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Support an e-commerce to improve business

BACHELOR OF INTERNATIONAL BUSINESS
2023

Author Sabrina Nemmar	Type of Publication Bachelor's thesis	Date November 2023
	Number of pages 35	Language of publication: English
Title of publication Support an e-commerce to improve business		
Degree Program International business		
Abstract <p>The objective of the thesis is to develop the activity of an established online business located in Algeria that is having difficulty maintaining a stable level of sales and attracting new customers.</p> <p>This is achieved through an in-depth analysis of the electronic business through strategic management and business plan analysis tools, with the aim of providing support to obtain customers and improve the business in general.</p> <p>The thesis includes a theoretical part that addresses the principles of a successful business in commerce, particularly electronic commerce, by citing the essential tools for success. Before moving on to the practical part, carry out a commercial analysis of the Aquarellehome online store in collaboration with its manager in order to bring together the necessary elements to establish a strategic plan for improving this e-commerce.</p> <p>The methodology used is qualitative for flexibility and exploration, as it is most appropriate in terms of research tools such as interviews, workshops, and observation.</p> <p>The commercial analysis with the methodological tools used led to the conclusion of proposing areas for improvement in social e-commerce based on the gaps observed in terms of external and internal factors in the case of e-commerce.</p>		
Keywords: E-commerce, business analyses, digital business strategy, social e-commerce, m-commerce.		

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1 INTRODUCTION

More than ever, the world has become very connected. Digital technology is developing and expanding in a phenomenal way, the world is affected by this prodigy, causing cultural, economic and social upheavals. Digital transformation has experienced a special scale since the COVID-19 pandemic. Indeed, digital technologies have changed the daily lives of individuals and entrepreneurs, forcing them both to adapt quickly to changes and to find digital solutions to continue operating, without excluding the world of commerce.

Electronic commerce, or e-commerce, is a part of e-business, and both depend on the use of digital technology to carry out their business operations. Broader than traditional commerce, e-commerce exploits the advantages of technologies to reach their potential customers and carry out their business, provided they know how to exploit this advantage of technology and digitalization.

The objective of the work is to develop the activity of an online store located in Algeria, which is having difficulty finding customers and selling its products properly. The business newbie started an e-commerce business with social media sales pages to sell items, but he's struggling to attract new customers, build awareness and improve his business.

This thesis aims at carrying out an analysis of electronic commerce using strategic tool methods in collaboration with the business manager in order to identify the points that negatively influence the good development of the company in the aim to find solutions that could help attract customers and improve business development in general.

To this end, the thesis includes a theoretical part with the essential context concerning e-commerce and e-business, its history and evolution, the advantages and disadvantages of e-commerce nowadays, and the pillars of a successful e-commerce

business before ending with the strategic aspect and tools chosen to analyze e-commerce.

The second part concerns the methodology chosen to conduct the thesis, which is qualitative research, before continuing with the e-commerce case study part with analysis tools.

Finally, the last part of the thesis presents suggestions and improvements before ending with a conclusion that summarizes the conclusions regarding the research questions.

2 PURPOSE AND PROJECT OBJECTIVES

2.1 Objective of the thesis

The objective of this work is to analyze the problem encountered by an e-commerce startup, which is to reach new potential customers and sell its products more coherently. In order to uncover the core of the problem, business analysis using analysis methods such as SWOT, PESTEL and MOST analysis tools with qualitative research methodology is used. Before trying to develop new ideas to improve the business situation.

2.2 Research questions

- What are the factors that can affect an e-business ?
- What are the key elements that make an e-commerce successful?
- What type of external environment and how can influence the development of a business
- How to get client when you have an online shop?
- How to support an online shop to improve business?

2.3 Conceptual framework

The objective of this thesis is to highlight the factors that can affect an e-commerce by carrying out analyses with business analysis tools such as SWOT, PESTEL and MOST in order to highlight the sources of problems that can influence an e-commerce before proposing or suggesting appropriate solutions. The conceptual framework below defines the main stage of the thesis, which constitutes the main core of the situation, the strategy used to analyse and the last stage with concluded suggestions and recommendations.



Figure 1. conceptual Framework

3 E-COMMERCE

Electronic commerce or e-commerce means in simple terms the use of the Internet for commercial purposes, the buying and selling of products and services over the Internet.

All digital channels such as computers, smartphones, tablets, consoles and televisions are a means of using e-commerce. This makes it successful because of the facilities to use everywhere in different kind of situations and ages. (Traver, 2021)

E-commerce also has other names such as internet commerce, e-commerce, digital commerce, otherwise there is a difference between e-commerce and digital commerce. E-commerce and digital business are not synonymous because e-commerce is part of digital business. Digital commerce is synonymous with e-commerce, which is the use of technology and digital media to improve business. One of the most important differences between e-commerce and digital commerce is the use of an extranet and an intranet in addition to the Internet for e-business. (Chaffey, 2015)

E-commerce is used by companies that already have a physical store and want to open to new markets. But also, by start-ups with limited budgets who wish to get started, also by companies which do not wish to have a physical store and remain on a digital platform. (Idrissi, 2023)

