising message or to test new packaging. The directive interview should not be confused with a questionnaire survey. In questionnaires, most questions are accompanied by response options, and those that do not have options require relatively brief responses, a name or a few sentences that the interviewers simply record without intervention. In directive interviews, on the other hand, the interviewer does not hesitate to speak up to help the respondent concentrate on the questions asked and to encourage him or her to develop a more in-depth discourse.

2.1.3 Method of information collection

Given the nature of our research, we opted for a qualitative method in the first instance, based on semi-structured interviews, with the aim of being able to control the interview process to a minimum, while leaving some room for maneuver in the choice of the respondents' answers.

The data collection technique was face-to-face with permission to make recordings, which allowed us to detect the attitude of the interviewee.

2.1.3.1 Developing an interview guide

In order to carry out our mission, we developed an interview guide (see ANNEX 01). The interview guide is defined as³⁰: " An interview guide is simply a list of the high-level topics that you plan on covering in the interview with the high-level questions that you want to answer under each topic. We usually limit the guide to one page so that it's easy to refer to and to make sure that we're not getting too low level".

The creation of the interview guide is one of the most decisive steps in the realization of a qualitative study because it is the guide that conditions the entire coherence of the interview process, from the interview phase to the analysis phase³¹ .

The steps for the realization of the interview guide are very important for the success of the interview, moreover a good interview guide should be composed as follows:

- Opening phase: Presentation of the subject while remaining fairly evasive so as not to influence the interviewee too much. You can start with a general and vague question to put the interviewee in confidence.
- Centering phase: Each of the themes is addressed in order to obtain a maximum number of answers.
- Deepening phase: Digging into the key themes of the study, rephrasing etc.
- Conclusion phase: Thank you.

In our case, we chose the questions in such a way as to address all aspects of our problem and also to answer all the sub-questions of our theme.

Therefore, the interview guide is composed as follows:

³⁰ <https://www.sciencedirect.com/topics/computer-science/interview-guide#:~:text=An%20interview%20guide%20is%20simply,not%20getting%20too%20low%20level>. (07/06/2022 at 14 :46)

³¹ ROCHE, Réaliser une étude de marché avec succès, Editions groupe EYROLLES, PARIS, 2009, p.37

- Strategic context and measurement tools.
- Organizational structure.
- The return on investment.
- Perspectives.

2.1.4 Interviewee profile:

The respondent was chosen based on his position within the company and because he is the head of the new marketing department. We wanted to interview more people, but given the structure of the company and the affinity of the information sought by our study, we were forced to limit our sample.

Table 11: Interviewee Profile

The interviewee	Experience	Date and place
Head of Marketing Department	January 2021	Face to face, on 07/06/2022

Source: Personal contribution

2.1.5 Study analysis and results:

Now, we are going to submit the different answers collected from our interviewee after having followed the development of the interview guide. Concerning the analysis of the collected data, we have opted for the summary method, that is to say, to make a summary of each answer and collect what we need for our research and finally analyze what emerges from the results.

In order to conduct our analysis, we have grouped the responses into four main areas, as mentioned above, which are:

- **Strategic Context and Measurement Tools:**

Regarding this first axis, which we can say is the most important one regarding our study, we were able to determine the main objectives and the reasons why THURAYA wants to be present online and on the appearance it would like to have from its customers. To start with, the marketing director confirmed that any good plan is characterized by its objectives and concerning THURAYA, the company follows the SMART model and especially on content to have a better natural referencing.

Among the main levers of a good digital communication plan is to have more people, more often linked with the brand content and keep them as long as possible. This allows us to see that social media are essential for a good digital communication plan because it is the place where you can reach the most people, says our interviewee.

As for the choice of social networks, it varies according to the target because each strategy is developed for a specific objective which generally depends on the THURAYA activities and therefore it is necessary to be present where the targeted internet users are available to attract them to the brand's presence on the different platforms and this is why our interviewee confirms that the choice of networks is only a first step for the company.

THURAYA's performance on social media is yet to be measured because the company's presence has been very limited, but from the experience gained from managing the clients social pages we can say that the most important indicator is the engagement because it is a ratio that is calculated by dividing the community's react (likes, comments and shares) on the number of followers and among the most powerful indicators, we have selected: Reach, Impressions, Time watched, Followers, Page Visits, Views, Post engagement, Engagement Rate and the most used tool to visualize and analyze the insights is FACEBOOK Business Suite. These indicators are then compared with the results of previous months and also with the results of other competitors.

