

DEMOCRATIC AND POPULAR REPUBLIC OF ALGERIA
MINISTRY OF HIGHER EDUCATION AND SCIENTIFIC RESEARCH

HIGHER SCHOOL OF COMMERCE

**Dissertation submitted in fulfilment of the requirement for the Master degree in
commercial and financial science**

Option: MANAGEMENT OF DISTRIBUTION

THE IMPACT OF A MULTICHANNEL STRATEGY

ON CUSTOMER SATISFACTION

Case study: ALGERIE TELECOM

Submitted by:

Yahia Rania

Supervisor:

Mrs. Abbad Imane

Internship location: operational management of Algerie Telecom -Batna-

Period of internship: from 01/04/2021 to 30/04/2021

2020/2021

Acknowledgments

The realization of this simple piece of work was a challenge especially that it was prepared during the pandemic of Covid 19, this is why I want to thank every person who made this possible, despite the challenges we faced during this period.

I would like first to thank my supervisor Mrs. Abbad Imane for her availability all the time to answer to my questions, and help me provide this humble work.

I would like to thank the director of the operational management of Algerie Telecom for giving me the opportunity to discover the facility, especially during this pandemic and the head of the commercial department who taught me a lot about the functioning of the department where I learned many things.

I would like to thank the members of my family one by one, sincerely for their continuous support over all the period of preparation of my dissertation, especially my beloved mother who has always been there for me, and my late father who never leaves my mind.

I thank all my friends and classmates who helped me provide this work, and with whom I have shared a very unique experience during five years at this university.

To all these people, I say... THANK YOU.

Summary

General introduction.....	A
Chapter I: Distribution channels and the multichannel strategy.....	2
Section 01: Generalities about distribution channels.....	3
Section 02: The implementation of a multichannel strategy.....	13
Chapter II: Consumer behavior and customer satisfaction.....	21
Section 01: Generalities about consumer behavior and customer satisfaction.....	22
Section 02: Factors influencing customer satisfaction	36
Chapter III: The impact of the multichannel strategy on customer satisfaction: case study: Algerie Telecom.....	47
Section 01: Presentation of the host organization Algerie Telecom.....	47
Section 02: Methodology of the study.....	56
Section 03: Analysis of the investigation results.....	63
General conclusion.....	84

Table of figures

Figure 1: characteristics of the various channels.....	12
Figure 2 : multichannel strategies.....	17
Figure 3: Maslow's pyramid of needs.....	25
Figure 4: the decision-making process.....	29
Figure 5: models of measurement of customer satisfaction.....	32
Figure 6: customer satisfaction analysis model.....	35
Figure 7: factors influencing customer satisfaction.....	36
Figure 8: emotional and behavioral responses.....	39
Figure 9: relationship between satisfaction and loyalty.....	42
Figure10: the importance- performance analysis.....	44
Figure 11: the organizational chart of Algeria Telecom.....	51

Table of graphs

Graph 1: split of the sample according to gender.....	63
Graph 2: split of the sample according to age.....	64
Graph 3: split of the sample according to profession.....	65
Graph 4: usual shopping.....	67
Graph 5: comparing prices	68
Graph 6: access to products.....	68
Graph 7: factors influencing customer satisfaction.....	69
Graph 8: expressing dissatisfaction.....	71
Graph 9: rating the service.....	72
Graph 10: the purpose behind using the digital channels of Algerie Telecom.....	74

Table of tables

Table 1: split of the sample according to gender.....	63
Table 2: split of the sample according to age.....	64
Table 3: split of the sample according to profession.....	65
Table 4: usual shopping.....	66
Table 5: factors influencing customer satisfaction.....	70
Table 6: the use of the digital channels of Algerie Telecom.....	71
Table 7: preferred channel to communicate with Algerie Telecom.....	75
Table 8: channel preference versus satisfaction of the complaint management	76
Table 9: channel preference versus satisfaction of the quality of service.....	77
Table 10: channel preference versus satisfaction of the opening hours.....	78
Table 11: channel preference versus satisfaction of the store layout.....	78
Table 12: channel preference versus satisfaction of the qualification of the personel.....	79
Table 13: the purpose behind using different channels.....	80
Table 14: complaint in a multichannel.....	82

Abstracts

with the emergence of internet, it became an important tool that its users use for multiple functions in a daily basis. So, to increase their profit, companies started to use the internet to promote for the products and services using the different available digital channels to create an easy access. As a result, it gave birth to the multichannel shopper, who uses the digital channels in addition to the traditional channels to satisfy his needs. The aim of this study is to understand how these multichannel consumers use different channels to satisfy their needs, and does it really help to increase customer satisfaction.

Key words

Multichannel, customer satisfaction, consumer behavior, digital channels, traditional channels.

Résumé

Avec l'émergence d'Internet, Internet est devenu un instrument important que ses utilisateurs utilisent de multiples façons de manière quotidienne. Par Conséquent, pour augmenter leurs profits, les entreprises ont commencé à utiliser Internet pour promouvoir les produits et services en utilisant les différents canaux digitaux disponibles pour créer de l'accès facilement. Cela a donné naissance comme résultat, aux consommateurs multicanaux qui utilisent les canaux digitaux, en plus des canaux traditionnels pour satisfaire leurs besoins. Le but de cette étude est de comprendre comment ces consommateurs Multicanaux utilisent ces différents canaux pour satisfaire ces besoins, Et comment cela aide à améliorer la satisfaction client.

Mots-clés

Multicanal, satisfaction client, comportement du consommateur, canaux digitaux, canaux traditionnels.

General introduction

Our theme is “the impact of the multichannel strategy on customer satisfaction”, our choice of the theme is justified by the fact that we want to understand how the new digital channels help satisfy customers, and to fulfil our objective, we choose to run our research at Algerie Telecom, since that it is a perfect match with our theme, which is a telecommunication company, and we headed to its commercial department.

The problematic of our research is as follows:

How does a multichannel strategy help develop customer satisfaction?

The analysis of this problematic statement pushed us to ask the following sub-questions:

- What are the factors that influence customer satisfaction?
- How do consumers combine the different channels to satisfy their needs?
- How do consumers complain in a multichannel?

To give answers to the problematic and the sub-questions, we constructed these hypotheses:

H1: the factors that influence customer satisfaction are: good consumption experience, availability of the product, and the quality of service.

H2: consumers use the digital channels to collect information, and use the traditional channels to purchase goods and services.

H3: consumers express their dissatisfaction through the digital channels where they submit their complaint.

To accomplish our work, our methodology is based on bibliographical research related to the

theoretical part, from books, articles, websites. And for the field research we choose to investigate 62 individuals who are clients of Algerie Telecom, to understand the impact of the multichannel strategy on customer satisfaction.

For the treatment of the obtained results, we choose Google Forms and SPSS software package for the univariate analysis and cross tabulation to try to answer the problematic in the best way possible.

So basically, to answer to the problematic and the sub-questions, we use:

- **Literature review:**

Bibliographical research through books, articles and websites to see what has been said previously about the topic.

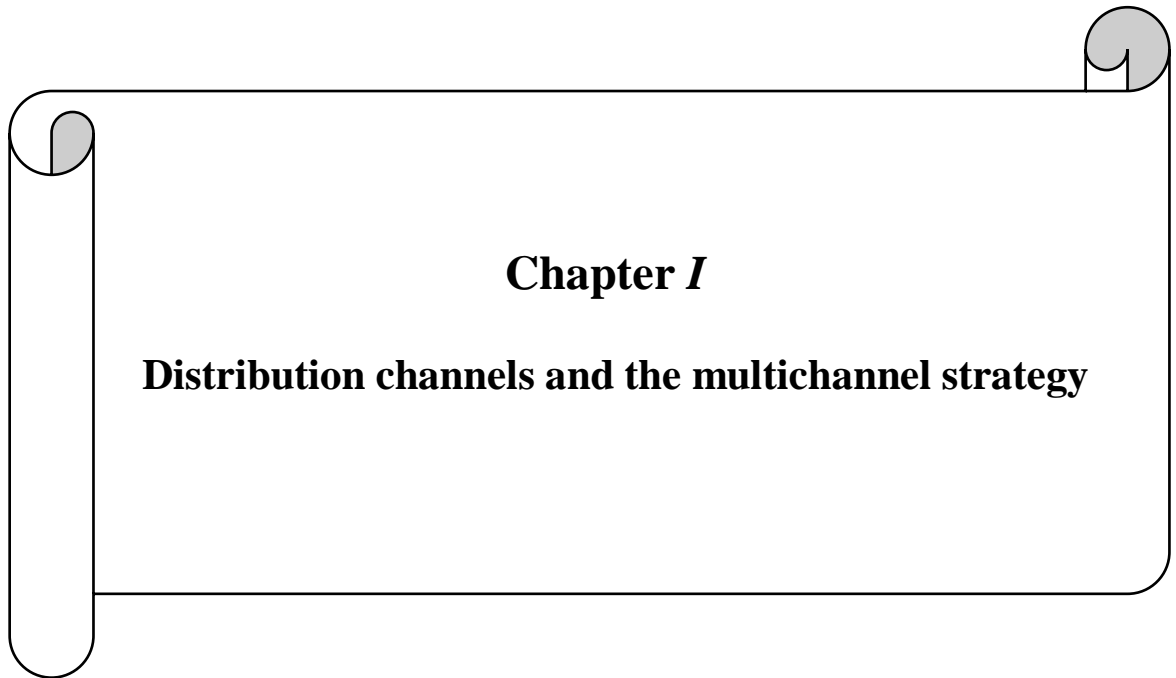
- **Field investigation**

Quantitative research via a questionnaire to investigate the customers of Algerie Telecom, in the its agency.

The work is divided into three chapters as follows:

- The first chapter called “**the distribution channels and the multichannel strategy**”, we are going to see the important aspects related the distribution and its organization, and then we are going to understand the different multichannel strategies that are today implemented by companies
- The second chapter called “**consumer behavior and customer satisfaction**”, we are going to dedicate this chapter to have a clearer view of what is consumer behavior consumer satisfaction, and the factors that influence this latter.

- The third chapter which contains the field work, related to the study about Algeria Telecom. We are going to see a brief presentation about the company, the methodology of the research, the treatment and interpretation of the results, that we had through collecting data via the questionnaire administered at Algeria Telecom Agency – Batna -.



Chapter I: Distribution channels and the multichannel strategy:

Introduction

Lately, we have been seeing that the internet has taken a very important position everywhere, and the distribution makes no exception.

Companies in different industries, especially the tertiary sector have been using the benefits of the internet through its various ways to satisfy customers more and more by facilitating the access to their products, attract new customers and create a smaller world. And that gave birth to the multichannel world.

In this chapter, we are going to see the important aspects related the distribution and its organization, where the multichannel has created its own way, and then we are going to understand the different multichannel strategies that are today implemented by companies. To do so, this chapter is divided into two sections:

- In Section 1: we see the distribution functions, its organization, and the different types of channels involved in creating a multichannel.
- In Section 2: we see the multiple strategies that enable companies to implement a multichannel successfully depending on the needs of the business.

Section 1: Generalities about distribution channels

The digital channels helped in the emergence of the multichannel, a new trend that became a must in every industry to meet customer's needs, and for every company to survive in a competitive market and to increase its market share. We are going first to have a closer look to the meaning of channels and the main objectives of creating these channels.

1.1 Distribution

Distribution is the backbone of every economy; its importance makes it the center of interest of many researchers, and companies try to innovate to give an easy access to their products.

1.1.1 Definition of distribution

Distribution is essentially all the ways that are used to provide final consumers with products and Services, in a good shape. According to Kotler and Keller¹, "*A successful marketing channel ensures that a desired product is distributed in a desired amount to a desired channel to satisfy the desired consumer*". it is perceived as a sort of organizations that work together in a process to make the products available to consume and use².so distribution is about making the product available to the consumer at lower costs, in the right quantity, at the right place and in the right moment.

1.1.2 Functions of Distribution

We name physical functions and commercial functions:

1.1.2.1 Physical functions

All the functions that are directly linked to the handling of the product, like transportation of the product, storage, grouping, and splitting Deliveries.

¹ KOTLER & KELLER, "*A Framework for Marketing Management*", Prentice Hall,2009.

² COUGHLIN, ANDERSON, STERN, & EI-ANSARY, "*Marketing Channels*", Prentice-Hall,2001

1.1.2.2 Commercial functions

It is related to the information about the products (promotion, the range of product, customer service, after-sale service, home delivery and guarantees).

1.1.3 Importance of distribution

Distribution plays an important role in the mix marketing (product, price, place, and promotion), we mention in short some of what makes it important³:

1.1.3.1 Maximize the utility of the product

with no distribution, there is no utility. If the product does not reach the consumer, then no benefits are created from the product. The functions of transportation, storage and exchange create place, time, and ownership utility respectively.

1.1.3.2 Satisfy needs

distribution helps to satisfy needs by providing consumers with the products in the right time, the right place with the right quantity. If distribution is not well arranged, then needs cannot be satisfied properly.

1.1.3.3 Means of production

distribution provides producers with raw materials, machines, equipment that are necessary for the production of goods and services, without these means, production becomes meaningless.

1.1.3.4 Financing

there are intermediaries who are involved in distribution, they invest and manage their own warehouses, which means that producers do not need to invest their financial resources on warehouses, and create the channels so they can manage to finance their market research and production of new products.

³ www.analysisproject.blogspot.com

1.1.3.5 Communication

it is a strong link between producers and customers, producers send messages through the salesmen to consumers about the products, the prices and promotions, and producers get feedback through the different channels about competitors, the environment change...etc. thus distribution works as means of communication.

1.2 Channels

In order to understand the functioning of the distribution process, it is necessary to understand the meaning of the channel considering that it is the tiniest element in the process.

1.2.1 Definition of channel

It Is the path the product takes to reach the end consumer from the point of production to the point of consumption, with or without intermediaries. According to Philip Kotler⁴, a channel is a way to present, or deliver the product to the final consumer, we can find direct channels when using the digital channels through different devices or indirect channels through middlemen. Thus, a channel is constituted of a number of institutions that are linked and work together to facilitate the exchange of goods and services between the producer and the consumer.

1.2.2 Channel Classification

There are different criteria through which channels are classified, that help to understand how channels are organized; thus, three criteria are used for the matter:

1.2.2.1 The length of the channel

Direct channel: from producer directly to consumer with no intermediaries;

Short channel: from producer to consumer through retailer;

⁴ KOTLER & KELLER, “*A Framework for Marketing Management*”, Pearson, 6th edition, p6.

Long channel: from producer to consumer through multiple intermediaries (wholesaler and retailers)

1.2.2.2 The technology

This criteria is adapted to widely consumed products which helps to understand the importance of the down-stream level of distribution.

1.2.2.3 the form of organization of the channel

McCammon⁵ proposed to classify the channels depending on their organization:

1.2.2.3.1 Traditional channels (non-organized)

the absence of formal relations between their members.

1.2.2.3.1 Organized channels

in which the institutions establish more stable relationships with the members. We find administered channel, contractual channel, and integrated channel.

1.2.3 The objectives of channels

The choice of channels may differ from company to another but in general, this is what has to be taken into consideration when planning the distribution process⁶:

- To make the product available to the consumers and that it is represented in the right buying environment.
- To enhance the prospect of sales being made;
- To achieve cooperation with regard to any relevant distribution factors, (minimum order sizes, unit load types, product handling characteristics, materials handling aids, Delivery access and delivery time constraints)
- To reach to a certain level of service that must be measured and maintained for the benefit of both suppliers or customers

⁵ McCammon, Bert C., Jr. "Perspectives for Distribution Programming." In Vertical Marketing Systems. Ed. Louis P. Bucklin. Glenview, IL: Scott, Foresman, 1970. 32-51

⁶ RUSHTON et al. "*the handbook of logistics and distribution management understanding the supply chain*". 5th edition. 2014, p.57

- To minimize total costs because it impacts the final price, the type of product and the service that comes with it should be taken into consideration during the assessment.
- Getting feedback in fast way, which means to have a good information flow.

1.2.4 Definition of Multichannel

There are many definitions that are related to this term:

The new channels changed literally the structure of retailing⁷, especially the digital channels that improved decision making⁸, like websites, mobile apps, social media, that eliminated the limits of time and location considerably, and which makes it possible to locate consumers through their devices to create targeting advertisements in real time. (Andrews et al. 2016⁹; Verhoef et al. 2017¹⁰).

It is the sum of the ways by which companies interact with their customers including on-line and off-line channels and also old channels like the outlets and field staff. Channels are very important because they give consumer access to the business and they have direct impact on the profit and the costs of the firm.¹¹

According to (Tseng et al)¹², Multichannel is “*Any device or means by which companies and consumers use the internet either to provide or access services that have been traditionally been conducted manually using non internet equipment in person or at a shop, this may include mobile telephony and wireless data transfer technologies such as SMS and mobile internet, digital or cabal television, pc internet and even machine to machine transitions*”.