3.1 History and evolution of e-commerce:

According to Kenneth Laudon E-commerce went through 3 stages,

The stage of invention from the years 90 to 2000, when web technology did apparition, followed by the first online sales sites, online payment appeared in the 1990s, kicking off this phase. On this period businesses started experimenting with selling items and services through the Internet, but customer trust remained low. Online transactions were limited, and commercial models were barely being developed. (Laudon, 2019)

Stage of consolidation 2001-2006, During this phase, e-commerce grew exponentially, largely due to the spread of the Internet, where internet networks began to enter homes with the prices of computers becoming more accessible to individuals, and thanks to the improvement of online payment technology. This period is marked by the introduction of retail trade, but also that of services such as travel or financial services. Businesses started to invest heavily in their websites to provide better user experience and payment options. Improved security and product delivery logistics. This phase was

also marked by the rise of e-commerce giants such as Amazon, Alibaba and eBay. (Laudon, 2019)

The reinvention stage, from 2007 to present. iPhone introduction, followed by applications and social media, at this stage, e-commerce is now an integral part of consumers' daily lives. Companies use a variety of techniques to perfect their online marketing strategy, personalization and targeting for customer acquisition. Additionally, the rise of mobile phones has enabled consumers to shop online anytime, anywhere. To retain customers, companies are also adopting innovative business models such as subscription and on-demand services such as Uber, Airbnb, Instacart and Deliveroo. (Traver, 2021)

3.2 Types of e-commerce

Business to consumer e-commerce B2C, this type of e-commerce involves retail goods, travel, financial service or any other type of service. carried out electronically, coming from a company to a customer. Example, the sale of items in detail on a site or an application for individuals, airlines or travel agencies which offer the sale of plane tickets via a platform or a web site.

Business to business B2B e-commerce, concerns inter corporation business it's generally between wholesaler and retailer, fabricant, raw material and production. Using electronic means to find each other, contact each other or complete a business contract. The example to cite would be the Alibaba group which is one of the largest e-commerce companies in the world in the field of international trade. their website and applications connect manufacturers and wholesalers from around the world.

Consumer to consumer C2C e-commerce concerns customers who sell to each other different products such as electronics, office furniture or other products are exchanged using electronic channels. Via online marketplaces, second-hand market websites, or on social networks. (Traver, 2021)

Mobile e-commerce M-commerce, a recent type of electronic commerce is e-mobile commerce, it's based on use of wireless devices such as phone or tablet only no computer needed, for commercial operation. M-commerce allows access to online shopping, financial services, electronic wallets, service and retail. M-commerce has 3 categories, mobile shopping, mobile banking, and mobile payment. (Yasar, 2022)

M-commerce is used for all types of electronic business such as shopping, ordering, reservation, booking, traveling. 'Retail m-commerce purchases reached over 2.2 trillion dollars worldwide in 2019 and are expected to continue growing rapidly over the next five years'. (Traver, 2021)

Social e-commerce particularly linked to M-commerce, social e-commerce is an electronic commerce enable by social networks such as Facebook, Instagram and others, this form of commerce allows to access to a more potential customers, it allows to particular to sell product to particular and companies present on social media to reach more targeted customers. (Laudon, 2019)

Local e-commerce based on geolocation customers can be reached depending on their location and location of the store, business can choose the marketing location targeted and client can define the location of the business or product looking for. (Traver, 2021)

3.3 Advantages and Disadvantages of e-commerce

Electronic commerce is a booming market, boosted with 2020 COVID pandemic, for businesses and customers, who both find the usefulness of electronic ways to serve and be served. With the confinement crisis, customers and businesses found a suitable way to reach each other, and electronic commerce proved the power it holds and, above all, allowed the owners of businesses not yet on the web to do so. As far as consumers, we can say that it has increased the number and use in both directions. The COVID pandemic has also highlighted the advantages and disadvantages that e-commerce offers.

3.3.1 Advantages of e-commerce

Advantages of e-commerce concerns: comfort and flexibility of sale and purchase; the customer or the business are not limited by time or geographical location. The customer has access to local commerce or his favorite brand, which is far away, the same is true for the business, which can reach more customers thanks to e-commerce without time limitations or closing times.

The second point concerns product availability, when a chosen product arrives at the customer's destination from different places with the right size, for example, the customer doesn't need to move far or spend a long time looking for the right product, it will arrive at the destination with a simple click. Followed by the ability to reach a wider audience, e-commerce is particularly notable on this point for the reason there is no geolocation limitation, the business identifies its subject and its target and launches without geographical limits.

Further e-commerce offers the chance for more profiles to get started in business, everyone has their place, small businesses as well as large companies, and finely the point of reduction of overhead costs, such as rental of premises to accommodate clients, decoration and invoices. (Mailchimp, 2023)

3.3.2 Disadvantages of e-commerce

Electronic commerce doesn't have only advantages, but it presents some less pleasant experiences. The disadvantages or challenges of e-commerce are delivery times and shipping costs. Compared to normal purchases, the customer has to wait some time before receiving the order. Add to that the fact that shipping may incur additional charges and customer service can be a challenge. With a non-physical location, it can be difficult to reach them by phone or send a message. Returns and refunds are more complicated than the physical experience because the customer has to go to the post office or point of sale, fill out a document on the web, etc.

