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Master's degree thesis in **Marketing Management**

The Participation of Value Co-creation in the Development of Electronic Commerce
Case study: BARBAROS E-COMMERCE AND SHOPPING

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Abstract

This thesis aims to study whether and how value co-creation works online, and what interactions customers think are important to continue their relationship with the company. The question of the thesis is how to create value in an online environment with no face-to-face interaction elements and no switching costs faced by customers to establish long-term relationships with customers. There is little research on value co-creation in the online environment and how value co-creation affects the ability to establish and maintain customer relationships.

This thesis uses mixed approach qualitative and quantitative research methods to investigate how these activities are perceived through case studies that thoroughly analyze marketing plans and company value creation activities, as well as structured interviews with 10 customers of the company plus a survey, holds 104 participants.

The conclusion of this thesis is that the activities performed by Barbaros e-commerce and shopping allow for the co-creation of value. In addition, it is concluded that the services provided by the company contribute to the following important factors trying to establish and maintain relationships with customers.

The keywords: CO-creation, Value Co-creation, Electronic commerce.

Résumé

Cette thèse vise à étudier si et comment la Co-création de valeur fonctionne en ligne, et quelles interactions les clients pensent être importantes pour poursuivre leur relation avec l'entreprise.

La question de la thèse est de savoir comment créer de la valeur dans un environnement en ligne sans éléments d'interaction en face à face et sans coûts de commutation auxquels les clients sont confrontés pour établir des relations à long terme avec les clients. Il existe peu de recherches sur la Co-création de valeur dans l'environnement en ligne et sur la manière dont la Co-création de valeur affecte la capacité d'établir et de maintenir des relations avec les clients.

Cette thèse utilise des méthodes de recherche qualitatives et quantitatives à approche mixte pour étudier comment ces activités sont perçues à travers des études de cas qui analysent en profondeur les plans marketing et les activités de création de valeur de l'entreprise, ainsi que

des entretiens structurés avec 10 clients de l'entreprise plus une enquête, contient 104 participantes.

La conclusion de cette thèse est que les activités exercées par Barbaros e-commerce et shopping permettent la Co-cr ation de valeur. En outre, il est conclu que les services fournis par la soci t  contribuent aux facteurs importants suivants essayez d' tablir et de maintenir des relations avec les clients.

Les mots cl s : CO-cr ation, Co-cr ation de Valeur, Commerce  lectronique

الملخص

تهدف هذه المذكرة   دراسة ما  ذا كان ابداع في خلق القيمة يعمل عبر  نترنت وكيف يتم ذلك ، وما هي التفاعلات التي يعتقد العملاء  نها مهمة لمواصلة علاقتهم مع الشركة.

 ن سؤال المذكرة هو كيفية  شاء قيمة في بيئة عبر  نترنت بدون عناصر تفاعل وجهاً لوجه وعدم وجود تكاليف تبديل يواجهها العملاء  قامة علاقات طويلة  مد مع العملاء. هناك القليل من  بحاث حول ابداع خلق القيمة في بيئة  نترنت وكيف يؤثر ابداع خلق في القيمة على القدرة على  قامة علاقات مع العملاء والحفاظ عليها.

تستخدم هذه المقالة  ساليب البحث النوعي والكمي ذات النهج المختلط للتحقيق في كيفية  دراك هذه  نشطة من خلال دراسات الحالة التي تحلل بدقة خطط التسويق و نشطة خلق قيمة الشركة ،  لإضافة  لى المقابلات المنظمة مع عشر عملاء للشركة  لإضافة  لى استطلاع ، يحتوي على مئة و اربعة مشاركين من عملاء للشركة.

هذه الدراسة هو  ن  نشطة التي تقوم بها شركة بربروس للتجارة  ل كترونية والتسوق تسمح ابداع في خلق القيمة.  لإضافة  لى ذلك ، نستنتج  ن الخدمات التي تقدمها الشركة تساهم في العوامل المهمة التالية مع محاولة  قامة علاقات مع العملاء والحفاظ عليها.