From what has been mentioned, we conclude that multichannel is the use of multiple available

⁷ NESLIN, et al. “*Challenges and opportunities in multichannel customer management*”. *Journal of Service Research*, 2006.9(2): 95–112.

⁸ VERHOEF, et al. “*From multichannel retailing to omni-channel retailing: Introduction to the special issue on multi-channel retailing*”. *Journal of Retailing*. 2015. 91(2): 174–181.

⁹ ANDREWS, et al. “*Mobile promotions: A framework and research priorities*” *Journal of Interactive Marketing*. 2016, 34: 15–24.

¹⁰ VERHOEF, et al “*Consumer connectivity in a complex, technology-enabled, and mobile-oriented world with smart products*. *Journal of Interactive Marketing*. 2017 40: 1–8

¹¹ WILSON et al “*The Multichannel Challenge: Integrating Customer Experiences for Profit*” .2008

¹² TSENG et al, *Managing business in a multichannel world: Success factors for e-business* edition IGI Global 2005. P viii

channels to interact with customers in order to satisfy their needs in the best way possible by using traditional means like stores, and catalogues, and new digital means like pc internet, mobile internet, connected objects...etc. to achieve the firms' objectives, and make it easy to have access to target market.

1.2.4.1 The origin of Multichannel

To have a clearer view of the multichannel, we have to dig in the past and understand what pushed retailers to use more channels in addition to the ones they already had in disposal, which means the traditional channels, that functioned for decades if not centuries with perfection.

According to Vanheems Regine¹³, The multichannel is not new but the emergence of internet has reinforced its spread:

1.2.4.1.1 Emergence of the Internet

The internet was Born in the 1990s, and had a very bright future. Until the late 1990s, there were many predictions about the Internet's ability to make the traditional commerce vanish. So, the so-called "traditional" trade's death was announced. In 2000, the situation turned around and did not work for the internet. Profits fall short of investors' financial expectations, and the Internet has failed to meet the objectives. It was decided that the internet had no place in the marketplace and it will not replace the traditional commerce.

1.2.4.1.2 The adoption of Internet as a new channel

However, things did not happen exactly like this. because consumers have gradually introduced themselves to the Internet, have become accustomed to it, have gradually adopted it before adopting new habits. Slowly, the Internet has intruded into the daily lives of consumers. In the meantime, internet was integrated by professionals into their marketing and

¹³ VANHEEMS, (Regine) *“reussir sa strategie cross et omnicanal : pour des marques et des entreprises connectées”*, ems edition, 2015. p16

distribution strategies and gradually became a part of their commercial strategy, which was then qualified as a multi-channel strategy. Even though, the use of multichannel is not something very new in the history of commerce, but internet reinforced its usefulness, and spread it very fast.

1.2.4.1.3 Development of multichannel

The development of multi-channel strategies is the consequence of two movements. First of all, some companies with outlets or agencies are attracted by opportunities that the internet can offer. So as a quick reaction they create a website in order to sell their products or services through on-line platforms. Other brands have created a website to imitate other brands to meet the trends of the moment, or, just to be present in the market, while waiting for it to meet the announced growth. By setting up a website, in addition to their stores, they have gone from the status of a single-channel company to that of a multi-channel company, and more recently, some pure players that were supposed to sell products or services only through a merchant website are starting to set up points of sale. Faced with the limits of an exclusively virtual commercial presence, these players are setting up points of sale and agencies. Thus, abandoning their original status of pure player, they in turn become click-and-mortar companies. There are even some companies that choose to use three distribution channels, and thus becoming triple players.

1.2.4.2 typology of channels in a multichannel

we will discuss types of channels that are generally combined to create a multichannel, according to (Tseng et al)¹⁴, there are four types of channels: the traditional channel, Internet Channel, mobile Channel, digital television Channel.

¹⁴ TSENG et al, Managing business in a multichannel world: Success factors for e-business edition IGI Global 2005. P 21

1.2.4.2.1 The Conventional Channel

In the conventional channel, the goods and services are delivered through a physical store; the customers benefit from direct contact with the staff of the brand. so, it is easy for customers to know the brand. This is why, this type of channel will always be necessary for an important number of consumers. In a conventional channel, the staff have knowledge and are familiar with the retailer's range of products, which is such an important element that is lost in the virtual channels. In the conventional channel, through the interaction with consumers, it is possible to modify the service flexibly. But there are lot of drawbacks relative to the costs for maintaining the physical store in shape, to train qualifiable workforce and respect the opening hours that the company must bear.

1.2.4.2.2 The Internet Channel

The Internet help consumers and businesses save time, gain more market share and the possibility to compare goods and services. This channel is more efficient because it does not require travelling to the store. A lot of consumers use the Internet for communication (e.g., e-mail), information search, and paying the bills, compare products and prices of products through different platforms, it also helps to locate the conventional channels.

The drawbacks to using the Internet is not knowing how much the information can be trusted and reliable, and it difficult to find the exact desired service.

1.2.4.2.3 The Mobile Channel

The latest evolution in e-commerce is the mobile devices that are able to offer services that have good visuals and very easy to manipulate. The best advantages of mobile services are that we can use them anywhere and they have widespread penetration. The disadvantages are related to the development stage of the mobile phone technology, which includes no big

possibility of data transmission, a small screen, and high usage costs.

1.2.4.2.4 The Digital Television Channel

It has a lot of advantages: The widespread penetration of television sets, picture and voice quality, consumer familiarity with the technology, and the fact that television sets have established their roles in consumers 'daily lives, the reason why this channel is very successful. This is the reason why this new television is easily adopted among customers.

Pros and cons of these types of channels are summarized by (Tseng et al¹⁵) in the following figure: (See Figure 1)

¹⁵ : TSENG et al, Managing business in a multichannel world: Success factors for e-business edition IGI Global 2005. P 22

Figure 1: characteristics of the various channels

	Advantages	disadvantages
Brick and mortar	+ personal contact + reliability of seller + seller gathers information + opportunity to try a product + familiar purchasing habits and channel + infrastructure ready	- cost of transport - opening hours restricted - limited assortment
Internet (via PC)	+ time independence + amount of information + good technical quality of voice and picture + fast comparison of products + wide additional services + wide distribution	- huge amount of information - reliable and updated information - finding a right service - safety of transactions - use of place restricted
Mobile terminal	+ time and place independence + wide penetration + familiar gadget + additional services	- small screen - slow data transmission - services expensive and inflexible - restricted content of information - no standards - integration
Digital TV	+ wide penetration in the future + interactivity + quality of picture and voice + always available + easy to learn to use	- speed of adoption - consumers' doubt - technologies open - bounded use of situation

Source: TSENG et al, *Managing business in a multichannel world: Success factors for e-business edition IGI Global 2005*. P 22

Section 02: The implementation of a multichannel strategy

Managing multiple channels at once is no easy task to fulfil, this is why it is essential that marketers define a clear strategy to identify the position of each channel, and create synergies between the channels of the firm. In this section, we will see different strategies to implement in a multichannel context.

2.1 The multichannel strategy

The multichannel strategy is the center of interest of many authors, and researchers given to its importance today in the industry, many companies are trying to employ this new phenomenal tool in their own way.

2.1.1 Definition of a multichannel strategy

To mix many distribution channels to create one single unified strategy in order to appeal to customers, and create a unique communication of the product's value through different channels efficiently and effectively, this includes using websites, emails, social media, retail storefront¹⁶...etc. Using different channels like mobile apps, television, radio, print media, billboards, or shops and create a unique strategy across all the channels to get to the market target to increase the firm's profits and loyal customers¹⁷. According to Schultz¹⁸, the challenges of multichannel strategies are not new, a multichannel strategy is about to create access to products and services of the business, and choose the most suited distribution system and the type of communication that comes with it. To sum up the definitions mentioned above, multichannel strategy is about mixing different channels to attract prospects and target new customers, and satisfy their needs by using a unified strategy through these channels to create a synergy between them, and create a unique purchase experience.

¹⁶ www.marketingevolution.com

¹⁷ www.the-future-of-commerce.com

¹⁸ SCHULTZ, D.E, "*Multi-channel: New term, old challenges*". Marketing News, 2002.

2.1.2 Typology of Multichannel strategies

Firms choose to use channels in different ways depending on their purpose, and their marketing strategy. According to (Tseng et al)¹⁹, multichannel strategies are different depending on the relationship between the online and offline channels; because in some cases online and offline channels are interdependent and serve each other, the customer can switch between them easily to satisfy his needs. We find other cases where the channels are independent and serve the market in different ways.

2.1.2.1 Off-line Dominated Strategy

In this kind of strategy, the online channel plays a supportive role, it helps the offline channel target new customers by providing partial information about the store like its location, the retailer's range of products, and limited services such as information about the after sale.

What motivates to keep this strategy is the sophisticated distribution system that is optimized to provide goods to a network of shops, in-store customer advisory services that cannot be found on online channels.

2.1.2.2 Isolation Strategy

We say an isolation strategy when we talk about online and offline channels that operate separately and independently perhaps under different brand names. Customers cannot switch between them because they don't have similar communication, no explicit links support or incentives to do so. Probably as an avoidance of possible channel conflict, to target different customer groups with different pricing schemes; or serving different geographical regions.

2.1.2.3 Online dominated Strategy

In this type of strategy, the offline strategy helps to promote the online channel, and guide customers to it. A wider range of products is offered in the online channel and lower prices

¹⁹ TSENG et al, Managing business in a multichannel world: Success factors for e-business edition IGI Global 2005. P 186

are proposed as opposed to the offline channel where we find a narrow range of products in the purpose of strengthening the online channel. This method is used when trying to avoid using intermediaries or to shift sales volume from an expensive offline channel to a cheaper offline channel. Online retailers like offline retailers can also try to create a physical store to increase their online profitability or sales volume.

2.1.2.4 Integration Strategy

The integration strategy aims at considering all channels equal and interdependent that work together in order to achieve the highest level of customer satisfaction. In this kind of strategy customers can switch easily between channels, et makes it easy to propose premium prices, but it is not cheap, it is rather very expensive to use integrated channels, which is also known as channel integration because of its structure of costs.

2.1.2.4.1 Meaning of Channel Integration

Many authors tried to define this concept due to its importance in the management of a multichannel; because it causes a lot of challenges to managers:

Daniel Osterlund²⁰ state that *“the main challenge seems to lie in the coordination and integration of the various tasks previously performed by different channels, which is, in essence, an organizational issue”*. So, the challenge of multichannel strategy remains in its structure and how the activities are coordinated. Sultan is of the same opinion and concludes that channel integration *“implies an interweaving of all the channels into an integrated and streamlined organizational structure”*²¹. Berman²² says that channel integration is about

²⁰ OSTERLUND, YAKHLEF, WIKSTROM; *“channel integration: an organizational perspective”*. International journal of financial services management, 2005,1 (1): 26:40

²¹ SULTAN, ROHM, *“the evolving role of internet in marketing strategy: an exploratory study”*, journal of interactive marketing, 2004, 18(2):6 - 19

²² BERMAN & THELEN, *“A guide to developing and managing a well-integrated multichannel retail strategy”*, international journal of retail and distribution management”, March 2004, 32(3):147-156

developing a structure that can coordinate between multiple channels. For Goersch²³, it is the use by a retailer continuously of web sites and physical stores, and probably other channels to create a rich customer experience when crossing channels during the purchase process. Thus, channel integration is a sophisticated process, that needs an organized structure, activities need to be coordinated to give as a result combined channels that work for the same purpose, and offer to the customers a unique and satisfying shopping experience.

(Tseng et al²⁴) summarized the types of multichannel strategies in the following figure: (See FIGURE 02)

²³ GOERSCH (Daniel), “*Multi-Channel Integration and Its Implications for Retail Web Sites*”, p749

²⁴ TSENG et al, *Managing business in a multichannel world: Success factors for e-business* edition IGI Global 2005.

FIGURE 02: Multichannel strategies

On-line Channel

Intensity of off-line transaction support through online channel

<p>Off-line dominated</p> <ul style="list-style-type: none"> • Conventional channel is preferred distribution channel • Online presence is used to guide customers to stores • Online presence has primarily supportive role 	<p>Integrated</p> <ul style="list-style-type: none"> • Strong integration of online and off-line Channels • Highly interlinked channels, support of channels switching • Complementary online and off-line distribution channels
<p>Isolated</p> <ul style="list-style-type: none"> • Online and off-line channels serve market independently • Low promotion/ support of channel switching • Low integration, channels managed as separate entities 	<p>On-line dominated</p> <ul style="list-style-type: none"> • Online channel is preferred distribution channel • Off-line presence is used to guide customers to web-site • Off-line presence has primarily supportive role

Intensity of online transaction support through offline channel

Off-line Channel

Source: TSENG et al (2005)

2.3 The multichannel Challenges

As much as implementing a multichannel is very profitable for the company and it represents plenty of new opportunities, and improves the relationship between the consumer and the

firm, but in the meantime, it also represents many challenges in the way. (Wilson et al²⁵) realized these challenges and concluded that realizing a multichannel is not an easy task, because it is necessary to determine the best way to approach its customers, and there are some specific criteria to make this choice. According to them, investing in a multichannel is very expensive, because it requires a certain change in structure and changes throughout the length of the consumer lifecycle even for a mid-sized business, changing the path to the market costs a lot. So, it is important to know when the change is needed, these criteria are: the costs, the experience and access.

2.3.1 The Structure of costs

Very often companies review their multichannel strategy because of the high costs of implementing it. So, the firms review the use of these channels to change the cost structure and reduce the costs of serving the customers. A multichannel integration implies using online and offline channels simultaneously which increases the costs of the staff in both channels, to maintain the infrastructure of the physical store, to manage the communication campaigns through the multiple channels...etc.

2.3.2 Improving the customer experience

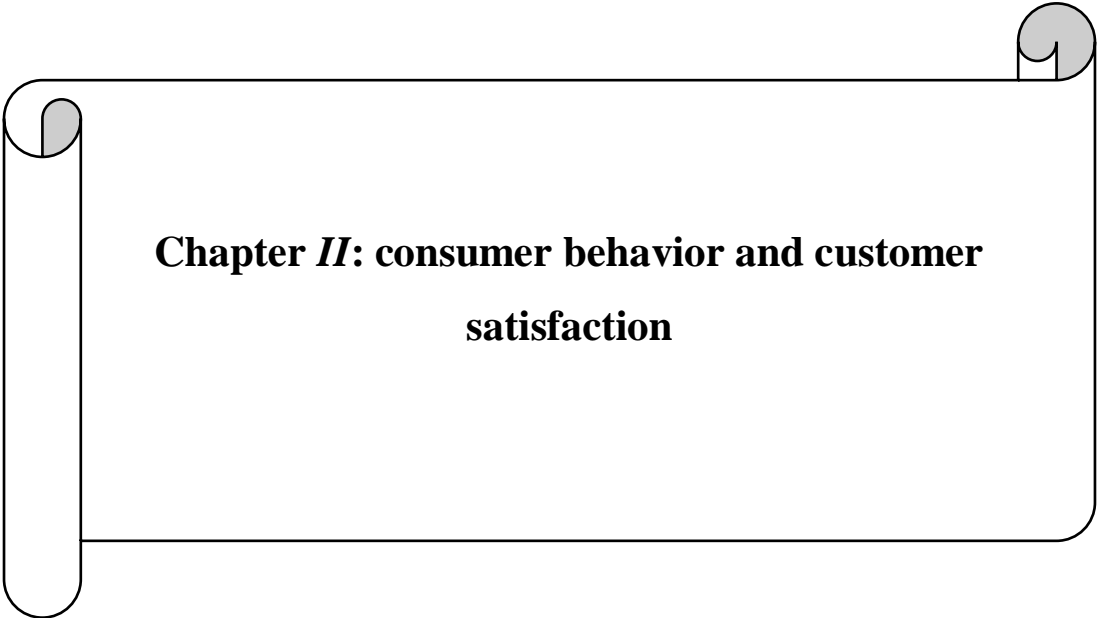
Recently, an increasing number of companies have started to re-examine their channel strategy in order to get the customer experience to another level. many managers had begun to take into consideration the customer experience as the most significant business objective for the growth of the firm. Because they improve the customer satisfaction and increase customer loyalty even though it is not cheap, thus customer experience became the

²⁵ WILSON et al “*The Multichannel Challenge: Integrating Customer Experiences for Profit*” .2008

major purpose for re-evaluating channel strategy. The same thing is happening in banks and service utilities who are trying to integrate channels in order to create a better customer experience through outlets, telephone, the web and third parties. Businesses recognize that customer experience is linked closely with customer retention. But integrating channels to improve customer retention presses new charges: new channels, qualified staff selection and development, channel integration, more training, advanced systems. The decision to invest is easy when an improved experience can be delivered at a lower cost per customer, but this cannot be realized at all shots. Thus, the second key criteria to assess before changing the channel strategy is the customer experience. To say it differently, we can opt for a multichannel if the firm wants to create an unforgettable customer experience, because the customer will have access to multiple channels depending on his needs, and without the limitations of time and place, and consequently it will increase the firm revenue.