The lack of sensory experience is also a disadvantage of e-commerce because the customer must trust and imagine the quality and size of the product with only the image without tactile or ocular experience and finely, IT security issues with fraud, payment

problems and hackers. are also some of the disadvantages of e-commerce. (Prasanna, 2023)

3.4 Pillar of successful E-business

The success of an e-commerce business should not be based on luck or chance. A flourishing e-commerce business in the digital market usually rests on a solid foundation. These pillars play a crucial role in ensuring business efficiency, delivering value to customers, and maintaining competitiveness. Based on several references cited at the end of the thesis, here are some of the fundamental elements that contribute to the success of an e-business:

A solid e-commerce business model comes among the priorities, to guide business activities, including the key elements that compose it as a value proposition, which shows the value added by the business to the customer, the revenue model with the way to earn money, the market opportunity specifying the target market and its size, studying and knowing the competitive environment, knowing, specifying and highlighting the competitive advantage that the business offers, market strategy with the plan to reach the target, organizational development knowing with what type of structure and organization collaborate, and the management team knowing the experience background and skills necessary to lead the business. (Laudon, 2019)

The conception of a digital business strategy, which shares much in common with corporate, business and marketing strategies. Which consists of a clear definition of objectives and how to achieve them, a clear target of customers, quality content, search engine optimization to improve visibility in online search engines, commitment to the customer, continuous adaptation of the strategy to changes possible, and a long-term strategy. (Dave, 2019)

Digital channel strategies come subsequently, which consist of methods, plans and tactics chosen by electronic commerce to achieve the objectives set in the business plan strategy. With regard to promotions of products or services, achieve objectives in sales matters and offer the customer quality experience through the use of the different

digital channels available. Such as websites, social media, search engines, emails, mobile applications and other forms of digital presence. While elaborating a specific strategy for each channel. (Dave, 2019) (Albercht, 2014)

The implementation part comes after the steps mentioned above, in order to realize the projects through effective management. Including the importance of the design of the platform on which the business is present, the general layout, the diagram, the organization of the pages, the ease of navigation for customers, and IT security, particularly for transactions. Followed by the last point, which is the management of change and growth by always being and aiming for development by adapting strategies and management, and finally adapting to change to be able to overcome obstacles. (Dave, 2019) (Combe, 2006)

4 E-COMMERCE ANALYSIS TOOLS

In order to make a complete commercial analysis, and to have a complete and in-depth view of the situation of e-commerce, we will use the following 3 analysis tools,

4.1 SWOT analysis

SWOT analysis is a strategic analysis tool with acronyms derived from strengths, weaknesses, opportunities and threats. It is one of the oldest analysis tools and is most widely used nowadays to make strategic decisions in different fields. The utilization of SWOT analysis allows for the identification of the strengths, weaknesses, opportunities and threats of e-commerce. Which will allow us to understand the internal advantages, the areas to be improved, the opportunities to be taken, and the challenges to be met. (Sarsby, 2016)

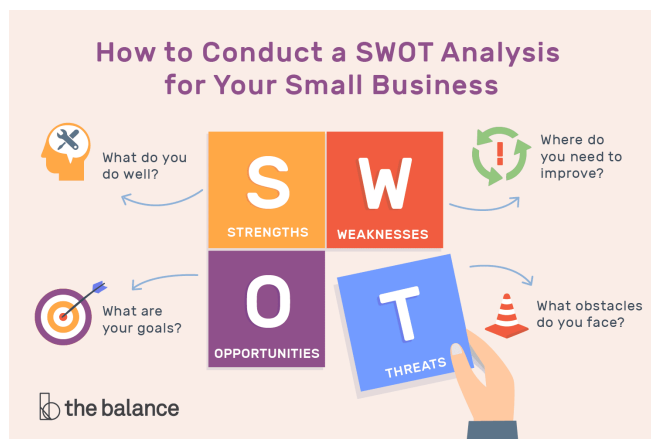


Figure 2. SWOT analysis (Gregory, 2019)

4.2 Pestle analysis

Pestle analysis is a method of strategic analysis tool that analyzes, diagnoses, and evaluates the external factors that can affect the situation of a company. It allows having a global view of the environment of the company and this has six components, which make up the name, the factors of the political environment, the economic environment, the sociocultural, technological, legal, ecological and geographical environment.

The use of this method for e-commerce will make it possible to evaluate the external factors that influence the proper start-up of e-commerce by identifying the opportunities and threats that surround it thanks to the six factors. All this with the aim of developing a new strategy for e-business. (Perera, 2017)



Figure 3. PESTEL analysis (2022)

4.3 MOST analysis

Most analysis is part of strategy analysis, the acronym stands for mission, objectives, strategy and tactics. The purpose of this analysis strategy is to highlight the organization put in place by a business, concerning the main mission factor or purpose of this business, the objectives it aims to achieve, the strategies put in place to achieve its objectives, as well as the tactics or concrete actions put in place to achieve the objectives

The use of the most effective strategy helps to know clearly and effectively the planning and management framework used in order to subsequently develop coherent plans. The purpose of this analysis strategy is to highlight the organization put in place by a business, concerning the main mission factor or purpose of this business, the objectives it aims to achieve, the strategies put in place to achieve its objectives, as well as the tactics or concrete actions put in place to achieve the objectives. (Cadle, 2010)