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Abbreviation

B2B: Business-to-business

B2C: Business-to-consumer,

C2C: Consumer-to-consumer

C2B: Consumer-to-business

F2F: Face -to-face

Introduction

The traditional strategy of creating value in isolation is no longer relevant with an increasingly demanding consumer (Zhang and Chen, 2008). The process of co-creation of value is migrating from a vision centered on the company and the product towards a more balanced vision in which the company and the customer interact to create a common added value. Involving consumers in the process of creating their own value is seen as one of the best strategies for a business to better satisfy its customers through personalized offers (Hoyer et al., 2010) and to strengthen its competitive advantage.

Today's client is more "guilty of infidelity" than ever. Dissatisfied, opportunistic or in search of change, companies find it increasingly difficult to retain and keep it. Faced with the difficulty of building a distinctive and sustainable competitive advantage, companies insatiably seek a source of differentiation that is rare, inimitable, and non-substitutable and which makes it possible to improve company performance (Barney, 2001). In this quest for differentiation, the creation of value with the customer emerges as an essential source of added value for the customer (Cermak and File, 1994) and therefore a major strategic axis to strengthen the competitive advantage of the company. (Woodruff, 1997).

Co-creating amounts to "considering customers as active actors in the work of the organization" (Lengnick-Hall et al., 2000). It is also all the value-creating actions carried out by the customer who becomes the protagonist of his consumption experience.

Through co-creation, the customer no longer simply participates in the creation of his product or even his service but even more; he is now an actor in his own consumption experience and a partner with the company in the process of creating its own value (Damkuvienė et al., 2012).

In fact, companies more often use relationship building as a way to create value for customers. The company has begun to launch a wide range of strategies to acquire and manage customers and customer relationships. However, such efforts are lacking online. These companies are using more customer and relationship-oriented marketing strategies. They focus on building relationships with customers and creating value, rather than pushing products to customers.

The rapid growth of e-commerce in the past 20 years has been one of the most influential additions to today's enterprises. In 2017, an estimated 1.66 billion people worldwide purchased products online, and it is expected to grow steadily in the future (Statista, 2018).

E-commerce is considered to be one of the most important commercial applications of scientific knowledge in the 20th century, and has been significantly developed during its 20 years of existence (Qin, Li, Chang & Li, 2014). Many entities and organizations have tried to define e-commerce, but according to Qin et al. (2014), no one has yet been able to provide an accurate and widely used definition. However, when interpreting various definitions, one can conclude that e-commerce is a process of using electronic means to conduct business or other economic activities, and is a process in which traditional trade is conducted electronically (Qin et al., 2014).

Traditional business activities related to customers or sales in any way are mainly completed through F2F communication. In e-commerce, the F2F dimension is eliminated, but it can be compensated by something that offline companies cannot provide, that is, 24-hour global accessibility. E-commerce removes the barriers of time and location, allowing companies to provide products/services anywhere in the world at any time. Due to e-commerce, organizations have become more competitive (Qin et al., 2014). The accessibility that e-commerce provides to many companies allows them to conduct business on an international level. In addition, e-commerce has effectively reduced the production cost and time of enterprises (Qin et al., 2014).

In Algeria, the trend of today's e-commerce environment is to create and maintain a competitive advantage through innovation and reform. The introduction of e-commerce has not only had a positive impact on the business environment. The negative impact of the fast-paced business environment is that since a large amount of information can be found, products are easily copied or copied as soon as they are launched.

This makes the various products available on the market very homogeneous. In order to keep in touch with customers, companies need to use strategies to differentiate themselves as a key priority (Qin et al., 2014). One way to build a sustainable competitive advantage is to implement a service perspective. This not only treats the customer as a source of revenue but also uses it as an internal resource for building relationships (Grönroos, 2007).

How an enterprise decides to optimize resource allocation and how to apply e-commerce technology depends on its strategic goals. In addition, people must realize that technology is just a tool to help you achieve your strategic goals (Porter, 2001).

When you adopt technology and align with strategy, technology takes advantage to the extreme. The lack of trust and personal interaction between customers and the company or its website is the main obstacle for customers to develop a value for themselves in the online environment (Qin et al., 2014).