2.3.3 Access: reaching the right range of customers

There is a third strategic criteria for changing the multichannel strategy. Which is to expand the access to the market target and reach more segments (geographic, demographic, behavioral). So, it is important to reconsider the strategy if the company does not have enough access to its customers, because consumers are the center of the business. To say it differently, the firm must take into consideration the target market before deciding for the channel strategy so that customers are reachable through the chosen channels, the firm can also add a new channel in order to reach a new segment like using the online channels to reach the online shoppers.



Chapter II: consumer behavior and customer satisfaction

Chapter II: consumer behavior and customer satisfaction

Introduction

Consumer satisfaction should be considered one of the top objectives of every company who is seeking success because it has a strong relationship with customer retention, and thus, it contributes a lot to the company's profit, and to survive in a competitive market it is almost, a must.

Every firm must try to create a long-term relationship with its consumers, and not only sell products or services. But it seems that understanding consumer satisfaction is not an easy task to fulfil, that's why we are going to dedicate this chapter to have a clearer view of what is consumer satisfaction, and the factors that influence this latter.

Rosenberg²⁶ says that *“Customer loyalty and satisfaction is vital for modern day business for two main reasons. First, customers are scarce resource it is far easier to obtain from an old customer than from a new one. Second, customer loyalty and satisfaction has a positive effect on the profitability revenues of the company”*.

This chapter is divided into 2 sections:

- In Section 1: we see the consumer behavior, and generalities about customer satisfaction.
- In section 2: we get a closer look to customer satisfaction by understanding the factors that influence customer satisfaction, and the emotional and behavioral responses of a satisfied customer.

²⁶ ROSENBERG, J.L.& CZEPIEL, A.J, *“A marketing approach customer retention”*, Journal of Consumer Marketing, 2017.

Section 1: Generalities about consumer behavior and customer satisfaction

the study of consumer behavior is a very important discipline in marketing, it helps to understand how the consumer makes his purchase decisions. To understand consumer satisfaction, it is necessary to first understand the stages of the decision-making process of the consumer, and the components of the behavioral process, and this is what this section is dedicated for.

1.1 Consumer behavior

Many authors wrote about the consumer behavior to try to identify what influences the consumer decision-making considering that the consumer is the most important element that brings profit to the firm.

1.1.1 Definition of consumer

Walters says that a consumer is "*A consumer is an individual who purchases, has the capacity to purchase, goods and services offered for sale by marketing institutions in order to satisfy personal or household needs, wants, or desires*"²⁷. From the above definition, we conclude that a consumer is every person who has both the ability and desire to buy and consume the products and services available in the market to satisfy either his own needs or his household needs.

1.1.2 Definition of consumer behavior

Many authors tried to define this concept:

Walters defines it as "*the process whereby individuals decide whether, what, when, where, how, and from whom to purchase goods and services*"²⁸. So, when the consumer feels a need,

²⁷ WALTERS, "consumer behavior: theory and practice", 1974.

²⁸ Walters. op.cit

he searches the type of product to satisfy that need, where to buy it, when to buy it, which channel to choose to have access to it, and which brand will satisfy his needs in the best way possible. Mowen²⁹ considers consumer behavior as the process of getting products, services, experiences and ideas to consume them whether as an individual or as a group of individuals.

1.1.3 Factors influencing customer behavior

There is a discipline called the study of consumer behavior, which includes multiple notions that come from different other disciplines like economy, psychology, sociology, social psychology...etc.

1.1.3.1 The economic approach

It considers that individuals are rational, they make their purchase decision to maximize their utility taking into consideration their revenue, and consider their budget as a constraint. The issue with this approach in the study of consumer behavior is that the consumer does not always act rationally.

1.1.3.2 The psychological approach

The psychology studies individuals, their motivations, perceptions, expectations, attitude, and their behavior as a whole, so it helps to understand the consumption behavior of individuals.

1.1.3.3 The sociological approach

Sociology studies the groups of humans, and the social facts created between them, it is interesting in the study of the consumer behavior because a consumer does not live isolated, he lives in a community that affects him and affects his decisions as well.

1.1.3.4 Cultural approach

²⁹ MOWEN, J. C. “*Consumer Behavior*”. Third Edition. Macmillan Publishing Company. New York. 1993.

It studies how beliefs, values and traditions have evolved through time, from generation to generation, the consumer has beliefs and values that change through time and influence his purchase decisions.

1.1.3.5 Socio-psychological approach

It is the mix between social science and psychology, it studies how individuals act in groups, and how these groups influence individuals in their decision making.

1.1.4 Behavioral process

The components of the behavior process are:

1.1.4.1 Motivation

The feeling of need that pushes the consumer to act, the first Driver of consumption, that initiates the behavior and guides to satisfy the need.

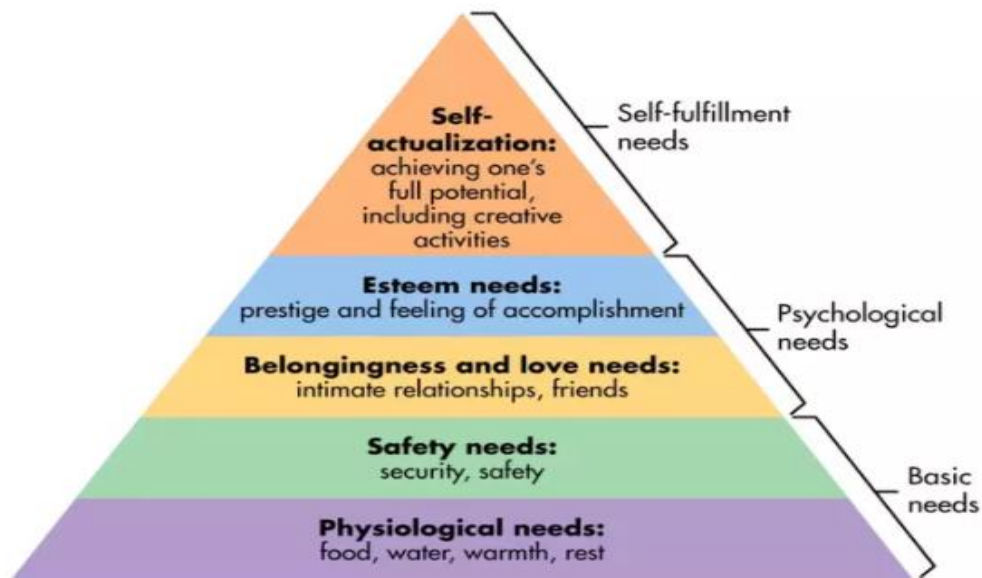
1.1.4.1.1 Freud's theory of motivation

Needs are not conscious, even individuals do not clearly recognize their real motivations. This is why individuals behave in a way that they do not understand because their behavior is related to profound factors.

1.1.4.1.2 Motivation according to Maslow

Maslow proposes a hierarchy of needs, concluding that all individuals have the same needs, that we can summarize in a pyramid (See Figure 3), each individual tries to meet these needs going from the bottom of the pyramid to the top.

Figure 3: Maslow's pyramid of needs



Source : www.simplypsychology.org

1.1.4.2 Perception

It is how individuals picture objects in their environment, and it is relative, every one perceives things differently even when exposed to the same stimulus, it does not represent the truth. But perceptions are very important in marketing because they translate how consumers value the product of the firm.

1.1.4.3 Involvement

It says about how much the consumer is interested in the product, and how much he is implicated into the purchase process, it depends on the nature of the product, Some types of product do not require the consumer's involvement like widely consumed products.

1.1.4.4 Life style

The life style is related to the consumer's activities (how the consumer spends his time), his interest (what the consumer considers as important), and his opinions (how the consumer perceives himself and his environment), these variables determine the characteristics of

products the consumer will go for.³⁰ When a consumer chooses a certain product or service, he compares the attributes of the product to his lifestyle, and decides if the two go together.

1.1.4.5 Attitude

The attitude is how the consumer reacts toward the brand or product, it can be a positive or negative reaction. There are many approaches that explain the attitude:

1.1.4.5.1 Triode approach

According to this approach, the attitude is composed of three components: affect (feeling), behavior (dealing), and cognitive (meaning).

1.1.4.5.1.1 the affect component

the feelings and emotions that the consumer feels towards an object, a product, or a brand, they are created through the cognitive component, on the basis of the beliefs acquired during the purchase process. This evaluation is subjective and unique depending on the individual.

1.1.4.5.1.2 The cognitive component

the beliefs that an individual obtains about an object, a product or a brand, and the degree of importance that the individual gives to those beliefs. The evaluation of the product will be shaped depending on the comparison between the products attributes, and the consumer's needs.

1.1.4.5.1.3 The behavior component

it is how the consumer is going to deal or behave towards the products, where the consumer buys or rejects the product, and takes action to satisfy his need.

1.1.4.5.2 Fishbein model

He explains that if we want to influence the attitude of the consumer, we have to play with five key attributes of the object of attitude, and that do not all have the same importance or

³⁰ PETTIGREW Denis, ZOUITEN Said, Menvielle William, « *le consommateur : acteur clé en marketing* », les éditions SMG, 2002.P39

intensity. These five attributes are: changing the perception of the product, modify the value of the chosen criteria, make it easy to absorb the advertising messages, to stimulate cognitive reaction in an emotional context.

1.1.5 The decision-making process

Each consumer gets through 7 stages to purchase a product, use it, evaluate it, and decide to repeat the purchase or not:

1.1.5.1 Need recognition

the consumer feels the need, by comparing his actual state of dissatisfaction to an ideal state, he recognizes the need, and initiates the decision process.

1.1.5.2 Search for alternatives

the consumer is going to make an internal search of information in his memory to figure out if he has enough alternatives, or he has to make an external search for additional information. External search may include either marketer sources like the information that the company created about its offerings to persuade consumers about the products. Or other external sources like the word of mouth, product rating, and consumer reports.

1.1.5.3 Information processing

There is information processing when the consumer is exposed to external research, in this stage, we can recognize 5 steps:

1.1.5.4.1 Exposure

once the consumer is exposed to the information, he decides whether the information is worthy of processing or not.

1.1.5.4.2 Attention

Consumer will be attentive to the information if he finds that the information is relevant, in this step consumers might ignore the marketing messages, and start practicing their

capabilities of selective attention.

1.1.5.4.3 Comprehension

the information to which the consumer is attracted to gets further analysis with what is stored in memory, in this step the marketer message must be well understood if he wants to change the beliefs and attitudes of consumers.

1.1.5.4.4 Acceptance

The consumer will accept the incoming message if he finds it acceptable.

1.1.5.4.5 Retention

If the information to which the consumer is attracted to, is relevant to the needs and motives of the consumer, this information will be held in his memory.

1.1.5.5 Pre-purchase alternative evaluation

The consumer will compare the products with his personal standards, this is called the evaluation criteria, where the consumer is being influenced by individuals, and environmental influences.

1.1.5.6 Purchase

The purchase decision takes place at the retailer's shop, and pretty often very skilled salesmen are required.

1.1.5.7 Consumption and post-consumption alternative evaluation

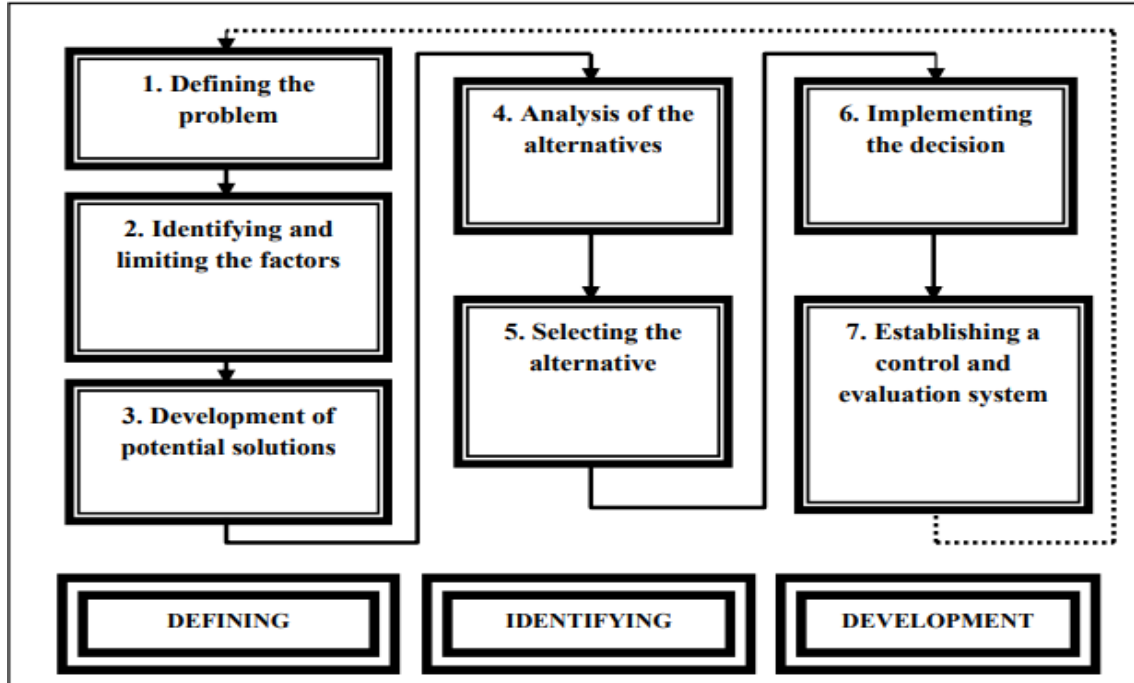
in this stage, the customer consumes the product and shows satisfaction or dissatisfaction regarding the offer; marketers are interested in understanding consumption because it provides a great deal of information about how products are consumed, noticing preferences and suggestions on the improvement of products, and search why products are returned.

1.1.5.8 Divestment

the final stage of the process, the consumer faces disposal, recycling, or re-marketing.

The following Figure explains the decision-making process in a better picture: (See Figure 4)

Figure 4: the decision-making process



Source: NEGULSCU, “using decision making process model in strategic management “, review of general management,2014

1.2 Satisfaction

the consumer satisfaction is the most important objective for the firm to achieve, because the consumer is satisfaction driven.

1.2.1 Definition of consumer satisfaction

Many authors tried to define this term; we mention some of these definitions:

According to Fornell³¹, “Customer satisfaction is defined as an overall evaluation based on the total purchase and consumption experience with the good or service over time”. So, it is an evaluation of the product quality and the consumption experience through time.

³¹ Fornell et al, “the American customer satisfaction index: nature, purpose and findings”, journal of marketing, 1996.

Oliver³² concludes that, “*With marketing, customer satisfaction also comes along with it which means it ascertains the expectation of the customer on how the goods and services are being facilitated by the companies. Actionable information on how to make customers further satisfied is therefore, a crucial outcome*”.

For Hague³³, it is necessary to take into consideration the features, the functions, the reliability of the product, and the customer service because it helps meet or exceed customer expectations and satisfy their needs, satisfied customers buy more and recommend the brand to potential customers by sharing their experience to their friends. firms must know its customers very well, and earn their trust so it is easy to get information from them to develop a customer-oriented product or service.³⁴

Also, customer expectations must be evaluated, including service quality, product quality and value for money and Employee satisfaction that influence customer satisfaction positively.³⁵

So, we conclude that customer satisfaction is about evaluating customer expectations carefully to provide products and services that can meet those expectations, in addition to the customer service, a good system to managing complaints, and qualified staff to interact with customers and give the right reaction in case of dissatisfaction, to create happy customers who are going to have positive word of mouth about the brand, and finally, to support an average quality product with services.

³² Oliver, R.L. “*Whence consumer loyalty*”. *Journal of Marketing*. 1999, Volume 63, pp 33-44

³³ Hague, P & Hague, N, “*Customer Satisfaction Survey: The customer experience through the customer’s eyes*”,2016.

³⁴ Hill, BRIERLEY & MACDOUGALL, “*How to measure customer satisfaction?*”, USA: Gower Publishing Ltd,2003.

³⁵ Lovelock, C. & Wright, L. “*Principles of Service Marketing and Management*”. 5 nd ed. New Jersey: Prentice Hall,2007.

1.2.2 Features of satisfaction

According to Daniel Ray³⁶, there are three features of customer satisfaction:

1.2.2.1 Subjective

Satisfaction depends on the perception of every individual and his cultural background, and every individual is different.

1.2.2.2 Relative

Satisfaction depends on expectations; two customers cannot have the same opinion about the same product because they both have different expectations. So, it is important to sell not the best quality product but to sell a product that fits the target customer expectations.

1.2.2.3 Evolving

The customer is no more satisfied with one product or service, his satisfaction evolves with time with the evolution of his own expectations, and the cycle of life of the products or service. The consumer detains information, is more demanding, and nothing satisfies him.