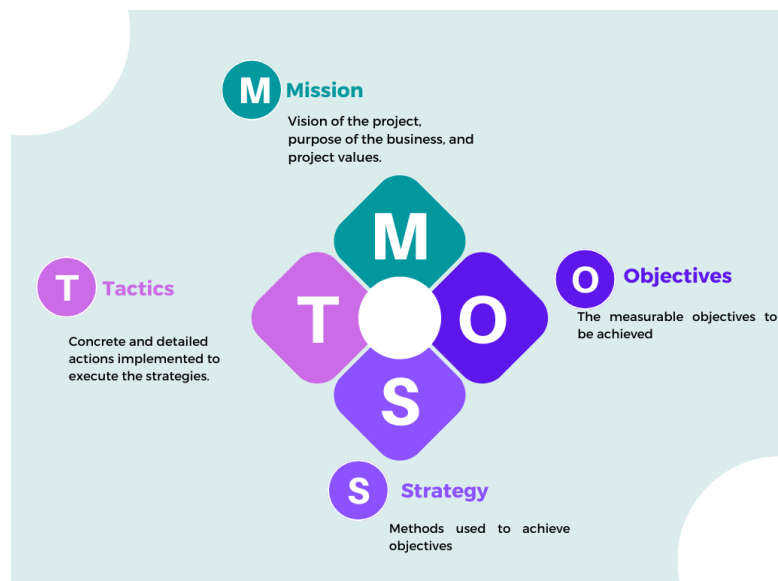


Figure 4. MOST ANALYSIS

5 METHODOLOGY

5.1 Research method

The purpose of the thesis is to detect problems regarding an e-commerce company that is encountering difficulties in achieving fixed objectives. Regarding the desired outcome of the research, which is to identify and investigate the obstacles related to e-commerce, the qualitative research method was the approach used for the thesis for the reason that it's the most appropriate method from my point of view due to the inductive approach we wanted to take for the electronic commerce case.

Qualitative research is a research method based on data collection from the natural environment but also and above all, on human experience, which makes the difference, to explore, understand and interpret social, cultural and human phenomena. Used more often in social and human sciences, data collection methods are varied in qualitative research, including semi-structured interviews, focus groups, observation, content analysis, analysis of documents, images, testimonials, etc. Depending on the type of research sought. (Ouvier, 2022)

Qualitative research aims to describe, understand in depth, and explore, compared to quantitative research, which aims to quantify and present figures. With open questions, qualitative research answers the question "why" by relying on expressions and words and presents results in text form. Different from quantitative research, which answers the question, "How much? And what? And present results in the form of graphs and percentages. (D.Lincoln, 2021)

5.2 Data collection

The collection of research data is a methodical process to gather relevant information for our research in order to make a database from which to conduct research, analysis or decision-making. Data collection can be done through various methods, such as semi-structured interviews, observations, focus groups, interviews, workshops, questionnaires, sampling, etc. (Cadle, 2010)

For our quantitative research method, the data collection method used was interviews, especially semi-structured interviews, are an interview approach used in qualitative research where the researcher prepares a set of questions and themes to discuss with the participant while allowing flexibility to explore in depth the specific answers and experiences of the interviewee. This combines elements of pre-prepared questions with the ability to add follow-up questions based on the answers and information provided by the participant (Elaine, 2022) (Bilgin, 2017) . This method was used for the case of e-commerce because questions were prepared in advance and improvised according to the respondent's answers in order to have a very complete answer to the purpose of the question sought. The theme and subject addressed during the interviews were the objective of e-commerce, the type of customer targeted, the method of approach, the regulations of the country concerning e-commerce, the difficulties encountered and the blocking and demotivating points.

A workshop is a collaborative method used in business analysis with a group of collaborators with the aim of working on a specific subject by exploring, discussing, and analyzing in order to identify and define issues before discussing the perspectives. The cited method was used in the research method because it was an appropriate

method to have collaborative data, especially on business analysis tools such as SWOT, MOST and PESTEL. This method made it possible to know the vision and the issues of the company. The workshop method took place online or in person, with the researcher presenting the elements to be discussed, in particular the components of the SWOT, MOST and PESTEL analysis methods. The researcher and the business owner discussed the factors that make up each of the methods regarding e-commerce.

Observation is a very common method in qualitative research, it allows for knowing and understanding the subject in depth through the collection of data carried out in a natural environment. (Espedal, 2022) Observation goes through the stages of defining the objective on the part of the researcher, taking notes, and analyzing the data before interpreting the results. The observation method was used as part of the research by carrying out observations on the functioning of the pages on the social networks that e-commerce holds. The objective of the observation was to observe the general layout, frequency of publications and interactivity of the page managers, the content distributed, the offers proposed, and the interaction with customers by responding to comments, for example. The goal was also to observe user behavior, their preferences and their needs in order to better understand what they are looking for based on the number of likes or comments under different publications. (Gwen, 2022)

5.3 Implementation

The planning of the structure of the research was done through trips to Algeria, where the researcher had the opportunity to discuss and carry out a working session with the manager of the page. Video calls and discussions were also carried out online, and the observation was done partly virtually since the business is electronic and a large part of the business challenge and the way of reaching the customer is done online. The researcher also had the chance to observe the entire supply chain of the sales operation, where he accompanied the manager during two deliveries, one by hand and the second via the delivery companies.