And finally, THURAYA's target audience is:

- Businesses that seek to improve the quality of their online presence.
- People interested in audiovisual industry (Graphic design, Cinematography, Motion Graphic etc.)
- People interested in digital marketing.

To achieve all these objectives, we could not have an exact figure regarding the budget for good digital communication strategy but we can say that it is approximately 10% of the overall budget.

- **Organizational Structure:**

Thuraya's administration currently recognizes its weak presence online and it's willing to invest on a content marketing strategy which is the marketing and business process of creating and distributing relevant and valuable content to attract, acquire and engage a target audience.

Many professionals in the content marketing field say that it is an approach such as Storytelling because most internet users perceive the content as informative and not advertising. This marketing approach aims to share with the internet users a lifestyle and not only posts.

Figure 15: Difference between Native Advertising and Content Marketing

	CONTENT MARKETING	NATIVE ADVERTISING
GOALS	<ul style="list-style-type: none"> > Search Engine Rankings > Brand Awareness > Conversions 	<ul style="list-style-type: none"> > Brand Awareness > Social Engagement
KPIS	<ul style="list-style-type: none"> > Number of Leads > High-Quality Links > Total Social Shares 	<ul style="list-style-type: none"> > Campaign Views > Site Traffic > Social Engagement
CHANNELS	<ul style="list-style-type: none"> > Average of 27 publisher stories 	<ul style="list-style-type: none"> > 1 Publishing Partner
BENEFITS	<ul style="list-style-type: none"> > Increased organic rankings > Drive brand awareness > Optimized for conversions 	<ul style="list-style-type: none"> > Drive brand awareness > Drive brand engagement
CHALLENGES	<ul style="list-style-type: none"> > Securing publisher partnerships > Requires long-term investment 	<ul style="list-style-type: none"> > Costly to scale > "Sponsored" tag perceived as ad > Lack of SEO benefits

Source : <https://www.crazyegg.com/blog/content-marketing-vs-native-advertising/>
(07/06/2022 at 18:59)

- **Return on investment:**

According to the interviewee, the advantage of a digital communication is summarized in saving the company a lot of time, a great diffusion and the fact that they can simply use simple and less costly tools with advanced targeting options to reach the desired target.

Thanks to digital communication, a business has a better measure of KPI's which are relevant and essential to measure the effectiveness of the digital strategy. Moreover, it is thanks to digitalization that we can minimize the costs of traditional communication which is excessively expensive.

- **Perspectives:**

Regarding this last axis, the Marketing Director tells us that the situation is evolving every day because technology is constantly progressing and as soon as there is something new, Thuraya jumps on the opportunity to improve even more in terms of digital communication to improve its image as a company.

It should also be noted that the company plans to further increase the budget of its digital communication, which reflects the strategic and essential importance that digital occupies in the marketing strategy of the company, as well as other human and material investments are planned for the long term because it is only the first year of the creation of the department and they are planning to reach more internet users locally and why not on the international level.

3 Section 3: Summary, proposals and recommendations

In this last section of the last chapter, we will make a global synthesis of the results of the study and finally give our recommendations and some proposals that could develop the evolution of Thuraya's digital communication strategy.

3.1 Summary of results:

In this section, we will mention the most important points we were able to conclude from our study and at the same time deduce whether our hypotheses are confirmed or denied. We could deduce that:

- Thuraya's marketing department is still fresh and in the phase of planification.
- Thuraya follows the SMART objectives model, which means that it must have clear goals to make everything clear, precise and above all measurable.
- Thuraya plans to use social media as springboards to drive people to its own platforms.
- The tool most used by Red Bull to measure its effectiveness on social media is Facebook Business Suite.
- THURAYA's target audience is: Businesses that seek to improve the quality of their online presence, people interested in audiovisual industry (Graphic design, Cinematography, Motion Graphic etc.), people interested in digital marketing.
- About 10% of the global budget is dedicated to digital communication.
- Thuraya is willing to invest its digital communication strategy on Content Marketing.
- The company invests in digital because it saves time and money.
- KPI's are essential to measure the effectiveness of your digital communication strategy.

3.2 Proposals and recommendations:

After reviewing Thuraya's business and activities, and discovering that they have been successful in their industry regarding product quality.