1.2.3 The measurement of customer satisfaction

Measuring customer satisfaction is understanding how customers view the products, the companies can't assess customer satisfaction based on information created inside the firm³⁷.

The measurement helps understand the overall satisfaction, comparing the offer with the expectations, improving consumer retention, and respecting the requirements of ISO 9001³⁸.

It is easy for companies to measure customer satisfaction because there are many models that can be used for the matter. Yana³⁹ Compared the three top popular models in the following table: (See Figure 5):

³⁶ Danel RAY, « *Mesurer et developper la satisfaction client* », p24.

³⁷ Hill, Nigel, Alexander, Jim. “*The Handbook of Customer Satisfaction and Loyalty Measurement*”. Gower Publishing, 2006.

³⁸ Self, B., Roche, G, “*Customer Satisfaction Measurement for ISO 9000: 2000*”. Routledge, 2007.

³⁹ YANA (Guterman),” Customer satisfaction evaluation and recommendations for a marketing communication”,2015.

Figure 5: Models of measurement of customer satisfaction.

ACSI American Customer Satisfaction Index (Fornell et al. 1996)	ECSI European Customer Satisfaction Index (1998)	SWICS Swiss Index of Customer Satisfaction (Bruhn&Grund 2000)
<ul style="list-style-type: none"> • Perceived quality • Customer expectations • Perceived value • Overall customer satisfaction • Customer complaints • Customer loyalty 	<ul style="list-style-type: none"> • Image • Customer expectations • Perceived quality • Perceived value • Customer satisfaction • Customer loyalty 	<ul style="list-style-type: none"> • Customer satisfaction • Customer dialogue • Customer loyalty • Customer benefit • Customer focus

Source: YANA, 2015.

1.2.3.1 ACSI

Is an indicator of the US consumer sentiment, using a nationwide annual survey, through which customers are asked to rate products and services they use, and relates the customer satisfaction of 400 companies in 47 industries⁴⁰ based on perceived quality, expectations, and perceived quality.

1.2.3.2 ECSI

Is an indicator of the customer satisfaction in the European area, through a survey to rate the products or services that customers use regularly.

1.2.3.3 SWICS

An indicator that measures the customer satisfaction based on three factors: consumer dialogue, consumer benefit, and consumer focus.

⁴⁰ www.investopedia.com

1.2.3.4 Net promoter score

Is a score developed by Reichheld⁴¹, it reflects the capacity of the firm to build lasting relationships with customers by asking a specific question which is:” *How likely is it that you would recommend our company/product/service to a friend or colleague?*” based on a scale of 0 to 10. Based on this latter, customers could be divided into 3 groups:

- Promoters: 9 or 10, these are the ambassadors of the company who recommend the brand to others.
- Passives: 7 or 8, they just bought the product, they are passive, they are not considered as loyal, and they don’t recommend the company to others, they will leave the firm when they will get the chance.
- Detractors: 6 points or less, dissatisfied customers, and talk negatively about the firm, the cost the company money.

1.2.4 Importance of customer satisfaction

There are plenty of reasons why a company needs to assess regularly the customer satisfaction level of the customers⁴²:

- Keeping existing customers is cheaper than acquiring new ones, it is smarter for a company to retain the current consumers satisfied with the product rather than searching for prospects, and converting them into new customers because it costs more.
- Satisfied customers don’t care about the price, even if it’s a high price because they are convinced that the price is justified by quality, and excellent service.
- Customer satisfaction is a competitive advantage in a competitive market, full of companies who offer the same range of products. Customer satisfaction is a good way to differentiate.
- Customer satisfaction is a factor of customer retention, satisfied customers tend to stay longer with the brand.

⁴¹ Reichheld F.F, “*The Ultimate Question: Driving Good Profits and True Growth*. Harvard Business” Press, 2006.

⁴² www.wishdesk.com

- Customer satisfaction helps to create customer loyalty.
- It promotes positive word of mouth; satisfied customers are a sort of ambassadors of the company because they communicate positive word of mouth to their family and friends about the brand.

1.2.5 Satisfaction states

According to customer relationship management triangle law concluded by Tao⁴³: customer satisfaction = customer experience - customer expectations, customer satisfaction is negatively correlated with customer expectations. (See Figure 6)

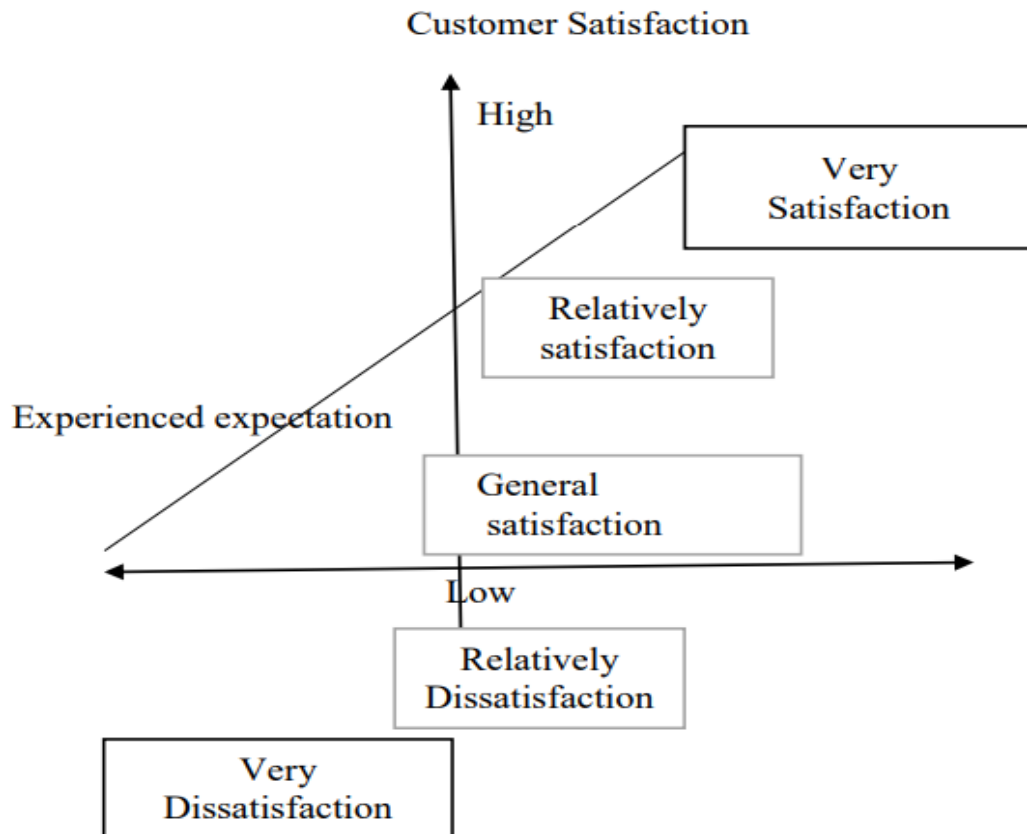
The difference between the customer experience and customer expectations is divided into five intervals (very satisfied, satisfied, general satisfaction, more dissatisfied, very dissatisfied), if the customer experience equals customer expectations, it belongs to general satisfaction.

The more customer experience is higher than the expectations, the higher customer satisfaction is. On the opposite, the worse customer experience is the lower customer satisfaction gets. For Tao, there are two methods to improve customer satisfaction:

First, try to improve services, so as to boost the customer experience; second, try to effectively manage customer expectations, to minimize the desired level. In the real world, the first approach is widespread among companies and is getting major results.

⁴³ Tao, F. “*Customer Relationship management based on Increasing Customer Satisfaction*”. International Journal of Business and Social Science, volume 5, 2014.

FIGURE 6: Customer satisfaction analysis model



Source: Tao 2014

Section 2: Factors influencing customer satisfaction

In this chapter, we are going to review the literature about different factors that influence customer satisfaction, the benefits of having satisfied customers, and the link between customer satisfaction, customer loyalty and quality of service.

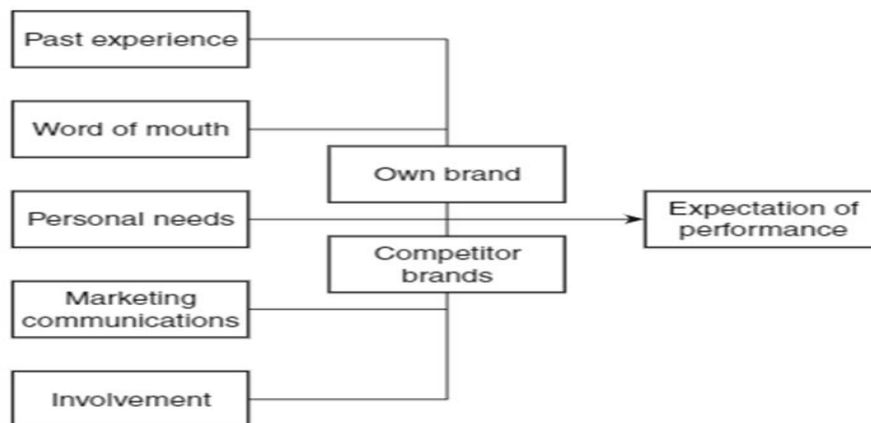
2.1 Factors that influence satisfaction and satisfaction responses

We are going to identify the factors that explain customer satisfaction, and lead to it, and the emotional and behavioral responses of satisfied customers.

2.1.1 Factors of influence on Customer satisfaction

According to Mudie & Pirrie⁴⁴, there are five factors that influence a customer satisfaction based on the expectations: previous experience; personal recommendation; personal needs; marketing communications; and the level of involvement in the purchase. (See Figure 7)

Figure 7: Factors influencing customer satisfaction



Source: MUDIE & PIRRIE (2006, p241)

⁴⁴ MUDIE & PIRRIE, « *services marketing management* », 2006, p241.

2.1.1.1 Past experience

Consumers accumulate experience through the search of information about a certain product, purchase of the product and consuming it ⁴⁵. The past experience shapes though time the expectations of consumers, they create a certain picture about the quality of the product or service in question, which will affect their opinion about their future consumption experience.

2.1.1.2 Word of mouth

It is basically all what is being said by the current customers of the company about the brand after the consumption of the product or service positively or negatively. Consumers tend to tell their opinion about the product they just consumed to their social contacts, which shapes the expectations of the potential consumers about the product, and thus affects their satisfaction when experiencing the product.

2.1.1.3 Personal needs

Consumers buy products or services in the first place to meet certain needs related to the functions of the product or service, the consumer expects the product to have a certain quality or ability to achieve his aims through it. So, the product or service have at least to fulfil the functions for what it has been created in the first place which shapes customer's expectation and thus impact his satisfaction when using it.

2.1.1.4 Marketing Communication

The company through its marketing campaigns and promotional messages communicates the value of her products, creates a certain image about the commodity in the mind of the consumer, thus, it shapes the expectations about the quality of the product or service, and it directly influences the satisfaction through the consumption experience.

⁴⁵ CHANEY et al, "*Consumption experience: past, present and future*", Qualitative market research: an international journal, Emerald, 2018.

2.1.1.5 Involvement

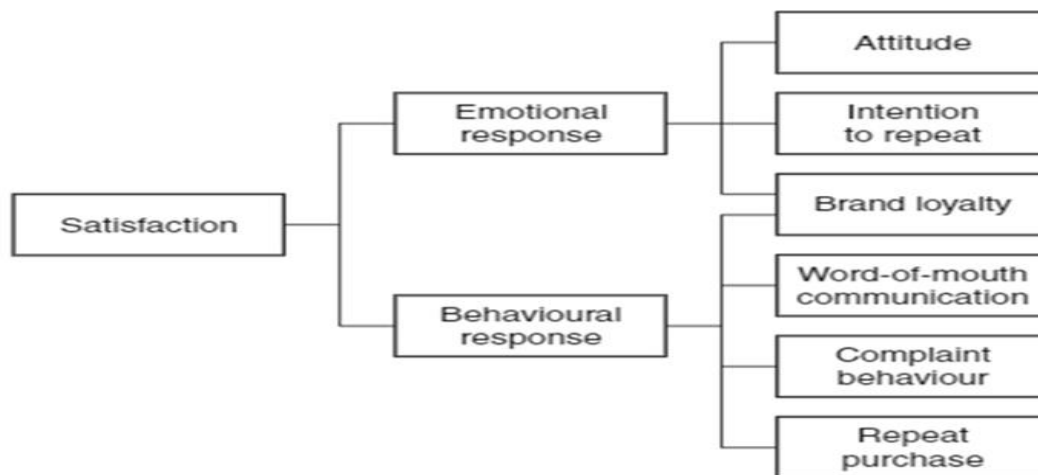
it is related to the degree of involvement of the consumer in the purchase process to gather information about the goods or services in question. It shows how much the consumer is interested and devoted to figure out the products that will meet his needs. Zaichkowsky⁴⁶ says that *“Involvement is used to describe the level of consumer interest, search, or complex decision making toward an object. The object of involvement may be a product, service, a situation, or an advertisement. Low involvement implies inertia, and high involvement implies a great deal of activation and it is found to influence consumer decision making and interactive communications”*.

2.1.2 Behavioral and emotional responses to satisfaction

According to Mudie & Pirrie⁴⁷, a satisfying customer experience will create both emotional and behavioral responses. A satisfied customer will feel positive emotions, he will express a positive attitude, will have the intention to repeat the purchase, and will likely become loyal to the brand. These emotional responses will be translated into a behavior by communicating positive word of mouth, repeating the purchase, and no complaint behavior. (See Figure 8)

⁴⁶ Zaichkowsky, (Judith), “consumer involvement”, Wiley international encyclopedia of marketing, 2009.

⁴⁷ MUDIE & PIRRIE, « *services marketing management* »,2006,

Figure 8: Emotional and behavioral responses

Source: MUDIE & PIRRIE, 2006

2.1.2.1 Intention to repeat

The consumer decides to repeat the purchase only when he is satisfied with the purchase experience.⁴⁸ So, after the consumer tries the product and lived the customer experience with the product or service, then he will decide if he's satisfied enough to repeat the purchase experience again or not.

2.1.2.2 Word-of- mouth communication

Satisfied customers are the best ambassadors of the firm, they communicate positive word of mouth to potential customers of the company, and encourage them to use its products. The company has to try to prioritize this category of customers and create loyal customers out of them rather than searching to acquire new ones.

2.1.2.3 Complaint Behavior

It is the result of a consumption experience where the customer feels a high level of

⁴⁸ KOTLER, P. & ARMSTRONG, G. "*Principles of Marketing*". Global Edition, 16th edn, Pearson, 2016

dissatisfaction⁴⁹. and tries to change the situation⁵⁰, by taking action through communicating with the firm, or a third party with a negative perception of the product or service⁵¹. But satisfied customers do not complain.

2.2 Customer satisfaction and customer loyalty

Many researchers say that there is an obvious link between customer loyalty and customer satisfaction, and plenty of research have been conducted to understand this relationship.

2.2.1 Definition of customer loyalty

Oliver⁵² defines loyalty as “*a deeply held commitment to rebuild and re-patronize a preferred product or service in the future despite situational influences and marketing efforts having the potential to cause switching behaviors*”. According to Thomas and Tobe⁵³, it’s cheaper to retain an existing customer than gaining a new one, loyal customers will recommend the brand to potential customers, and will not change their purchase behavior towards the company very easily but gaining loyal customers requires putting the customer in the center of interest of the firm and is acquired through time across multiple transactions. It is always said that a satisfied customer is a loyal customer, so if companies want to gain loyal customers, the first thing to do is to learn their expectations and be at the head of these expectations.

⁴⁹ Day et al, (1981) ‘*The hidden agenda of consumer complaining*’, Journal of Retailing, Vol. 57, 1981

⁵⁰ Fornell et al, ‘*Defensive marketing strategy by customer complaint management: A theoretical analysis*’, Journal of Marketing Research, Vol. 24, 1987.

⁵¹ Jacoby, et al, ‘*The sources, meaning and validity of consumer complaining behavior; A psychological review*’, Journal of Retailing, Vol. 57, 1981.

⁵² Oliver, R.L. “*Whence consumer loyalty*”. Journal of Marketing. Volume 63, 1999.

⁵³ Thomas, B. & Tobe, J. “*Anticipate: Knowing What Customers Need Before They Do*”, 2013.

2.2.2 Relationship between satisfaction and loyalty

Customer satisfaction must be taken seriously by companies that want to achieve customer loyalty and improve the performance of the business.

According to Dick and Basu⁵⁴, *“the role of customer satisfaction in loyalty largely indicates that satisfaction is a key determinant of loyalty. Therefore, there is a link between customer satisfaction and customer loyalty. Both concepts must be incorporated together to achieve the desired goals of the company which are market share and profitability”*.

Chen and Wang⁵⁵ suggest that *“the positive evaluation of the product or service the customer acquires is a major reason to continue a relationship with a company’s service or products, and an important pillar that upholds loyalty. Satisfied customers are thus more likely to repurchase, lower their price sensitivity, engage in positive word-of-mouth recommendation, and become loyal customers”*.