The data collection plan was as follows: exchanges of messages, telephone calls, video calls, online working sessions by video call, face-to-face meetings and discussions,

and finally emails to transfer solutions, suggest solutions, and summarize the work provided. All this for the period from April to July 2023.

5.4 Research findings

Following the interviews, workshops, observations and analysis tools, here are the elements to highlight, Aquarellehome e-commerce does not achieve the set objectives, according to the owner during interviews, the reasons are, in the first place, difficulty factors put in place by the government with the random decision to stop imports suddenly and unexpectedly, which created a big break and difficulty starting correctly. And this took place at the same time as the creation of the company.

Secondarily, the great resemblance of goods between suppliers following the strict import law led to an increase in prices compared to the lack of choice and the monopoly held by the few remaining approved suppliers. Which also makes the competition very tough. Furthermore, another point is the huge competition from the point of view of the cheap products available on the markets. And finally, the risk the management of low risks taken so far by the startup, where the owner of the e-commerce describes low risks taken on the investment side by the startup for fear of losing big.

The interview and the PESTEL analysis highlighted the subject of the website. The owner of the business clarified that online payment is not yet very frequent at the moment and that it is therefore considered useless to have a website currently because it will generate additional costs.

6 E-COMMERCE CASE STUDY AND ANALYSIS

6.1 Case study presentation

Aquarellehome is an online store of the social e-commerce type based in Algiers, the capital of Algeria, which is situated in North Africa. E-commerce is in the textile and decoration activity sector. E-commerce opened in 2022. It purchases products imported from wholesalers to resell them online. The e-commerce startup adopted the strategy of social e-commerce, which is linked to m-commerce type with the meaning of using social media for business purposes. Today, it has nearly a thousand subscribers.

The business adopted the m-commerce method because it's the most popular e-commerce in the country at the moment. The startup doesn't have a website at the moment because online payments are not very popular in the country due to poor cybersecurity. The selling situation starts with a message received by the customer about the article concerned. Share the necessary personal information about the name, phone number, delivery address, time and day of delivery. Then the m-commerce company gives a call to confirm the information concerning the item, price, and delivery address before sending the parcel. Mobile applications used by e-commerce are Facebook, messenger, Instagram, WhatsApp and Viber.

The article payment is made hand in hand, which means the person in charge of delivery is also in charge of payment recovery. The exchange of the item is done in the same way as delivery. The second method of delivery is that the customer can pick up the item from the e-commerce delivery point for free.

The startup encounters difficulties in maintaining a stable sale rate and works to improve responsiveness and purchases on the accounts.

In order to conduct fairly a complete analysis of the company's situation and to raise the gaps before trying to find the axes of improvement, we will conduct an analysis of the situation of e-commerce by utilizing three pertinent tools that will be SWOT, PESTEL and MOST.

6.2 SWOT Analysis

Strengths of Aquarellehome according to the business owner, are the quality of products because the choice of products proposed is very qualitative, followed by the scarcity of the products on the market due to importation from France for certain products, which makes them rare and interests customers, and lastly, the availability of the team because they are very reactive and articles are generally sent in less than 24 hours.

The weaknesses of e-commerce, according to the owner, is the lack of a physical experience where the client can see and touch the product due to not having a physical store. The second point concerns the prices, which the customer considers a bit expensive compared with some competitors. The last point is the constant lack of visibility that the business faces, which has an impact on customer visits and purchases.

External opportunities that can be favorable to the development of e-commerce, according to the head, are the increasing sharing of content on social media, like more fun videos and reels and more artistic pictures. The second point is collaboration with influencers, which can initiate a lot of visibility but can be very expensive.

Threats surrounding e-commerce are the competitive physical stores that are situated everywhere with different sizes, which allows the customer to have a tactile experience, as well as low-end merchandise available at very low prices, which may be attractive to the customer.