However, During the internship period and by analyzing the internal and external environment of the company some flaws have been discovered that need to be addressed by Thuraya:

- It is clear that there are many aspects that require development within the company, and the most important aspect is the company's marketing strategy. It is true that the marketing department is newly established, but regarding of the intense competition in this industry, they must take advantage of every available tool in order to excel over the rest of the competitors, and in my humble opinion, the digital presence of the company has become at the present time the most important way to enhance the company's visibility and draw the attention of the group interested in the company's field, and why not gain new important customers.
- The problem of lack of qualified manpower can be addressed by attracting trainees in the same field and accompanying them with the necessary training in order to hone their skills and gain the necessary experience.
- Restructuring the marketing department and allocating a special unit for marketing the company and its services and promoting its works, as the department relies mainly on marketing to the company's customers, while the company's personal accounts on social media and the website are not given much importance.
- Optimizing the website's ranking in search engines by relying on relevant keywords.
- Studying competitors and benefiting from their experiences helps the company to develop its strategy in the future.

General conclusion

The pace of change in the world of media and communication is accelerating under the impulse of the digital revolution. Uses, business models and innovations are evolving before our eyes.

Today, digital transformation is on everyone's lips. A company no longer needs the media to address its audience directly. The media can certainly reinforce its audience and its notoriety, but the dependence is much less strong.

Using digital means crossing paths with the internet users without bothering them: not interrupting people in their daily lives but letting them come to you.

The purpose of this study was to try to set up a digital communication strategy for a company which is in our case Thuraya for Arts & Media company. In order to present convincing results, we had to immerse ourselves in many theoretical concepts related to the digital and social media universe. We relied on a specialized and thorough documentary research, combined with practical knowledge acquired during the internship.

In order to bring an answer to our problematic which is articulated around the step to follow to set up a digital communication strategy for a company.

First, we oriented our work towards the theoretical explanation of some concepts that are generalities in the field of digital marketing and digital communication. Then, we dealt with the steps to follow and how to manage and measure the effectiveness of a digital strategy. Finally, and with the help of our practical case we were able to make proposals in order to establish the basic strategy. These proposals will then have to be implemented and adapted according to their results and the evolution of the company.

In the middle of May, I fell ill and this sickness kept me in bed for a long time and I ended up in the operating room of the hospital. This bad surprise prevented me from conducting the study the way I wanted, however I tried to complete it in the very short time remaining. After analyzing the results of the qualitative study, we can evaluate our hypotheses:

- **H1:** In a market with high competition, having a digital communication strategy improves the company's visibility and increases its chances of getting new customers. This **hypothesis** is **confirmed** relying on the theoretical references.
- **Hypothesis 2:** Situation analysis, target identification, business goals, communication levers and creating a content strategy are the main steps for the development of a digital communication strategy. This **hypothesis** is **confirmed**.
- **Hypothesis 3:** Social media and websites are the most important levers for setting up a successful digital communication strategy. This is a **confirmed** hypothesis, it's true we couldn't measure the effectiveness of the digital strategy and we could only confirm from the interview responses, but from the information we could gather from the whole study, I feel confident that social media presence and a well-ranked website are the most important levers for a successful communication strategy for any company.

However, during the development of this thesis, we encountered several difficulties and obstacles. Indeed, measures of effectiveness of the digital strategy could not be measured.

Finally and after all that has been discussed, we can say that with the advent of the WEB and 5G that are already making headlines in the technology space, it is also interesting to ask what impact these new technologies will have on consumer behavior and on how companies will respond to consumer expectations?

We hope that this modest work has achieved its objectives, even if it is only a first step that presents avenues that must be developed.

Finally, the results we have reached in this work can be further developed by others, based on better developed knowledge, and larger figures.

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Annexes

Annex 1 : Interview guide

Topic: Implementing a digital communication strategy for a company

(THURAYA)

This interview consists of 4 parts:

What is your mission within THURAYA? And how long have you been in this position?

been in this position?

Strategic context and measurement tools:

1. What are the levers of a good digital communication plan?
2. What are the main objectives that drive you to be present online?
3. What method do you use to select social media? And what is the degree of importance of this choice?
4. Which ones do you think are the most important to measure? Do you have any examples of indicators?
5. How do you plan to measure the effectiveness of your digital communication strategy?
(Methods, techniques to measure the performance of your strategy)
6. What are the targets/communities you want to reach with your communication strategy ?
7. How much money do you think you can spend on social media and and what does it represent in relation to the overall communication budget? (Percentage)

Organizational structure:

8. In Thuraya's current organization, how do you differ from your competitors in terms of competitors regarding your presence on social networks?