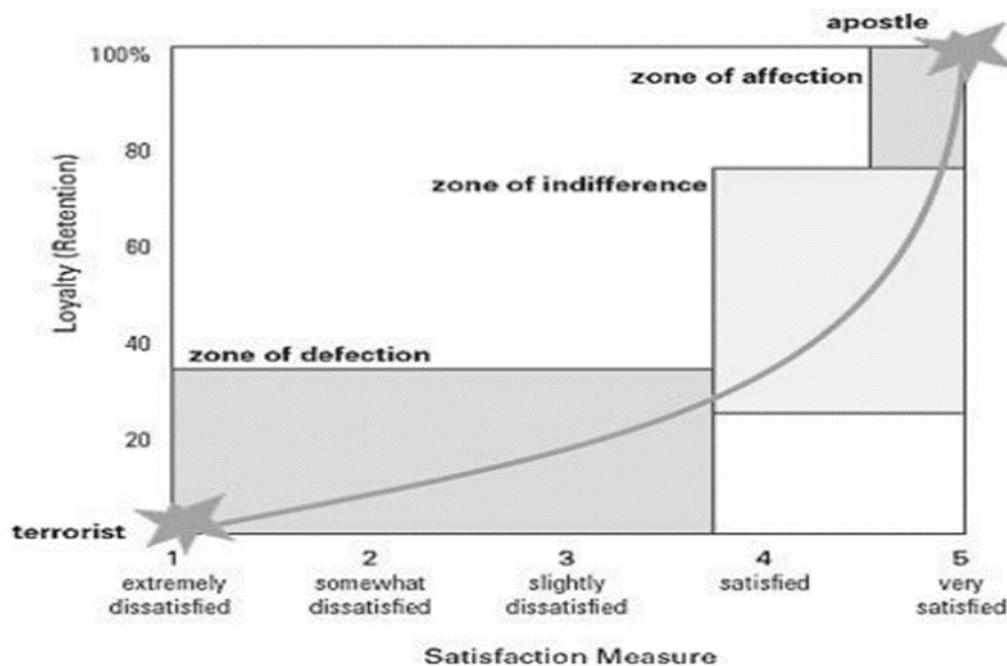
So, customer loyalty is the result of customer satisfaction, a satisfied customer is more likely to develop loyalty towards the company. Firms who want to gain loyal customers must start understanding the expectations of customers, better the shopping experience, and improve services to the customer. (See Figure 9)

⁵⁴ Dick, S.A. & Basu, K. “Customer Loyalty: Toward an integrated conceptual framework”. Journal of The Academic Marketing Science, Volume 22, 1994.

⁵⁵ Chen, M. F. & Wang, L. H. “The moderating role of switching barriers on customer loyalty in the life insurance industry”. The Service Industries Journal, Volume 29, 2009.

Figure 9: Relationship between satisfaction and loyalty

A Satisfied Customer Is Loyal



Source: Heskett et al., 2011

Heskett et al.⁵⁶ summarized the relationship that exists between customer satisfaction and loyalty (See Figure 4). Customers are divided into three zones; zone of defection, zone of indifference and zone of affection. the level of customer loyalty is divided based on their satisfaction of a product or service. the extremely dissatisfied customers are seen as “terrorist”. A dissatisfied customer will talk negatively about the product or service of that brand. The very satisfied customers are called “apostle”. They are the ones who are happy with the company’s products and are very likely to become loyal. These are the kind of customers who will have positive word of mouth towards the company encouraging many to try out the services or products. Loyal customers care about satisfaction; thus, firms must make sure their customers are very satisfied.

⁵⁶ Heskett et al, “*Putting the service profit chain to work*”, Harvard Business Review; 2011.

2.3 Customer Satisfaction and Service Quality

Many researchers say that there is an obvious link between quality of service and customer satisfaction, and plenty of research have been conducted to understand this relationship.

2.3.1 Definition of Service Quality

Parasuraman et al⁵⁷ (1985) define service quality as “*the global evaluation or attitude of overall excellence of services*”. So, it is the overall evaluation of the services. According to Nitecki et al⁵⁸, service quality is about “*meeting or exceeding customer expectations, or as the difference between customer perceptions and expectations of service*”. Which means the company needs to figure out how customers picture the service and needs to exceed them or at least be at the level of their expectations. Quality of service is the difference between how the services are delivered and customer expectations, companies who achieved great success have a good quality of service⁵⁹.

2.3.2 Measures of Service Quality

Parasuraman et al (1985) concluded service quality had factors as reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding/knowing the customer, and tangibility. these ten factors were shorted to five dimensions: tangibility, reliability, responsiveness, assurance, and empathy. Sureshchandar et al⁶⁰ identified five factors of service quality, which were core service or service product, human element of service delivery, systematization of service delivery, tangibles of service, and social responsibility. Parasuraman et al⁶¹ proposed the SERVQUAL scale for measuring service

⁵⁷ Parasuraman et al, “A conceptual model of service quality and its implications for future research”, Journal of marketing,1985.

⁵⁸ Nitecki et al, “*Measuring service quality at Yale University’s libraries*”. Journal of Academic Librarianship.2000.

⁵⁹ www.study.com

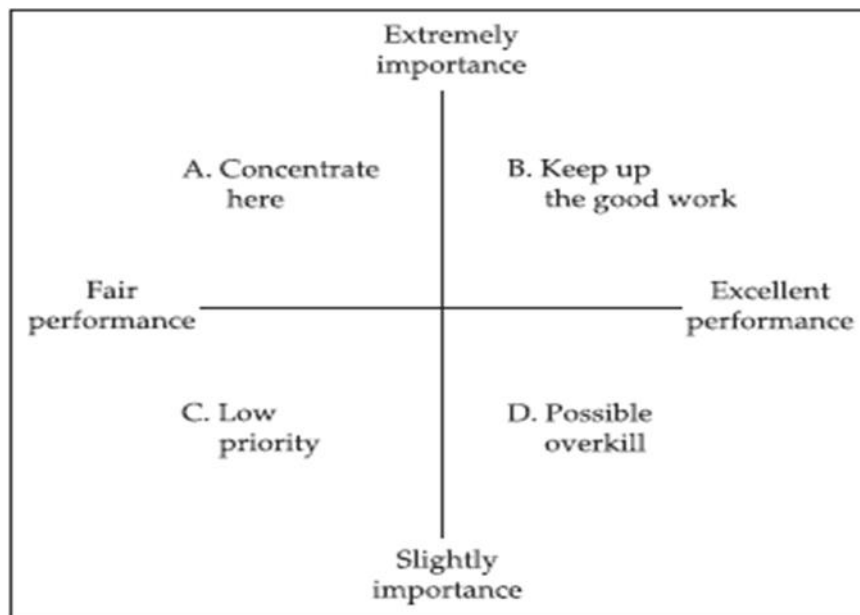
⁶⁰ Sureshchandar et al, “*Customer perceptions of service quality: a critique*”, Total Quality Management, 2001

⁶¹ A. Parasuraman et al, “SERVQUAL: a multiple-item scale for measuring consumer perceptions of service quality”, Journal of Retailing, Vol. 64,1988.

Quality. Martilla et al⁶² proposed the Importance-Performance analysis to determine which products need development or which resources are not used in a optimum way.

(See Figure 10)

Figure 10: The importance-performance Analysis.



Source: Martilla et al, 1977.

2.3.3 Service Quality and Customer Satisfaction

Ruyter et al⁶³ see through the studies see that quality of service should be considered as an antecedent of the customer satisfaction. Brady et al⁶⁴ see that there's a link between customer satisfaction and quality of service depending on the cultural background, and that quality of

⁶² Martilla et al, "importance-performance analysis", Journal of Marketing, Vol. 41, 1977.

⁶³ K. DeRuyter et al, "Merging service quality and service satisfaction: an empirical test of an integrative model", Journal of Economic Psychology, 1997.

⁶⁴ M. K. Brady, "Searching for a consensus on the antecedent role of service quality and satisfaction: an exploratory cross-national study", Journal of Business Research, 2001.

service significantly impact customer satisfaction. Sureshchandar et al⁶⁵ see that customer satisfaction and quality of service are highly correlated. So, relying on those several studies, we conclude that there is a certain relationship between these two concepts.

⁶⁵ G. S. Sureshchandar, “*The relationship between service quality and customer satisfaction – a factor specific approach*”, *Journal of Service Marketing*, Vol. 16, 2002.



**Chapter III: The impact of a multichannel
strategy on customer satisfaction**

Case study: Algerie Telecom, Batna

Section 01: Presentation of the host organization Algeria Telecom:

In this section, a quick description of the host organization is presented to get familiar with it.

1.1 Presentation of Algeria Telecom

This is a brief representation of Algeria Telecom:

Algerie Telecom is the leader of the Algerian telecommunication market, which is growing very fast offering a full range of voice and data services to residential and business customers.

Algerie Telecom a joint stock company with public capital operating in the market for electronic communications networks and services. Algeria Telecom is therefore governed by this law which confers on it the status of an economic public enterprise in the legal form of a SPA joint-stock company with a share capital of 50,000,000,000 Dinars and registered in the center of the trade register on May 11, 2002.

1.1.1 company history

Algeria Telecom was created on January 1, 2003 from the separation of postal and telecommunications activities from the former PTT services. In 2003, Algeria Telecom had nearly 130,000 GSM subscribers and 1.9 million customers on the fixed network. Its activities include fixed telephony, mobile telephony, Internet and satellite telecommunications.

On March 30, 2014, Algeria Telecom launched its new range of internet offers, called “Idoom ADSL”, with speeds ranging from 1 to 8 Mbits/ 6s.

On May 28, 2014, Algeria Telecom offers unlimited fixed telephony through its new range of offers “Idoom fixed”.

On September 8, 2014, Algeria Telecom launches 4G in fixed mode to its residential customers

On April 20, 2015, Algerie Telecom launched the first outdoor Wi-Fi service in Algeria, called “WiCi”, an innovative solution that enables large urban areas to be covered with wireless broadband. On June 6, 2018, its monopoly on the provision of internet access ended with the opening to competition of the local loop.

On April 25, 2016, Algerie Telecom launched its new unlimited ADSL offer with a speed of up to 20 Mbit / s.

On July 31, 2016, Algerie Telecom announced the commercialization of the 1st VoLTE service in Algeria.

On November 21, 2019, Algerie Telecom launches the “E-Payment customer area” application, for recharging Idoom accounts and paying telephone bills.

1.1.2 Description of Algerie Telecom

AT is a company which has the status of an economic public enterprise in the legal form of an SPA joint-stock company.

Algerie Telecom activities revolve mainly around:

- _ The provision of telecommunications services allowing the transport of voice, written messages, digital data, audiovisual information, etc.
- _ Development of the exploitation and management of public and private telecommunications networks.
- _ Establishment of the exploitation and management of interconnections with any telecommunications network operator.
- _ In addition to fixed telephony, which constitutes the main activity and for which it is currently in a monopoly position, AT also operates in the mobile sector through its subsidiary Mobilis.

_ AT also offers packet data transmission services (DZPAC and MEGAPAC), broadband internet access (ADSL), telex service and national and international leased line services.

_ The organization chart of the company shows that there are two divisions grouping together a set of departments of various functions these are the technical division and the commercial division. We also see that the group has three subsidiaries, Mobilis for mobile telephony, Djaweb for the internet and Algerie Telecom satellite.

As for the hierarchical organization, there are four main levels: the general management, the territorial direction of Telecom (the DTT), the operational direction of telecommunications (the DOT) and the commercial telecommunications agency (the ACTEL).

1.1.3 The objectives of Algeria Telecom

Officially entering into activity from January 1, 2003. It engages in the world of information and communication technologies with three objectives:

- 1- Profitability
- 2- Efficiency
- 3- Quality of service

Its ambition is to have a high level of technical, economic and social performance to remain a long-term leader in its field in an environment that has become competitive. Its concern also consists in preserving and developing its international dimension, and participate in the promotion of the information society in Algeria. So, its major activity is:

- Increase the offer of telephone services and facilitate access to telecommunications to the greatest number of users especially in rural areas.
- Increase the quality of services offered and the range of services provided and make more competitive telecommunication services.

- Develop a reliable national telecommunications network connected to the highways of information.

1.2 Presentation of the operational management of Algerie Telecom - Batna -

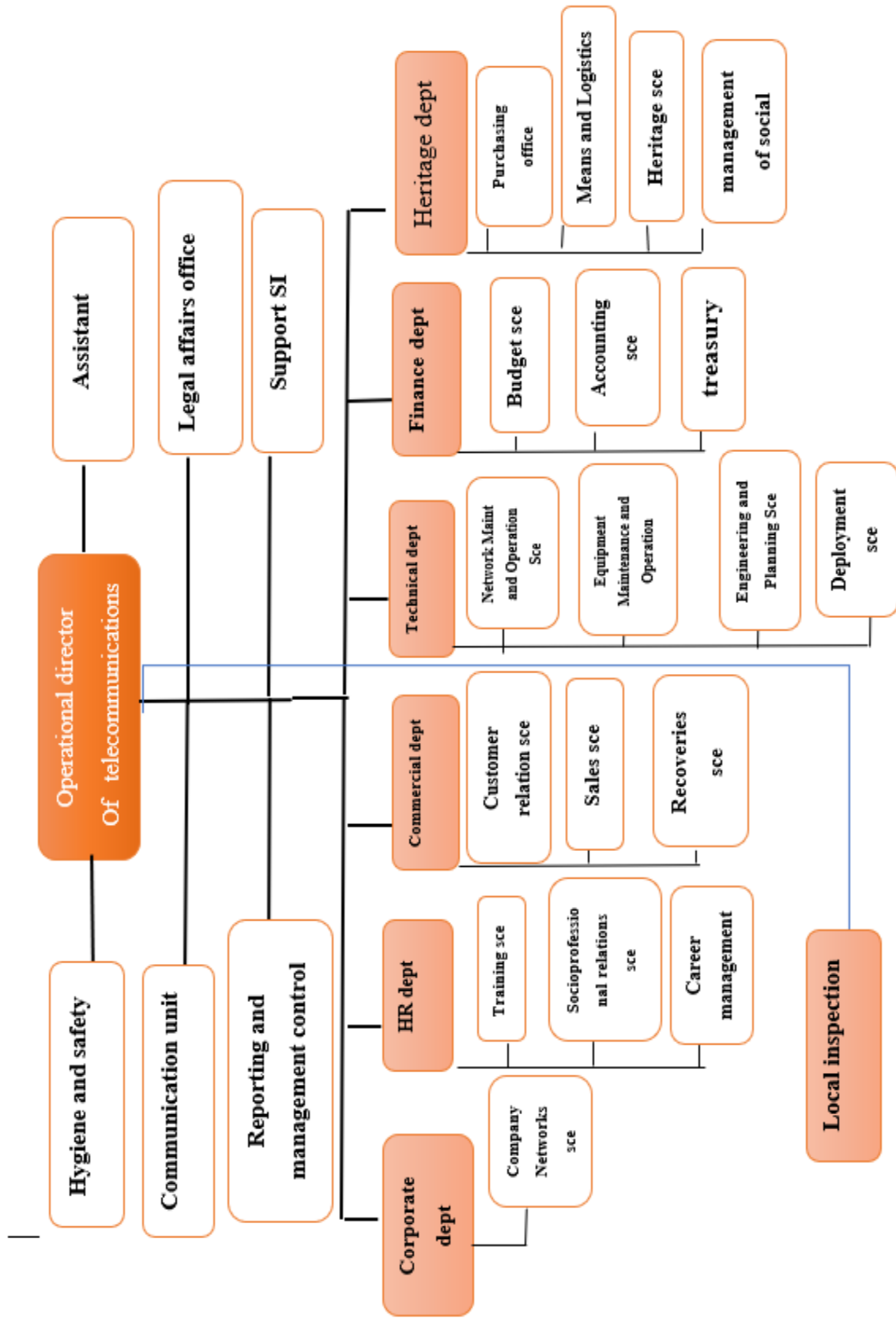
the operational management of Algerie Telecom is mainly concerned with the provision of services in Batna.

1.2.2 The organizational chart

this chart represents the different departments of the operational management of Algerie

Telecom: (See Figure 11)

Figure 11: The organizational chart



1.2.2.1 The operational director

Is the first person in charge in the organization, who takes charge of the good progress of the activities in the direction to achieve the objectives set by the general management through the good coordination between the services.

1.2.2.2 The management staff

The staff is made up of 3 bodies:

Assistant

prepare reports, separate contacts and secondary and essential information;

Legal affairs office

responsible for handling the legal affairs of the company;

Hygiene and safety service

protects the physical and IT assets of a company as well as the staff.

Reporting and management control

is in charge of the management of the piloting system with the support of the dashboards intended for the direction and the operational manager.

Communication unit

responsible for communication and external relations.