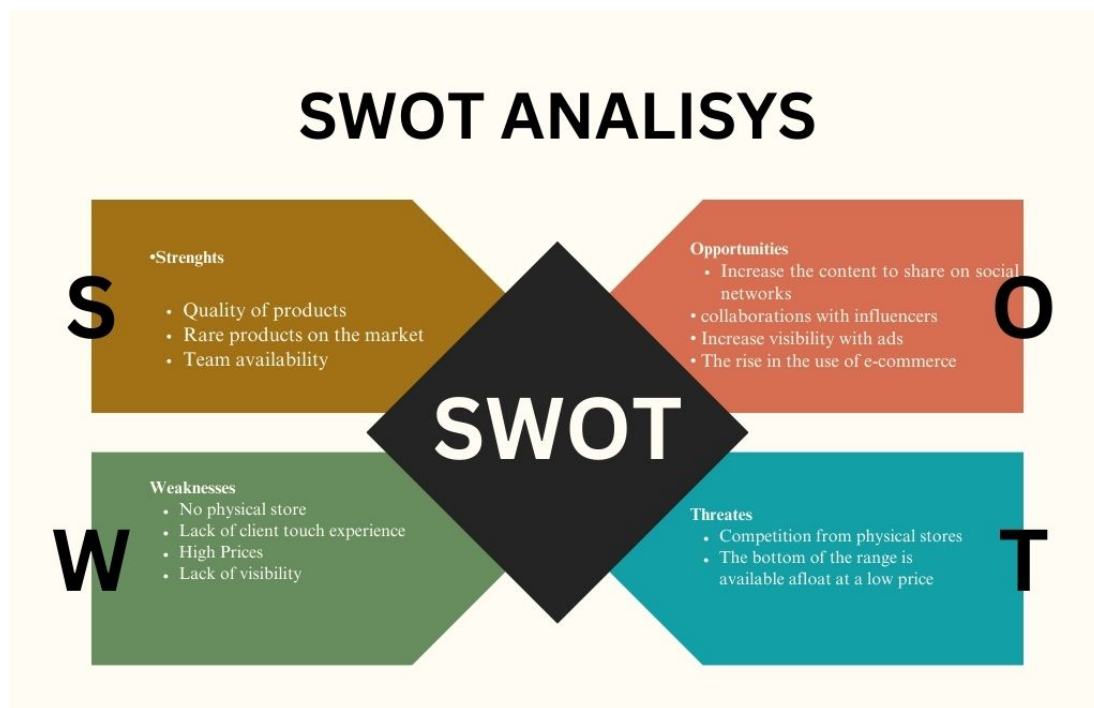


Figure 5. SWOT Analysis of the e-commerce

6.3 PESTEL Analysis

Political environment Algeria is a People's Democratic Republic with a presidential regime, stable until 2019, when it was unknown and at high risk of political destabilization before a return to calm since new elections at the end of 2019, knowing that its index is positioned in the negative rate on the global economy website. The country applies a tax policy with a strict import policy and a very strict customs service and is very often subject to corruption, but it is noted that the corruption rate is decreasing. (Economy, 2023)

The economic environment in Algeria is fairly stable and closely dependent on oil revenues. Algeria is a developing or emerging country with moderate telecommunication infrastructure, the Internet penetration rate is increasing (70.9% in 2023), but Internet access remains unequal in several regions, as well as the connection speed, which is improving but remains quite low. The field of online shopping is expanding in the country, knowing that the young population is the most susceptible to this practice. Online payment options are slowly growing, but preferences for cash payments remain strong. (Jun, 2010),

Social environment, the number of social media users in Algeria as of January 31, 2023, was equivalent to 52.9% of the total population, or 23.95 million users. (APS, 2023) Which means that social media plays an important role in the daily lives of Algerians as well as m-commerce, but the cultural aspect is quite dominant, where the Algerian consumer attaches importance to interior textiles. (Aroub, 2009)

Technologically, 46.82 million Algerians connect via their mobile phone, according to a 2020 report, with a considerable increase during the Pandemic COVID-19 period (Whiteline Services, 2021)), which is equivalent to 107.2% of the total population (APS, 2023). Social intelligence tools with automatic answers help filter messages and manage message flow. Growth of the number of local electronic commerce platforms such as Amazon sites and applications. We can conclude that the technological environment is evolving

Environmental aspects: Algeria suffers from serious environmental problems such as pollution by industrialists, the production of hazardous waste, deforestation, desertification, and the degradation of the ecosystem. Recycling and clean energy are not yet a major subject in the country, waves of awareness exist but are not yet strong enough. (Hassiba, 2021) But it should be noted that Algerian consumers are increasingly aware of the environmental impact of their purchase choices.

Legal environment: data security is a major news subject in Algeria, with the implementation of laws and regulations to govern personal data protection since 2018. (Aradji, 2018) In addition to the legal framework, Algeria is constantly evolving in matters of regulation and standards. The main legislative text governing e-commerce in Algeria is Law No. 18-04 of August 25, 2018, relating to electronic transactions and the protection of personal data. It defines the rules and conditions for electronic transactions, the protection of personal data, and electronic signatures. (Official Journal, 2018)

PESTEL Analysis

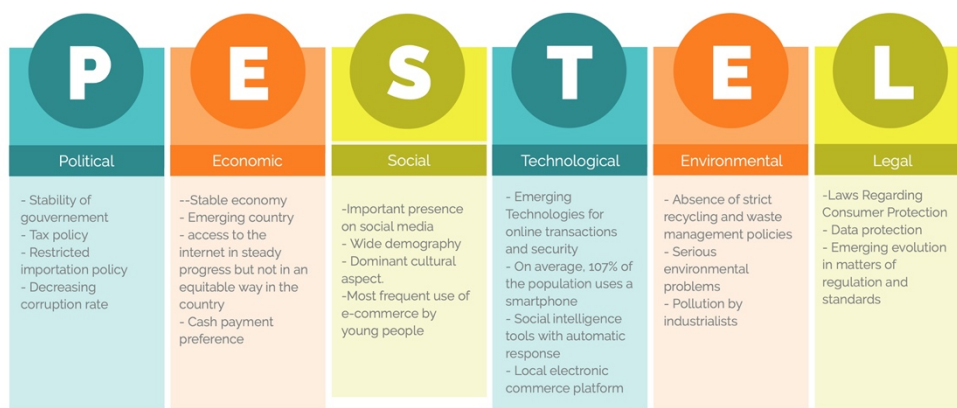


Figure 6. PESTEL analysis of the e-commerce case

6.4 MOST Analysis of the e-commerce

Mission of the e-commerce: The head manager defined the mission of his e-commerce as offering a good quality product to a specific customer, that is, a customer who is looking for textile or decorative products for his home that are of quality or craftsmanship. The vision is based on the development of e-commerce through the sale of products up to the own manufacture of textiles and decorative items, while encouraging handmade and local products.