CHAPTER I: PROBLEMATIC

1. Research context and Problem Discussion

For example, e-commerce provides all the aspects you would have in a "regular" transaction, but since the face-to-face (F2F) element is eliminated, they look a little different. An online bank or online payment system is required to process the transaction. And that consider one of problems in e-commerce; because customers must provide a large amount of information, they attach great importance to information protection systems and security technologies. The security of customer information is very important because it may be used incorrectly. (Qin et al., 2014)

The company is committed to increasing or at least maintaining its customer base through various marketing strategies. Due to the fierce competition and low switching costs faces by online customers, this is much more difficult than imagined. Companies compete by clearing additional value for customers in one way or another in order to differentiate (Grönroos & Voima, 2012).

In order for companies to grow or maintain their customer base, they must constantly attract new customers or retain existing customers. A study conducted by Doyle and Stern (2006) showed that the cost of acquiring new customers is 5 to 7 times that of retaining existing customers. In this regard, in order to maintain or increase their market share, companies may adopt more defensive marketing strategies that focus on customer retention (Tsoukatos & Rand, 2006).

However, the problem is how to create value to build long-term relationships with customers in an online environment where there are no face-to-face interaction elements and no switching costs faced by customers. (Grönroos, 1978, 1990, 1994, 1997, 2007, 2008; Grönroos & Ravald, 2011; Gummesson, 1987, (Vargo & Lusch, 2004, 2008; Grönroos & Voima, 2012; Echeverri & Skålén, 2011) and customer retention (Grönroos, 1994; Syr, Doyle, 2000) emphasized value creation (Vargo & Lusch, 2004, 2004) Si, Lewis and Thornhill, 2012; Khalifa and Liu, 2007).

However, there is a lack of research on how the co-creation of value works online and what kind of interaction can create value online. Specifically, no one has studied the theoretical applicability of the value creation domain model introduced by Grönroos and Voima (2012), researching where and whether value co-creation is effective online, and what kind of interaction customers think is important to their relationship with the online business.

For this, the company BARBAROS E-commerce and Shopping warmly recruited us as an intern for a period of 3 months, during which we learned about the operation of the company, the services it offers to its customers and its economic model.

Indeed, the Barbaros team realized, after launching an internal study, because we found some issues that faced Barbaros such as clients they buy once but they don't come again to purchase. Although we have more than 10000 clients excited in our database; so that consider one of the biggest problems that we should focus on.

For that, it was necessary to adopt a strategy to improve the relationship between supplier and consumer to make it a long-term relationship. In addition, it offers services to these clients

Which will increase its credibility, to adopt an internal strategic plan. After meeting discussions with senior marketing department executives, we decided to limit our research to the contribution of co-creation on the company to improve the marketing relationship in the company.

2. Problem statement

The problem of the thesis is how to create value in an online environment without face-to-face interaction elements and no switching costs faced by customers to establish long-term relationships with customers. There is little research on value co-creation in the online environment and how value co-creation affects the ability to establish and maintain customer relationships.

3. Research questions

At this point, after having quickly identified the different sides of the research subject, we must ask ourselves some essential questions in the logical order of reflection to better target the study before embarking on the research.

In order to guide the research to complete the thesis, two specific research questions have been formed to engage and solve our problem:

So;

-Research question 1:

- How to achieve value co-creation in the online environment?

-Research question 2:

- Can value co-creation be used to maintain customer relationships in an online environment?

4. Objectives of this Study

The purpose of this thesis is to study whether and how value co-creation works online, and what interactions customers think are important to continue their relationship with the company.

4.1 Principle Aims:

- The first research question will specify the company's views as the field of investigation. The purpose of this question is to investigate what activities the company is carrying out can generate value and co-creation.
- The second research question starts from the customer's perspective, investigating which factors they think are important for their value creation compared to the company's ongoing activities. The purpose of this question is to provide an activity framework from which customers can get enough value to maintain the relationship.

5. Epistemological approach

The main objective of this study is to determine to further study value co-creation and its impact on the customer/company relationship, the research results and achievements of this thesis are related to a certain business field and online retail platform, and are the focus of this paper. In the future, based on this characteristic, it can be classified as a general research (Collis & Hussey, 2014). And therefore to propose adapted solutions in order to contribute to the improvement of the long term relationship with customers, in other words, our objective is to show how and to what extent value co-creation and its impact on the customer/company relationship by proposing a model based on a cause and effect relationship, integrating credibility and value perceived by the consumer as moderating variables, our hypotheses for

this research positively support the already existing and proven theories, therefore our research is part of an epistemological framework, positivist type and resulting in reasoning hypothetic-deductive, in other words, our approach was based on hypothetical propositions, from which we deduced the consequences are logical.