Support IS

installation, configuration, administration and maintenance of IT infrastructures

Local inspection

inspection of all annual work and execution of inspection tasks at the request of the director.

1.2.2.3 The organization departments

The organization chart has six departments including:

1.2.2.3.1 HR department

This department is subdivided into three services:

Training management

The service responsible for theoretical training and employee practice.

Socioprofessional relations service

Establishment of pay slips, and the follow up of social cases.

Carrer management service

responsible for recruitment, guidance and sanctions.

1.2.2.3.2 Commercial department

This department is subdivided into three services:

Customer relations service

focuses on customer satisfaction and coordinates with sales agencies to resolve customer issues and take charge of customer complaints.

Sales service

oversees the purchase operation, does market research and supervises the sales offices for various devices and recharge cards.

Recoveries service

identify the customers who have not respected the payment deadlines and who are therefore indebted to a certain sum of money towards the company.

1.2.2.3.3 Technical department

This department is subdivided into 4 services:

Network maintenance and operation service

Carry out commissioning, supervision and maintenance interventions on network elements placed under their charge.

Equipment maintenance and operation

Carry out the operations and services which make it possible to maintain the material or equipment of the work in perfect working order.

Engineering and planning service

Organizes production in a manufacturing unit and guarantees the company optimal planning with regard to deadlines, cost and quality.

1.2.2.3.4 financial department

This department is subdivided into three services:

Budget service

it reports the forecast revenue and expenditure planned for the coming year.

Accounting Service

The establishment of accounting documents (unit balance sheet, journal, consolidated balance sheet...etc.), establishment of checks, entry of various invoices, establishment of tax and tax forecasts and establishment of the company's debt situation.

Treasury Service

To monitor cash accounts.

1.2.2.3.5 Heritage and resources department

This department is divided into four services:

Purchasing office

Responsible for supplies from order to reception

Means and logistics

Maintenance of the company and its vehicles.

Heritage Service

dealing with problems that have arisen in the buildings and branches of the company and carrying out maintenance activities (gas, electricity...etc.) and inventory operations.

Management of social works service

The financing of social and cultural activities of employees.

1.2.2.3.6 Corporate department

Takes charge of business customers.

Section 2: Methodology of the study

The purpose of this study is to understand the impact of the multichannel strategy on customer satisfaction (case: Algeria Telecom), and to give an answer to our problematic.

To do so, we decided to make a survey using a questionnaire to the customers of Algeria Telecom to provide the information needed.

2.1 The steps to realize the survey

the survey has been realized following these steps:

2.1.1 Definition of the problem to solve

Our study is concerned about the impact of the multichannel strategy on customer satisfaction, so we are interested in understanding how the customer satisfies his needs using multiple channels of the firm.

2.1.2 the principle behind the survey

A survey is basically made out of a sample that is supposed to represent the population that we study, and is the basic tool to use in a quantitative research. But it is important to distinguish between a survey and a census:

2.1.2.1 The census

Is an investigation where the data is collected about the individuals of the whole population, and usually used by the government because it is an expensive method and it takes time to investigate all the population.

2.1.2.2 The survey

In the survey, we study the population by selecting a sample that represents the population in Question, and then, we generalize the results on all the population.

2.1.3 The objectives of a survey

- To validate by numbers results that have been found through qualitative research, that has been prepared previously, where the quantitative research comes after qualitative research.
- to produce quantified data that helps describe the phenomena.
- to compare the data of previous years to the new data, or to compare targets of a certain population to each other.

2.1.4 Building survey sample

This survey is made up through a sample that is supposed to be representative of the whole population. We say that the sample represents the population if the individuals have the same chance to appear in the sample. There are two main groups of methods to build a sample, probability sampling and non-probability sampling⁶⁶.

2.1.4.1 probability sampling:

all individuals are chosen randomly and thus they have the same chance to be chosen, and it is easier to generalize the results upon the whole population. But is time consuming and expensive.

⁶⁶ www.healthknowledge.org.uk

2.1.4.1.1 simple random sampling

All individuals have the same chance to be chosen, by giving each individual a number, and then use a table that contains random numbers to decide which numbers to include. The drawback of this method is that you might not get the individuals with the desired characteristics.

2.1.4.1.2 Systematic sampling

Individuals are selected to ensure a certain sample size; where individuals are selected from the sample frame in regular intervals.

2.1.4.1.3 Stratified sampling:

The population is divided into subgroups where each subgroup has the same characteristic, (like gender for example), this method is used when we expect that there is a variable that changes between the different subgroups and we hope to get the representation from all groups.

2.1.4.1.4 clustered sampling:

the population is divided in subgroups called clusters, that are selected randomly, and all members of the clusters are included in the study.

2.1.4.2 Non-probability sampling:

the selection of the individuals is not random, but they are chosen reasonably. This method does not imply having the list of all the individuals to create the sample frame.

2.1.4.2.1 convenience sampling:

the easiest method of sampling, it relies on individuals who volunteer to take part of the survey, useful results are obtained but a bias is created (the volunteer bias) because those who volunteer could be different of the individuals that decided not to volunteer.

2.1.4.2.2 Quota sampling:

The interviewer does not have a sample frame, and the quotas that are chosen are supposed to proportionally represent the population.

2.1.4.2.3 Judgement sampling

It is known as the subjective sampling because the researcher chooses the individuals to investigate relying on his judgement to select a sample that suits his needs, especially used in qualitative research.

2.1.4.2.4 Snowball sampling

it is used for hard-to-reach groups, where selected individuals are asked to nominate other individuals they know, so that the size of the sample grows like a rolling snow ball.

2.1.5 The choice of the sampling method

it is important to identify the population, in this case, our target are the customers of Algerie Telecom when they visit the commercial agency of Algerie Telecom.

We are going to investigate only a group of the population, so it is essential to determine the

sample to investigate and thus choosing the sampling method. The method we chose is the probability sampling (the simple random sampling) to save time, and also to have precise results.

2.1.6 The choice of administration of the questionnaire

if the questions are short and simple, the respondents can answer to them by themselves (self-administered), by mailing it to them or by giving it to them in person. If the questions are hard and complex, then it is going to be interviewer-administered which means the interview is going to be conducted by the interviewer by face to face, or by telephone.

In our case, we choose to investigate the customers while they are in the agency after finishing their visit, not to disturb them during their visit.

2.1.7 The formulation of the questionnaire

- **closed ended questions**

questions that limit the answers of respondents to limited choices, we used nominal questions, Likert scale questions, yes or no questions.

- **Nominal questions**

a question that presents multiple choices as an answer to the question, these answers are not numerical.

- **Likert scale questions**

it is a 5- or 7-point scale that evaluates the level of agreement with the statement or, the intensity of their reaction towards an object. Example: how satisfied are you with your internet connection?

1-Very satisfied

2-Somewhat satisfied

3-Neither satisfied nor dissatisfied

4-Somewhat dissatisfied

5-Very dissatisfied

○ **Yes or no question**

Questions that present yes or no as an answer choice, they help divide respondents in very quick and easy way. Example: Do you have an internet line? Yes/NO

○ **Open ended question**

Questions that do not propose answer choices, the respondent answers using his own words. Example: what do you suggest for the company to improve its performance?

We also chose to propose “other” as an answer choice within the options to enable respondents to give other answers.

Example: At which frequency do you shop?

1- Once a week

2- Twice a month

3- Every two months

4- Other

2.1.8 Treatment of results

After collecting the data via the questionnaire by questioning the respondents randomly, we treat the data collected using two tools: SPSS software package, and Google Forms.

2.1.8.1SPSS Software package

SPSS is an abbreviation for statistical package for the social sciences, and it is usually

used by researchers for statistical analysis of the data. This package was first launched by Spss Inc. in 1968, and then was sold to IBM in 2009. Its name changed to IBM SPSS statistics but people still call it SPSS. It is a standard in the social science data analysis. It is widely used by market researchers, health researchers, survey companies, government entities, education researchers, data miners to analyse data collected through surveys.

2.1.8.2 Google Forms

It is an app available via a Gmail account, easy to create surveys, share them through various platforms, and reach the largest number of targets, help to collect data, organize it, and treat it. Google launched it in 2008 as Google Sheets feature by adding a form to a spreadsheet, write it in another sheet. In 2016, Google added to it some new features, and turned it to what it is now.

Section 03: Analysis of the investigation results

1. Presentation of the investigation results

1.1 Univariate analysis

A. Sociodemographics

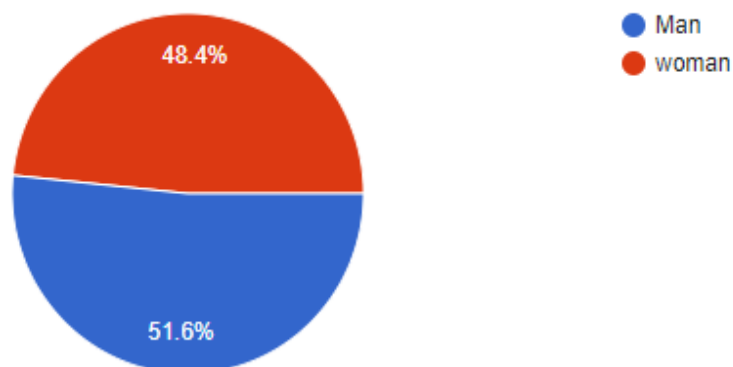
➤ Gender

Table 01: Split of the sample according to gender

	Effectifs	Pourcentage	Pourcentage valide	Pourcentage cumulé
Man	32	51,6	51,6	51,6
woman	30	48,4	48,4	100,0
Total	62	100,0	100,0	

Source : Spss software package

Graph 01: Split of the sample according to gender



Source: Google forms

Comment

The sample is constituted of approximatively even percentage of men and women with a percentage of 48.4% of women and 51.6% of men.

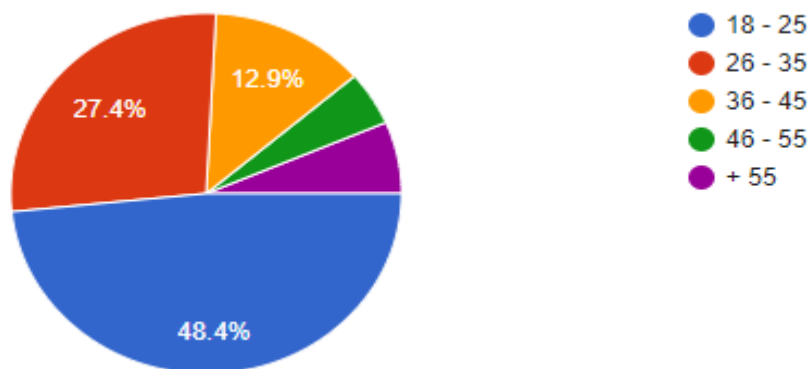
➤ Age

Table 02: split of the sample according to age

	Effectifs	Pourcentage	Pourcentage valide	Pourcentage cumulé
+ 55	4	6,5	6,5	6,5
18 - 25	30	48,4	48,4	54,8
26 - 35	17	27,4	27,4	82,3
36 - 45	8	12,9	12,9	95,2
46 - 55	3	4,8	4,8	100,0
Total	62	100,0	100,0	

Source : Spss software package

Graph 02: split of the sample according to age



Source: Google forms

Comment

The investigation shows that the majority of the respondents are between 18 and 25 years old (48.4%), then comes the category between 26 and 35 years old (27.4%), the third category is the one between 36 and 45 years old (12.9%), the last two categories are those between 46 and 55 years old (4.8%) and over 55 years old (6.5%).

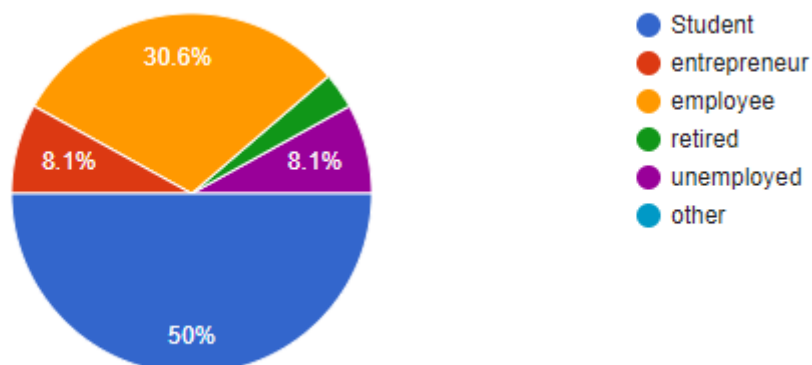
➤ Profession

Table 03: split of the sample according to profession

	Effectifs	Pourcentage	Pourcentage valide	Pourcentage cumulé
Employee	19	30,6	30,6	30,6
Entrepreneur	5	8,1	8,1	38,7
Retired	2	3,2	3,2	41,9
Student	31	50,0	50,0	91,9
Unemployed	5	8,1	8,1	100,0
Total	62	100,0	100,0	

Source : Spss software package

Graph 03: split of the sample according to profession



Source: Google forms

Comment

The vast majority of the respondents are students with a percentage of 50%, 30.6% of the respondents are employees, 8.1% of the respondents are entrepreneurs, 8.1% of them are unemployed, and the rest are retired (3.2%).

B. The questionnaire

Q1: where do you usually shop?

Table 04 : usual shopping

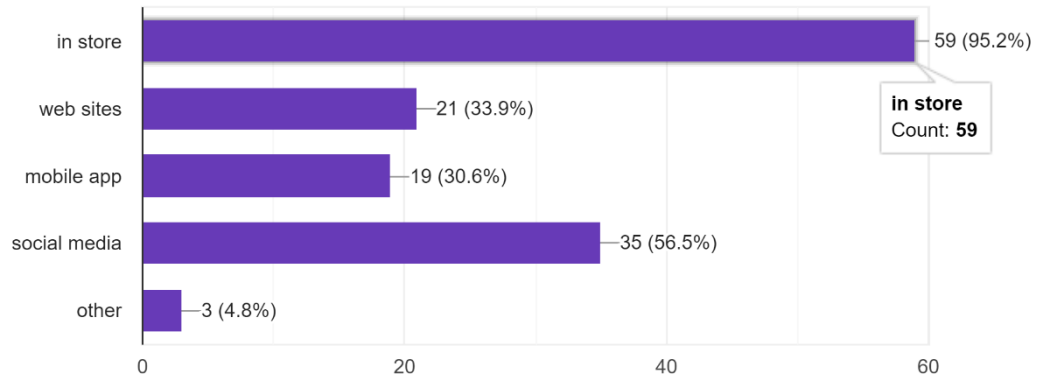
	Effectifs	Pourcentage	Pourcentage valide	Pourcentage cumulé
in store	17	27,4	27,4	27,4
in store, mobile app, social media	7	11,3	11,3	38,7
in store, other	2	3,2	3,2	41,9
in store, social media	14	22,6	22,6	64,5
in store, web sites	3	4,8	4,8	69,4
in store, web sites, mobile app	4	6,5	6,5	75,8
in store, web sites, mobile app, social media	6	9,7	9,7	85,5
in store, web sites, social media	6	9,7	9,7	95,2
mobile app, social media	1	1,6	1,6	96,8
web sites	1	1,6	1,6	98,4
web sites, mobile app, social media, other	1	1,6	1,6	100,0
Total	62	100,0	100,0	

Source : Spss software shopping

Graph 04: usual shopping

where do you usually shop?

62 responses



source: Google Forms

Comment

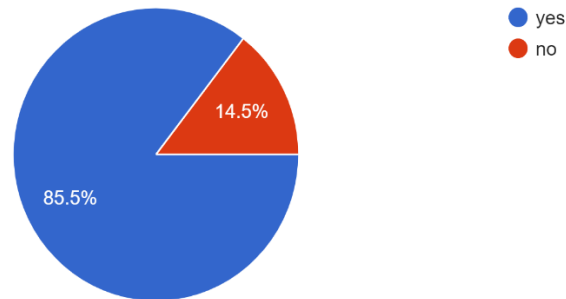
We notice through this investigation that most of the respondents use the store to shop (27.4%), then there are 22.6% of respondents who use both the store and social media to purchase items, 11.3% use the store, social media and mobile apps to purchase goods and services, there are 9.7% of respondents who use all the channels available to purchase including the store, websites, mobile apps and social media, and there's only 4.8% of respondents who use only online channels to purchase.

Q3: Do you compare prices of the products in multiple places before purchasing?

Graph 05: comparing prices

Do you compare prices of the products in multiple places before purchasing?

62 responses



Source: Google Forms

Comment

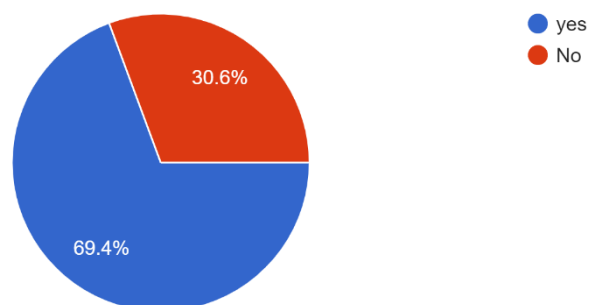
85.5% of respondents compare prices before purchasing, while there is only 14.5% of people who do not compare prices before purchasing a product or a service.