The objectives of the e-commerce Aquarellehome are to increase sales, gain the trust of as many customers as possible, and build their loyalty. Evolve over time in order to grow.

Strategy deployed by the e-business Aquarellehome are firstly a digital marketing strategy to attract the customer's attention and dedicate a budget for targeted advertising campaigns in order to attract more target customers, followed by client experience by monitoring a strategic customer experience, and finally, importing and manufacturing merchandise that is not readily available on the market in order to make a difference compared to other businesses.

Tactics used by the concerned e-commerce are, concerning the marketing digital the use of attractive webpage on social media with detailed images of products, posting interesting content on social networks, such as articles explaining decoration ideas, followed by client experience by being active, responding quickly, interacting with potential customers, sending reminder messages and emails of new arrivals, as well as setting up a fairly simple purchasing and ordering process so as not to discourage the customer, finishing with tactics of importing product not very common on the market by studying the market and buy rare product as well as manufacture homemade exceptional product such as decorative cushions, storage baskets and others..



Figure 7. MOST analysis of the e-commerce case

7 IMPROVEMENT STRATEGY PLAN AND SUGGESTIONS

The improvement strategy plan aims to provide a strategic plan for improving benchmarks following the analysis carried out by developing objectives, strategies and actions to be carried out. The present improvement strategy plan is a suggestion made by the author of the thesis based on various sources cited previously. The improvement

strategy plan carries out the management strategy plan, the marketing plan and the ability to adapt to change.

The electronic commerce company AquarelleHome is in a difficult situation and doesn't achieve the goals fixed, namely the percentage of sales, the profit, and the visibility from the customer's point of view, due to several factors. Analysis tools such as PESTEL analysis demonstrated the external factors that play an important role in the current case, such as political, legal, social, and technological. SWOT analysis gave out the internal influencing factors such as weaknesses and threats, and MOST analysis summarized the vision and objective of the startup. The interviews and observations as well completed the global ideas of factors influencing the good general condition of e-commerce.

7.1 Drawing up a business action plan is the first improvement strategy to suggest. Developing an action plan for business management and following it means determining the objectives to be achieved as a priority for a specific period. Such as focusing on items to sell first, increasing the number of sales, expanding the customer base, expanding the collection and other things. Without forgetting to regularly review and update the business plan, with the aim of being aware of developments and business developments in order to always be able to offer a quality service.

7.2 Operations and logistics, the start-up does not encounter any difficulties in stock management or with logistics providers. It is very simple at the moment and uses a fairly basic strategy, that is to say, it is based on Excel tables to manage its stock, route deliveries and save the customer base. However, a recommendation is suggested in order to anticipate risks by installing software or own website as soon as the company's budget allows it, which will minimize the risk of error and allow good control of stock and logistics operations.

7.3 Marketing strategy, third and one of the most important for the author of the thesis to improve on, is this point. Electronic commerce is part of the m-commerce type, which means all the success of the business regarding customer is based on the

marketing strategy adopted. For those key elements to improve regarding the author, here are some key steps to consider,

7.3.1 Quality webpage design, The interview and PESTEL analysis previously underlined the point of the creation of the website and specified that it would not yet be necessary to have one for the moment; nevertheless, it would be very important to underline the importance of creating a website for a business, like knowing in a clear way the presentation of the business, the presentation of the products in a clear and orderly way with the price and characteristics, as well as an orderly way of recording the contact details of the customer and his request or basket. For the reasons mentioned, it is recommended to create a website as soon as the budget allows, even if the sales operation is not completely feasible in terms of online payment.

The second point to highlight since the electronic business is part of the social m-commerce type is to offer an attractive, simple, refined, and understandable social page design so that the customer can at a single first glance be attracted to the page and its content with fluidity, this with images and photos and texts representing real as well as meticulous layout work thanks to the detailed description of each item with a convincing introduction in order to facilitate the experience of using it on the customer's page and convince them to make the purchase.

Elements to improve in terms of organization of the sales pages were observed by the author, such as the lack of definition of the terms and conditions of sale as well as the delivery times. It was noted by the author that the conditions do not appear instantly, they are sometimes sent by message and sometimes forgotten, which could work against the sales pages and scare away customers. For this reason, it is suggested that online businesses create a section that clearly defines the elements mentioned.

7.3.2 Paid Advertising is one of the most effective ways to gain visibility on social networks. By including the boost with paid advertising and online marketing strategies such as search engine optimization, known as SEO, in the marketing action plan, the accounts will gain in traffic, visibility, and number of potential customers, provided that the target and characteristics of the advertising are carefully chosen. However, defining and maintaining a boost rate would be essential because a strategic

and non-random choice of advertising frequency could help maintain a rate of gain in visibility and sales and therefore the evolution of e-commerce.