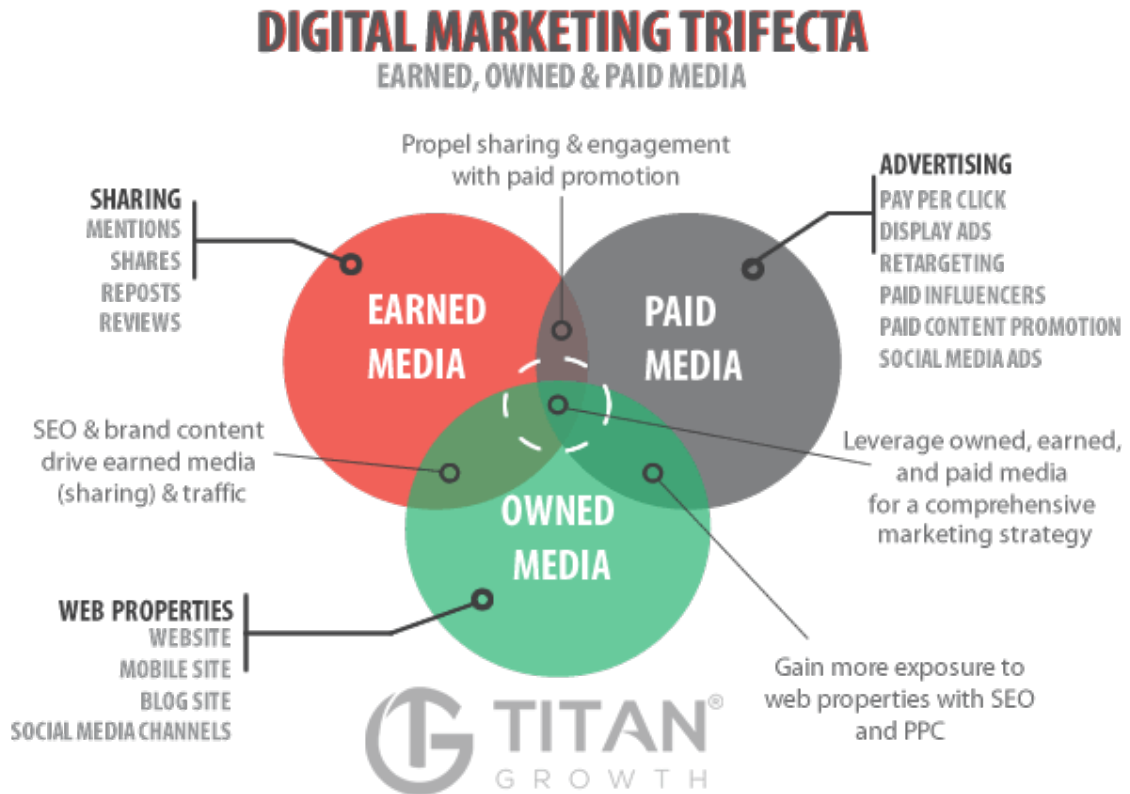
Return on investment:

9. What are the advantages of a digital communication compared to a classic communication strategy?

Perspectives :

10. In your opinion, what are the prospects for the evolution of digital for Thuraya in terms of in terms of digital communication strategy?

Annex 2: Earned, Owned and Paid Media



Source: <https://www.titangrowth.com/what-is-earned-owned-paid-media-the-difference-explained/> (15/04/2022 at 20:21)

Annex 3: RACE Model



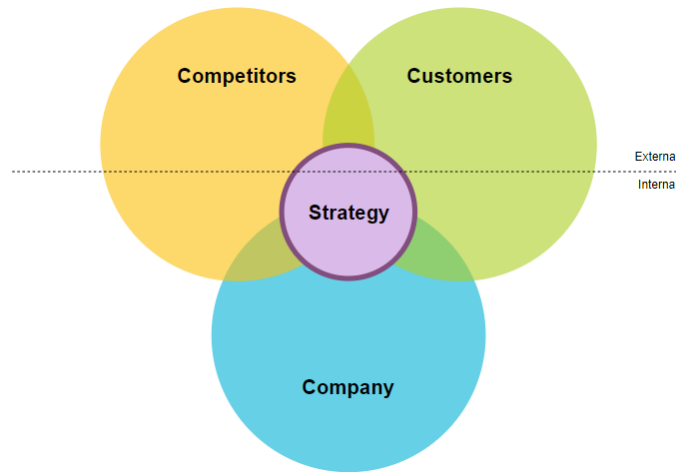
Source: <https://www.consuunt.com/race-planning/>

Annex 4: Google Analytics example



Source: personal contribution.