Q4: would you like to have access to products through multiple channels (in store and on web)?

Graph 06: access to products

would you like to have access to products through multiple channels (in store and on web)?

62 responses



Source: Google Forms

Comment

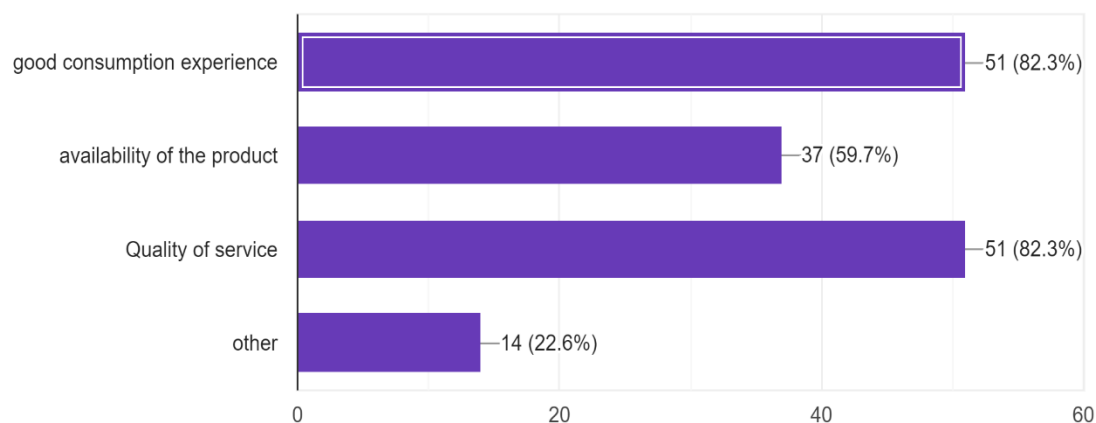
The majority of respondents would like to have access to products through multiple channels, to compare price and quality, have a larger access to offerings, save time, make sure products are available in store, and discover the trends (69.4%), while there is a percentage of 30.6% who are indifferent.

Q6: what are the elements that enhance your satisfaction during the purchase of the product or service?

Graph 07: Factors influencing customer satisfaction

what are the elements that enhance your satisfaction during the purchase of the product or service?

62 responses



Source: Google Forms

The good consumption experience and quality of service come in first place as two factors that influence customer satisfaction (82.3%), then we have availability of the product that comes in second place with a percentage of 59.7%, and then we have other factors like price with a percentage of 22.6%.

Table 05: Factors influencing customer satisfaction

	Effectifs	Pourcentage	Pourcentage valide	Pourcentage cumulé
availability of the product, Quality of service	3	4,8	4,8	4,8
availability of the product, Quality of service, other	1	1,6	1,6	6,5
good consumption experience, availability of the product	5	8,1	8,1	14,5
good consumption experience, availability of the product, other	4	6,5	6,5	21,0
good consumption experience, availability of the product, Quality of service	22	35,5	35,5	56,5
good consumption experience, availability of the product, Quality of service, other	2	3,2	3,2	59,7
good consumption experience, Quality of service	14	22,6	22,6	82,3
good consumption experience, Quality of service, other	4	6,5	6,5	88,7
Other	2	3,2	3,2	91,9
Quality of service	4	6,5	6,5	98,4
Quality of service, other	1	1,6	1,6	100,0
Total	62	100,0	100,0	

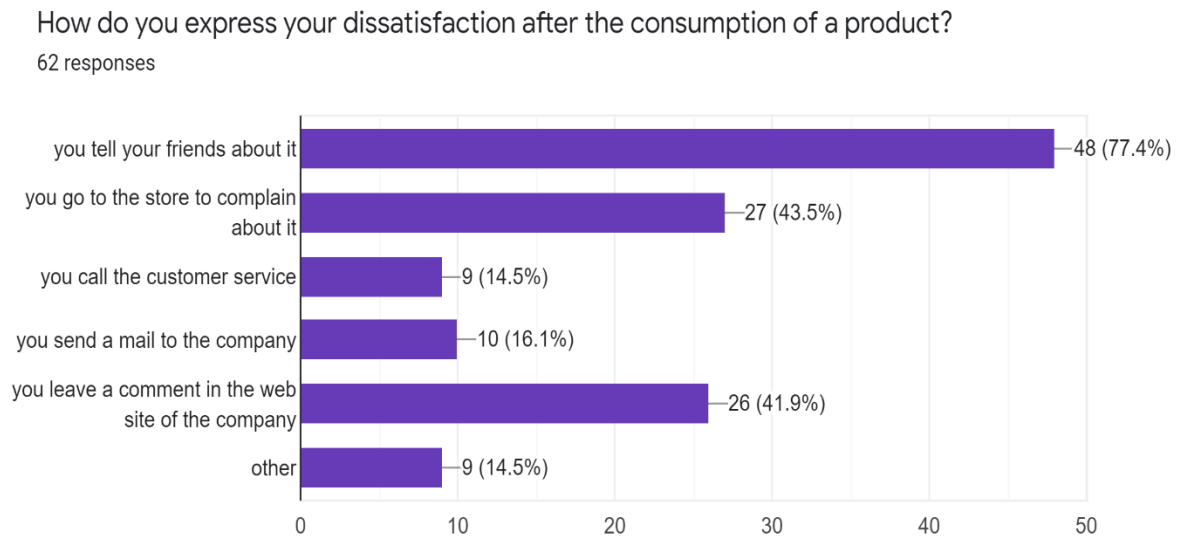
Source : Spss software package

35.5% of respondents agree on the fact that all of the consumption experience, quality of service, and availability of the product affected their satisfaction. 22.6% of the respondents

say that only the consumption experience and the quality-of-service matter during their shopping experience. 8.1% state that only the experience of consumption and the availability of the products affect their satisfaction.

Q7: How do you express your dissatisfaction after the consumption of a product?

Graph 08: Expressing dissatisfaction



Source: Google Forms

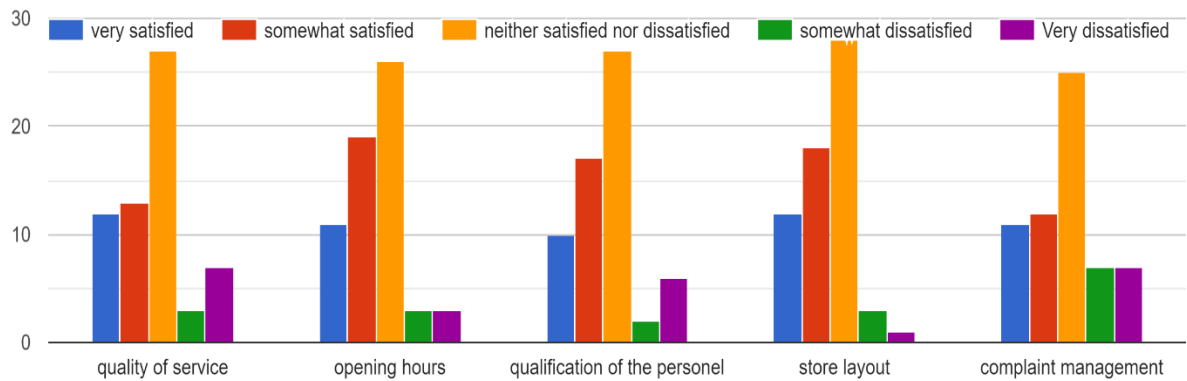
Comment

77.4% of respondents would tell their friends about a product they did not like, 43.5% of them would complain to the owner of the store, 41.9% of them would express their dissatisfaction by leaving a word in the comment section of the company, 16.1% of them would bother and send a mail to the company, 14.5% would call the customer service, and another 14.5% who would not complain at all.

Q12: how do you rate the service of your agency? (rate each statement)

Graph 09: Rating the service

how do you rate the service of your agency? (rate each statement)



Source: Google Forms

Comment

The respondents are all generally satisfied about the service provided by the agency of Algerie Telecom, including the quality of service, the opening hours, qualification of the personnel, the store layout, and the complaint management, but there is a slight increased amount of dissatisfaction expressed by the respondents regarding how the complaints are being managed.

Q15: select the digital channels of the company you generally use to communicate?

Table 06: The use of the digital channels of Algeria Telecom

	Effectifs	Pourcentage	Pourcentage valide	Pourcentage cumulé
Other	28	45,2	45,2	45,2
social media	5	8,1	8,1	53,2
The mobile app	2	3,2	3,2	56,5
The mobile app, social media	4	6,5	6,5	62,9
The web site	6	9,7	9,7	72,6
The web site, social media	4	6,5	6,5	79,0
The web site, social media, other	1	1,6	1,6	80,6
The web site, The mobile app	5	8,1	8,1	88,7
The web site, The mobile app, social media	7	11,3	11,3	100,0
Total	62	100,0	100,0	

Source : Spss software package

Comment

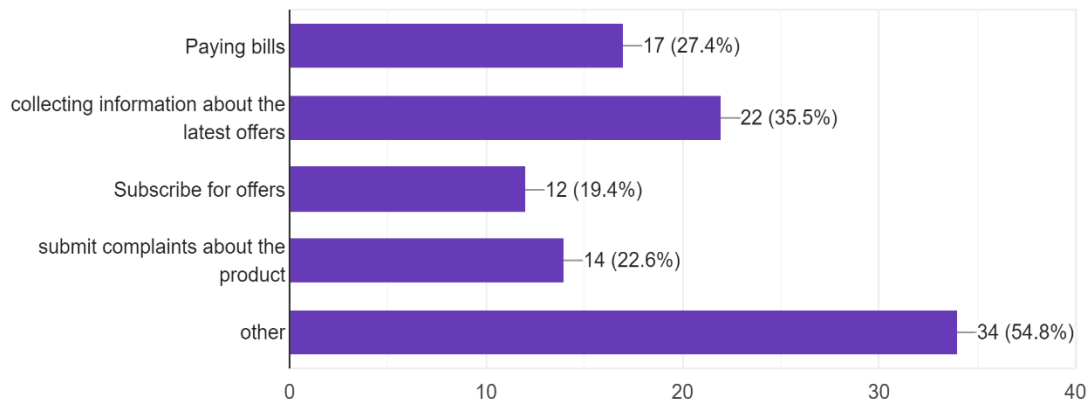
45,2% of the respondents do not use the digital channels of Algeria Telecom, which leaves us to the rest of 54.8% who combine the different digital channels to communicate with the company. 11.3% of the respondents use all the digital channels available (the website, the mobile app, social media), 9.7% prefer using the website and only, 8.1% use the website and the mobile app, 8.1% only follow-on social media, 6.5% combine between the website and the social media, another 6.5% use the mobile app combined with the social media, and 3.2% use only the mobile app.

Q16: what do use the digital channels for?

Graph 10: The purpose behind using the digital channels of Algeria Telecom

what do use the digital channels for?

62 responses



Source: Google Forms

Comment

54.8% either do not use the digital channels of Algeria Telecom, or do not use them for these purposes, the rest of the 45.2% use the digital channels of Algeria Telecom as follows:

The vast majority use the digital channels to collect information about the latest offers (35.5%), 27.4% for paying the bills, 22.6% to submit complaints about the product, 19.4% to subscribe for offers.

Q17: How do you prefer communicating with the company?

Table 07: preferred channel to communicate with Algerie Telecom

	Effectifs	Pourcentage	Pourcentage valide	Pourcentage cumulé
Both	18	29,0	29,0	29,0
through the agency	35	56,5	56,5	85,5
via the digital channels	9	14,5	14,5	100,0
Total	62	100,0	100,0	

Source : Spss software package

Comment

Through our investigation, we figured out that 56.5% of the respondents prefer using the agency and only to interact with Algerie Telecom, the rest of the 43.5% were divided as followed: 14.5% prefer using only the digital channels to communicate while 29% of them prefer combining both the digital and traditional channels (the agency) to interact with Algerie Telecom.

1.2 Cross tabulation

To understand the relationship between customer satisfaction, and choice of the channel, we cross Q12 et Q16, the results are as follows:

Q12: how do you rate the service of your agency? (rate each statement)

the respondent is supposed to rate many criteria related to the agency (quality of service, complaint management, opening hours, story layout, and qualification of the personnel)

based on the LIKERT scale

Q16: How do you prefer communicating with the company?

the respondent can choose one answer out of three (through the agency, via digital channels, both)

Table n 8: channel preference versus satisfaction of the complaint management

Effectif

		agency complaintmanagement					Total
		neither satisfied nor dissatisfied	somewhat dissatisfied	somewhat satisfied	Very dissatisfied	very satisfied	
prefercommunicatcompa ny	both	4	3	4	2	5	18
	through the agency	16	4	7	4	4	35
	via the digital channels	5	0	1	1	2	9
Total		25	7	12	7	11	62

Source : SPSS package software

Comment

According to this table, 11 people are very satisfied of the service at the agency in terms of the complaint management (17.7%), but the majority of these very satisfied people prefer usually mixing multiple channels in their purchase (8%) compared to 6.4% who prefer using the agency and 3.2% who prefer using the digital channels.

Table n9: channel preference versus satisfaction of the quality of service

Effectif

		agency qualityservice					Total
		neither satisfied nor dissatisfied	somewhat dissatisfied	somewhat satisfied	Very dissatisfied	very satisfied	
prefercommunicatcompa ny	both	2	1	7	3	5	18
	through the agency	20	2	6	3	4	35
	via the digital channels	5	0	0	1	3	9
Total		27	3	13	7	12	62

Source: SPSS software package

Comment

According to this table, 12 people are very satisfied of the service at the agency in terms of the quality of service (19.3%), but the majority of these very satisfied people prefer usually using multiple channels during their purchase (8%) compared to 6.4% who prefer using the agency and 4.8% who prefer using the digital channels.

Table n10: channel preference versus satisfaction of the opening hours

Effectif

		openinghours agency					Total
		neither satisfied nor dissatisfied	somewhat dissatisfied	somewhat satisfied	Very dissatisfied	very satisfied	
prefercommunicatcompa ny	both	2	1	8	2	5	18
	through the agency	20	0	10	1	4	35
	via the digital channels	4	2	1	0	2	9
Total		26	3	19	3	11	62

Source: SPSS software package

Comment

According to this table, 11 people are very satisfied of the service at the agency in terms of the opening hours (17.7%), but the majority of these very satisfied people prefer usually using multiple channels during their purchase (8%) compared to 6.4% who prefer using the agency and 3.2% who prefer using the digital channels.

Table n11: channel preference versus satisfaction of the store layout

Effectif

		agency storelayout					Total
		neither satisfied nor dissatisfied	somewhat dissatisfied	somewhat satisfied	Very dissatisfied	very satisfied	
prefercommunicatcompa ny	both	2	0	9	1	6	18
	through the agency	21	2	8	0	4	35
	via the digital channels	5	1	1	0	2	9
Total		28	3	18	1	12	62

Comment

According to this table, 12 people are very satisfied of the service at the agency in terms of the store layout (19.3%), but the majority of these very satisfied people prefer usually using multiple channels during their purchase (9.7%) compared to 6.4% who prefer using the agency and 3.2% who prefer using the digital channels.

Table n12: channel preference versus satisfaction of the qualification of personnel

		agency the personnel					Total
		neither satisfied nor dissatisfied	somewhat dissatisfied	somewhat satisfied	Very dissatisfied	very satisfied	
prefer communicating	both	5	1	7	2	3	18
	through the agency	18	1	7	3	6	35
	via the digital channels	4	0	3	1	1	9
Total		27	2	17	6	10	62

Source: SPSS software package

Comment

According to this table, 10 people are very satisfied of the service at the agency in terms of the qualification of the personnel (16.1%), but the majority of these very satisfied people prefer usually using the agency during their purchase (9.7%) compared to 4.8% who prefer combining different channels and 1.6% who prefer using the digital channels, perhaps the reason behind this is that this category of people privilege human interaction, they think the personnel of the agency is qualified for the mission so this enhances them to prefer using the agency rather than using the digital channels or combining both. but by comparing these results, it is obvious that the majority of the very satisfied

customers of Algeria Telecom who rated the company very well on multiple criteria (quality of service, opening hours, store layout and complaint management) tend to use multiple channels to communicate with the company, except for those who appreciate the human interaction, so they prefer using the agency.

In order to understand how the customer combines the different channels to satisfy his needs, we cross Q15 and Q16, we found the following results:

Q15: what do use the digital channels for?

Q16: How do you prefer communicating with the company?