7.3.3 Customer experience and service are two key elements to suggest for improvement. The first is to be close to your customer and use analysis tools to try to identify and understand their behavior to help you get to know them better and therefore propose offers based on their history and interests. The second point concerns customer service, being close to each customer by being responsive to their requests and questions, responding very actively to their comments, thanking them for the compliments left on the page or business, and publishing or highlighting the feedback and opinions received from customers. These attentions encourage the customer to feel comfortable on the business page and therefore embark on the purchasing operation and be loyal.

7.3.4 Setting up a loyalty system, periodically proposing offers to members of the business pages, for example, by generating a message to all customers who have already made a purchase to announce a new arrival, promotions are available by offering them a symbolic or significant reduction, depending on the objective of the e-commerce. Use the new messaging system offered by Instagram and Facebook, for example, known under the name "digital channel," by offering them an exclusive promotional code. The loyalty program offers many advantages for the customer by allowing them to benefit from discounts and adapted offers, but also many advantages for the business, such as the strengthening of the relationship, which will encourage the customer to come back, an increase in sales, the gain of new customers thanks to the sharing of experience that the customer will express to his knowledge, and the reward of loyal customers, which will bring satisfaction to the manager of the business. All its elements contribute to the development and success of the business.

7.4 Concentrate on the strong points to become more attractive, work more to highlight its positive points to attract the customer and eclipse the weak points, for example by highlighting the quality factor of the products in focus to reduce customer thinking about price. This strategy will also help to challenge the competition.

Continuously evolving and adapting to change is, according to the author, the solution to breaking through and evolving. The world of e-commerce faces continuous changes, new laws, taxes and conditions change continuously. For this reason, adaptation to change is the solution for Aquarellehome concerning the difficulties brought about by laws made by government, for example. For this, continuous improvement of content and merchandise, diversification of sales channels to reach a maximum number of potential customers, ongoing data analysis to identify the strong points on which to focus as well as the weak points to improve, and finally, flexibility in the products offered.

8 CONCLUSION

The present thesis aims to explore in depth the emerging world of electronic commerce, its basics, evolution and challenges, as well as the pillars of its success and its advantages and disadvantages compared to physical commerce. All this is in collaboration with a new electronic commerce company that launches into e-commerce and grows gradually.

The results of this research demonstrated first that the field of e-commerce is very vast, particularly social e-commerce type, because the word of social media has opened many doors for online businesses, such as the sale of products, marketing via content creation, presence on platforms, customer experiences, paid advertising, and collaboration with influencers. With this type of e-commerce, there is room for all profiles, all budgets, and all types of businesses. This field is also very challenging because it is constantly evolving and changing, and always being up to date is a condition for being able to follow the wave.

The second element to underline is the geolocation, cultural and external factors that play a crucial role in electronic commerce. PESTEL analysis demonstrated the external factors that the e-business is facing, and we can conclude that many points of difficulty come from the elements that compose PESTEL analysis, such as political, legal,

environmental, and technological, which work against the favor of Aquarellehome but could well have been external factors of strength for e-commerce located elsewhere. Therefore, we can conclude that electronic business management can be more challenging in developing countries like Algeria.

The third point is the Internal management factor, where creating an e-commerce business is not the worth step in digital business but rather requires discipline and perseverance. Going from the business idea of having a product to sell to choosing the platform is just the beginning of a long journey. To stay in the race and achieve the objectives, the e-retailer must put in place a solid base with a business plan, put in place a digital business strategy with strategic plans before thinking, and then ensure the most impeccable supply chain possible in order to ensure the right running of the business.

The last point to emphasize comes with continuous adaptation, flexibility and creativity. In order to successfully implement e-business, key elements are important to perceive, such as the choice and quality of the published content, which reflects its support for the image and credibility of the business in the eyes of the customer, and the security that the business generates in matters of privacy and protection of personal data. The choice of mobile electronic commerce requires a lot of innovation and continuous creativity to stay up to date.

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APPENDIX 1

Interview questions:

Business presentation and competition

- Can you briefly present your e-commerce project to me?
- Why did you choose this sector, especially home items, and not clothing, Para pharmacy, or others?
- How long ago did you start, and how have you evolved over time?
- What is the situation from a competition point of view?
- What are the elements that your competitors have that pose a menace to your business?

E-channel strategy

- What type of platform do you use for your e-commerce, and how do you proceed?
- Why did you choose those platforms in particular?
- How do you manage data security and customer privacy?
- What is the reason your business doesn't have its own website?
- How does the purchasing operation take place in your online shop, and how do you proceed?
- How do you manage logistics and product delivery?

Marketing strategy

- What are your main online marketing strategies to attract new customers?
- How do you evaluate whether your marketing efforts are working?
- How do you evaluate your customer feedback?
- Do you use customer loyalty plans? How do you proceed?
- How do you manage customer complaints?

Business struggling

- What difficulties are you experiencing?
- In your opinion, what are the reasons for the current difficulties?
- How do you proceed to manage these difficulties?
- How do you qualify your risk management approach? And why?
- Have you faced a big disappointment since the creation of the company? If yes, what was the reason?
- What is the global financial situation of your startup?
- Is your business able to cover management costs and make a profit that could help it grow further?