Figure 5: The 3C diagnostic model.



Source: <https://online.visual-paradigm.com/knowledge/strategic-analysis/what-is-ohmaes-3c-model/>

Annex 6 : SWOT matrix.

	Helpful	Harmful
Internal	<p>S Strengths</p>	<p>W Weaknesses</p>
External	<p>O Opportunities</p>	<p>T Threats</p>

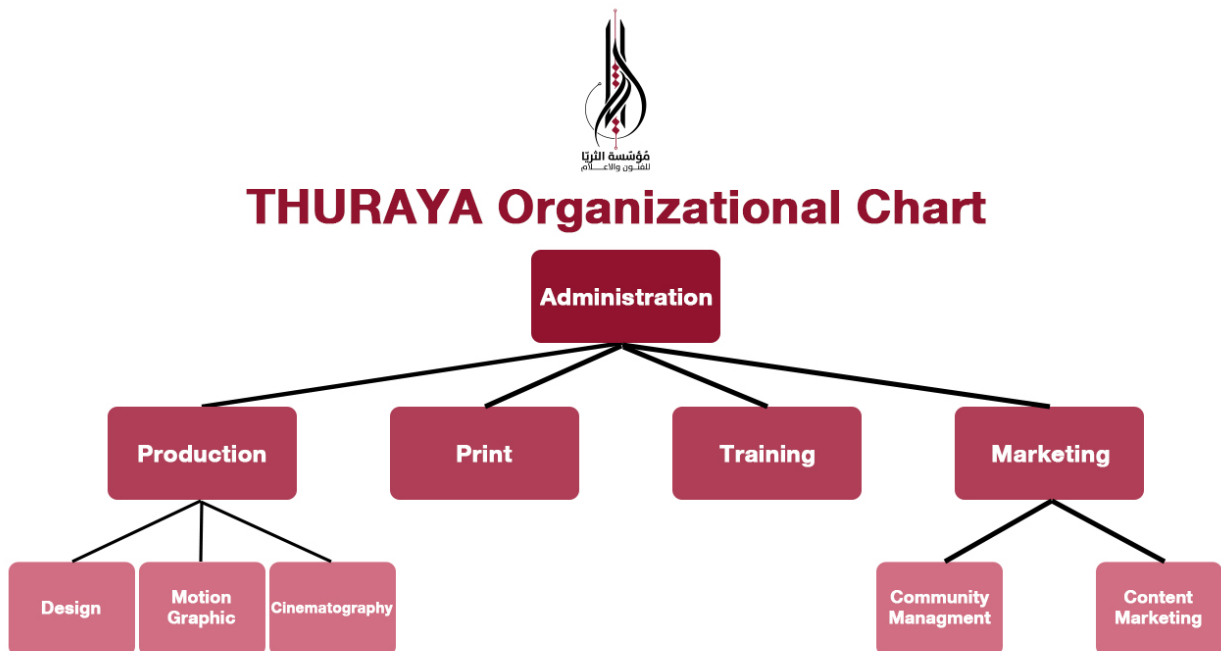
Source: <https://library.citadel.edu/c.php?g=773716&p=5550771>

Annex 7: SMART Goals



Source : <https://blog.airtable.com/smart-goals/>

Annex 8 : THURAYA Organizational Chart



Source : Personal contribution

Annex 9 : PORTER Model



Source : Personal Contribution

Annex10: Difference between Native Advertising and Content Marketing

	CONTENT MARKETING	NATIVE ADVERTISING
GOALS	<ul style="list-style-type: none"> > Search Engine Rankings > Brand Awareness > Conversions 	<ul style="list-style-type: none"> > Brand Awareness > Social Engagement
KPIS	<ul style="list-style-type: none"> > Number of Leads > High-Quality Links > Total Social Shares 	<ul style="list-style-type: none"> > Campaign Views > Site Traffic > Social Engagement
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CHALLENGES	<ul style="list-style-type: none"> > Securing publisher partnerships > Requires long-term investment 	<ul style="list-style-type: none"> > Costly to scale > "Sponsored" tag perceived as ad > Lack of SEO benefits

Source : <https://www.crazyegg.com/blog/content-marketing-vs-native-advertising/>
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