Table n 13: the purpose behind using different channels

		prefercommunicatcompany			Total
		both	through the agency	via the digital channels	
usedigitalfor	collecting information about the latest offers	3	3	0	6
	collecting information about the latest offers, submit complaints about the product	3	0	1	4
	collecting information about the latest offers, Subscribe for offers, submit complaints about the product	0	0	1	1
	other	2	27	5	34
	Paying bills, collecting information about the latest offers	1	0	1	2
	Paying bills, collecting information about the latest offers, submit complaints about the product	2	0	0	2
	Paying bills, collecting information about the latest offers, Subscribe for offers	2	1	0	3
	Paying bills, collecting information about the latest offers, Subscribe for offers, submit complaints about the product	2	1	1	4
	Paying bills, submit complaints about the product	2	0	0	2
	Paying bills, Subscribe for offers	0	3	0	3
	Paying bills, Subscribe for offers, submit complaints about the product	1	0	0	1
Total		18	35	9	62

Source: SPSS software package

Comment

If we look to the respondents who use multiple channels to communicate with the company (29% of the sample), 72.2% of them have something in common which is that they use the multiple channels for a clear purpose: to collect data about the products and offerings using the digital channels, and only 27.7% use it to subscribe for new offers.

And finally, in order to understand how the customer complains in a multichannel context, we cross Q7 and Q16, we found the following results:

Q7: How do you express your dissatisfaction after the consumption of a product?

Q16: How do you prefer communicating with the company?

Comment

If we look to the respondents who use multiple channels to communicate with the company (29% of the sample), 83.3% of them would tell their friends about the bad experience they had which represents the negative word of mouth that can communicate a negative message about the company, 61.1% of them have something in common which is that they use the Digital channels for a clear purpose: to submit their complaints by sending an email to the company, or leaving a comment in the website of the company, 38.8% would go to the store and complain to its owner and finally, 27.7% would call the customer service.

Table n14: complaints in a multichannel

Effectif		prefercommunicatcompany			Total
		both	through the agency	via the digital channels	
express dissatisfaction	other	1	5	0	6
	you call the customer service	1	0	0	1
	you go to the store to complain about it	0	3	0	3
	you go to the store to complain about it, you call the customer service	0	1	0	1
	you leave a comment in the web site of the company	1	1	0	2
	you send a mail to the company	0	1	0	1
	you tell your friends about it	4	4	4	12
	you tell your friends about it, other	0	1	0	1
	you tell your friends about it, you call the customer service	0	0	1	1
	you tell your friends about it, you call the customer service, you leave a comment in the web site of the company	0	1	0	1
	you tell your friends about it, you call the customer service, you send a mail to the company	1	0	0	1
	you tell your friends about it, you go to the store to complain about it	0	6	1	7
	you tell your friends about it, you go to the store to complain about it, other	1	0	0	1
	you tell your friends about it, you go to the store to complain about it, you call the customer service, you leave a comment in the web site of the company	1	0	0	1
	you tell your friends about it, you go to the store to complain about it, you call the customer service, you send a mail to the company, you leave a comment in the web site of the company	2	0	0	2
	you tell your friends about it, you go to the store to complain about it, you call the customer service, you send a mail to the company, you leave a comment in the web site of the company, other	0	0	1	1
	you tell your friends about it, you go to the store to complain about it, you leave a comment in the web site of the company	3	3	2	8
	you tell your friends about it, you go to the store to complain about it, you send a mail to the company	0	1	0	1
	you tell your friends about it, you go to the store to complain about it, you send a mail to the company, you leave a comment in the web site of the company	0	2	0	2
	you tell your friends about it, you leave a comment in the web site of the company	3	4	0	7
	you tell your friends about it, you send a mail to the company, you leave a comment in the web site of the company	0	2	0	2
Total		18	35	9	62

Source: SPSS software package

2. Hypothesis testing

➤ Test of Hypothesis 1

H1: The factors that influence customer satisfaction are: good consumption experience, availability of the product, and the quality of service.

Through the analysis of the results of Q6 (graph7), we found that the factors that influence customer satisfaction are a good consumption experience, and the quality of service.

So, Hypothesis 1 is partially confirmed.

➤ Test of hypothesis 2

H2: consumers use the digital channels to collect information, and traditional channels to purchase goods and services.

Through the analysis of the results of (Table 13), we found that the majority of the multichannel shoppers use the digital channels to collect information about the latest offers, before purchasing in the store.

So, hypothesis 2 is confirmed.

➤ Test of hypothesis 3

H3: consumers express their dissatisfaction through the digital channels where they submit their complaints.

Through the analysis of the results of (Table 14), a dissatisfied consumer is more likely to talk very bad about the product of the company, to his friends and express it through leaving comments in the website of the company or sending a mail to the firm.

So, hypothesis 3 is confirmed.

General Conclusion

After going through the theoretical concepts through the bibliographical research that helped us to acquire some knowledge about the topic, we went through the field investigation to compare the theoretical concepts to the reality, and to get more information about our theme: “**the impact of the multichannel strategy on customer satisfaction**” where we investigated the customers of Algerie Telecom in the agency, and collected data via a questionnaire to enable us to answer to the problematic:

How does a multichannel strategy help develop customer satisfaction?

And answering to the sub-questions as well:

- For the first question, the hypothesis is partially confirmed because among the factors that we suggested to impact the customer satisfaction, there are only two factors that had real impact on customer satisfaction, which are good consumption experience, and quality of service.
- For the second question, the hypothesis has been confirmed, because the majority of the multichannel consumers that we interviewed agreed on the fact that they use the digital channels to collect information, and thus using the agency for subscribing to offers.
- For the third question, the hypothesis is confirmed because the majority of the multichannel shoppers use the digital channels to express their dissatisfaction towards the company, after telling their friends about the deception.

The limit of this research is the number of the respondents who were investigated via the questionnaire, we investigated 62 individuals of the agency of Algerie Telecom which is somehow a small number compared to the number of customers of Algerie Telecom, and the research has been conducted in Algerie Telecom, which is a telecommunication company, we

are not sure if all products follow the same pattern of a telecommunication company products, for multichannel shoppers.

Some of the recommendations we see ourselves, to give to Algeria Telecom are:

- Build a strong web site, where all information that is needed about products and services provided by the company can be found because it will be mostly used to collect information
- Create a secured payment system and promote it because most of the customers still fear using the online payment.
- Create a multichannel strategy to manage the different channels in an efficient way, so that multichannel shoppers benefit from a unique shopping experience and to increase customer satisfaction to produce positive word of mouth about the company.
- Create an efficient system to manage complaints in the digital channels because they are mostly used by the multichannel shoppers to submit their complaints.
- And finally, if the company cannot improve its products, it can benefit from the creation of a good quality of service to replace it because it has the same impact as a good consumption experience, according to customers.

After making research about this topic, we concluded that this work may be the starting point for others. Thus, we invite the future students to study this topic, and also see other themes for their upcoming research: the impact of the multichannel strategy on the purchase decision

Bibliography

Books and articles

- ANDREWS, et al. “Mobile promotions: A framework and research priorities” *Journal of Interactive Marketing*. 2016, 34: 15–24.
- BERMAN &THELEN, “A guide to developing and managing a well-integrated multichannel retail strategy”, *international journal of retail and distribution management*”, March 2004, 32(3):147-156
- M. K. Brady, “Searching for a consensus on the antecedent role of service quality and satisfaction: an exploratory cross-national study”, *Journal of Business Research*, 2001.
- CHANEY et al, “Consumption experience: past, present and future”, *Qualitative market research: an international journal*, Emerald, 2018.
- Chen, M. F. & Wang, L. H. “The moderating role of switching barriers on customer loyalty in the life insurance industry”. *The Service Industries Journal*, Volume 29, 2009.
- COUGHLIN, ANDERSON, STERN, & EI-ANSARY, “Marketing Channels”, Prentice-Hall,2001
- Danel RAY, « Mesurer et développer la satisfaction client », p24.
- Day et al, (1981) ‘The hidden agenda of consumer complaining’, *Journal of Retailing*, Vol. 57, 1981
- K. DeRuyter et al, “Merging service quality and service satisfaction: an empirical test of an integrative model”, *Journal of Economic Psychology*, 1997.
- Dick, S.A. & Basu, K. “Customer Loyalty: Toward an integrated conceptual framework”. *Journal of The Academic Marketing Science*, Volume 22, 1994
- Fornell et al, “the American customer satisfaction index: nature, purpose and findings”, *journal of marketing*, 1996.
- Fornell et al, ‘Defensive marketing strategy by customer complaint management: A theoretical analysis’, *Journal of Marketing Research*, Vol. 24, 1987.
- GOERSCH (Daniel), “Multi-Channel Integration and Its Implications for Retail Web Sites”, p749

- Hague, P & Hague, N, “Customer Satisfaction Survey: The customer experience through the customer’s eyes”,2016.
- Hill, BRIERLEY & MACDOUGALL, “How to measure customer satisfaction?”, USA: Gower Publishing Ltd,2003.
- Hill, Nigel, Alexander, Jim. “The Handbook of Customer Satisfaction and Loyalty Measurement”. Gower Publishing, 2006.
- Heskett et al, “Putting the service profit chain to work”, Harvard Business Review; 2011.
- Jacoby, et al, ‘The sources, meaning and validity of consumer complaining behavior; A psychological review’, Journal of Retailing, Vol. 57, 1981.
- KOTLER & KELLER, “*A Framework for Marketing Management*”, Prentice Hall,2009.
- KOTLER & KELLER, “A Framework for Marketing Management”, Pearson, 6th edition, p6.
- KOTLER, P. & ARMSTRONG, G. “Principles of Marketing”. Global Edition, 16th edn, Pearson,2016
- Lovelock, C. & Wright, L. “Principles of Service Marketing and Management”. 5 nd ed. New Jersey: Prentice Hall,2007.
- Martilla et al, “importance-performance analysis”, Journal of Marketing, Vol. 41, 1977.
- McCammon, Bert C., Jr. “Perspectives for Distribution Programming.” In Vertical Marketing Systems. Ed. Louis P. Bucklin. Glenview, IL: Scott, Foresman,1970. 32-51
- MUDIE & PIRRIE, « services marketing management »,2006,
- MOWEN, J. C. “Consumer Behavior”. Third Edition. Macmillan Publishing Company. New York. 1993.
- Nitecki et al, “Measuring service quality at Yale University’s libraries”. Journal of Academic
- NESLIN, et al. “Challenges and opportunities in multichannel customer management”. Journal of Service Research, 2006.9(2): 95–112.

- OSTERLUND, YAKHLEF, WIKSTROM; “channel integration: an organizational perspective”. International journal of financial services management, 2005,1 (1): 26:40
- Oliver, R.L. “Whence consumer loyalty”. Journal of Marketing. Volume 63, 1999.
- Parasumaran et al, “A conceptual model of service quality and its implications for future research”, Journal of marketing,1985.
- A. Parasuraman et al,” SERVQUAL: a multiple-item scale for measuring consumer perceptions of service quality”, Journal of Retailing, Vol. 64,1988.
- PETTIGREW Denis, ZOUITEN Said, Menvielle William, « le consommateur : acteur clé en marketing », les éditions SMG, 2002.P39
- Reichheld F.F, “The Ultimate Question: Driving Good Profits and True Growth. Harvard Business” Press, 2006.
- ROSENBERG, J.L.& CZEPIEL, A.J, “A marketing approach customer retention”, Journal of Consumer Marketing, 2017.
- RUSHTON et al. “the handbook of logistics and distribution management understanding the supply chain”. 5th edition. 2014, p.57
- SCHULTZ, D.E, “Multi-channel: New term, old challenges”. Marketing News, 2002.
- Self, B., Roche, G, “Customer Satisfaction Measurement for ISO 9000: 2000”. Routledge, 2007.
- SULTAN, ROHM,” the evolving role of internet in marketing strategy: an exploratory study”, journal of interactive marketing,2004, 18(2):6 – 19
- Sureshchandar et al, “Customer perceptions of service quality: a critique”, Total Quality Management, 2001
- G. S. Sureshchandar, “The relationship between service quality and customer satisfaction a factor specific approach”, Journal of Service Marketing, Vol. 16, 2002

- Tao, F. “Customer Relationship management based on Increasing Customer Satisfaction”. International Journal of Business and Social Science, volume 5, 2014.
- Thomas, B. & Tobe, J. “Anticipate: Knowing What Customers Need Before They Do”, 2013.
- TSENG et al, Managing business in a multichannel world: Success factors for e-business edition IGI Global 2005
- VANHEEMS, (Regine) “reussir sa strategie cross et omnicanal : pour des marques et des entreprises connectées“, ems edition, 2015. p16
- VERHOEF, et al. “From multichannel retailing to omni-channel retailing: Introduction to the special issue on multi-channel retailing”. Journal of Retailing. 2015. 91(2): 174–181.
- VERHOEF, et al “Consumer connectivity in a complex, technology-enabled, and mobile-oriented world with smart products. Journal of Interactive Marketing. 2017 40: 1–8
- WALTERS, “consumer behavior: theory and practice”, 1974.
- WILSON et al “The Multichannel Challenge: Integrating Customer Experiences for Profit” .2008
- YANA (Guterman),” Customer satisfaction evaluation and recommendations for a marketing communication”,2015.
- Zaichkowsky, (Judith), “consumer involvement”, Wiley international encyclopedia of marketing, 2009.

Websites

- www.analysisproject.blogspot.com
- www.investopedia.com
- www.marketingevolution.com
- www.study.com
- www.the-future-of-commerce.com
- www.wishdesk.com

Appendices

Appendix 01: the questionnaire used to interview the customers of Algerie Telecom

Table of contents

Acknowledgments	
Summary	
Table of figures	
Table of graphs	
Table of tables	
Abstracts	
General introduction.....	A
Chapter I: Distribution channels and the multichannel strategy.....	2
Introduction	2
Section 01: Generalities about distribution channels.....	3
1.3 Distribution.....	3
1.3.1 Definition of distribution.....	3
1.1.2 Functions of Distribution.....	3
1.1.3 Importance of distribution.....	4
1.4 Channels.....	5
1.2.1 Definition of channel.....	5
1.2.2 Channel Classification.....	5
1.2.3 The objectives of channels.....	6
1.2.4 Definition of Multichannel.....	7
1.2.4.1 The origin of Multichannel.....	8
1.2.4.2 typology of channels in a multichannel.....	9

Section 02: The implementation of a multichannel strategy	13
2.1 The multichannel strategy.....	13
2.1.1 Definition of a multichannel strategy.....	13
2.1.2 Typology of Multichannel strategies.....	14
2.1.2.4.1 Meaning of Channel Integration.....	15
2.3 The multichannel Challenges.....	17
Chapter II: Consumer behavior and customer satisfaction	21
Introduction.....	21
Section 01: Generalities about consumer behavior and customer satisfaction	22
1.2 Consumer behavior.....	22
1.2.1 Definition of consumer.....	22
1.2.2 Definition of consumer behavior.....	22
1.1.3 Factors influencing customer behavior.....	23
1.1.4 Behavioral process.....	24
1.1.5 The decision-making process.....	27
1.2 Satisfaction.....	29
1.4.1 Definition of consumer satisfaction.....	29
1.2.2 Features of satisfaction.....	31
1.2.3 The measurement of customer satisfaction.....	31
1.2.4 Importance of customer satisfaction.....	33
1.2.5 Satisfaction states.....	34

Section 02: Factors influencing customer satisfaction 36

2.1 Factors that influence satisfaction and satisfaction responses.....36

2.1.1 Factors of influence on Customer satisfaction.....36

2.1.2 Behavioral and emotional responses to satisfaction.....38

2.2 Customer satisfaction and customer loyalty.....40

2.2.1 Definition of customer loyalty.....40

2.2.2 Relationship between satisfaction and loyalty.....41

2.3 Customer Satisfaction and Service Quality.....43

2.3.1 Definition of Service Quality.....43

2.3.2 Measures of Service Quality.....43

2.3.3 Service Quality and Customer Satisfaction.....44

Chapter III: The impact of the multichannel strategy on customer satisfaction: case study: Algerie Telecom.....47

Section 01: Presentation of the host organization Algerie Telecom.....47

1.3 Presentation of Algerie Telecom.....47

1.3.1 company history.....47

1.3.2 Description of Algerie Telecom.....48

1.3.3 The objectives of Algerie Telecom.....49

1.4 Presentation of the operational management of Algerie Telecom -
Batna.....50

1.4.1 The organizational chart.....50

Section 02: Methodology of the study.....	56
2.1 The steps to realize the survey.....	56
2.1.1 Definition of the problem to solve.....	56
2.1.2 the principle behind the survey.....	56
2.1.3 The objectives of a survey.....	57
2.1.4 Building survey sample.....	57
2.1.5 The choice of the sampling method.....	59
2.1.6 The choice of administration of the questionnaire.....	60
2.1.7 The formulation of the questionnaire.....	60
2.1.8 Treatment of results.....	61
Section 03: Analysis of the investigation results.....	63
1.Presentation of the investigation results.....	63
1.1 Univariate analysis.....	63
1.2 Cross tabulation.....	75
2 Hypothesis testing.....	83
General conclusion.....	84

Bibliography

appendices