5.1 Research methodology

As there is little knowledge on its subject, this research led to a strong association between a literature review and an empirical study.

In general, the literature review provided us with the information mobilized for the research and the various clarifications around the concepts related to it, coming from the analysis of documents, writings, and work done around our theme, i.e. the participation of value co-creation in the development of electronic commerce.

However, the empirical study aims to consolidate the theoretical part with results obtained through the processing of data collected from the field. To proceed with this part, we mobilized three (03) data collection methods.

- We started by collecting data through free observation in order to understand the reality experienced within the company, we then corroborated our observations by conducting structured interviews with the clients of the organization Barbaros through a phone call by the center call team; means the commercial team of the organization reception.

Regarding the third method, we followed the quantitative method through the survey.

- Literature Collection:

Preceding scholars and authors have done extensive research within the subjects specified in this thesis. The various subjects that have been researched are within the field of Relationship and Service Marketing as well as E-commerce, from which relevant explanations and established theories will be drawn. The fundamental purpose of the literature review is to inaugurate a solid foundation of research, in order to apply and relate to already existing contributions when applicable. Several reviews of literature will be utilized, in which peer-reviewed journals and alternative academic sources, such as niched books in the marketing management spectrum. All of the sources used, stem from the science of business administration and marketing strategies.

The main frame of references that this thesis is encompassing, is originating from the work by Christian Grönroos (1990), where he introduced the Service Marketing and Management perspective and Christian Grönroos (1997), in which he discussed the importance of Relationship Marketing. Other essential literature is Evert Gummesson (1987), where he emphasized the importance within Marketing of maintaining long term relationships and Evert Gummesson (1994), where he introduced the paradigm shift from traditional Transaction Marketing, towards a Relationship Marketing approach.

These two authors make up the foundation of the literary work that have been analyzed in the review, where more recently there have been other renowned scholars focusing on the same field that are mentioned.

In the process of deriving the peer-reviewed journal articles, several different databases have been employed, including Primo, Emerald Insight, Taylor and Francis, ProQuest, JSTOR, Google Scholar and Business Source Premier. The determination of literature relevance was managed through an empirical manner.

6. Research interest

This research can bring great theoretical and managerial value. Indeed, many companies in Algeria neglect the Value Co-creation steps in their strategy. In an age where customers are spending more and more time on the web, a good Value Co-creation strategy can be a great way to build loyalty, engage, boost your branding and maintain existing customer. Our work is intended as an introduction, a kind of exodus to the transformation of the company into a real professional platform.

6.1 Theoretical interest

Work on Value Co-creation has been published abroad, notably in the United States, Canada, Sweden, and Indonesia...ex, but it has rarely been discussed in Algeria. Even though it has rarely been discussed in Algeria by student researchers, there is a real enthusiasm for the emergence in the country of schools and organizations offering training in this field. It is for this reason that we aspire to bring added value to the topic covered and, possibly, open the field to other research students to carry out more in-depth research or to address related subjects.

6.2 Managerial interest


The company Barbaros E-commerce and shopping was enthusiastic about the proposed theme. Indeed, the current context of the company and the objectives set by itself are fully aligned with our research. In addition, the company aspires to become a great professional platform in the field of e-commerce between its competitive. The internal team thought it useful, on the other hand, after the internal study carried out and mentioned above, to launch the new strategy in Barbaros, stimulating the strategy for increasing loyalty and satisfaction of their customers therefore, its sales. This would allow it to differentiate itself from the competitive and acquire new prospects.

7. Presentation of the host organization

Barbaros E-commerce and Shopping is an E-commerce company founded by Sami Chagar and Faycel Dous in 2019 and based in El-Eulma -Setif, which provides services and product for its customers.

To develop the awareness of their company and their branding. The company has a young, passionate and creative team, which seeks to give the best of itself by staying on top of the e-commerce world by presenting unique, different services to the customer profile.

Table 1: Presentation of the company Barbaros.

Business name of the company	Barbaros E-commerce and Shopping
Date of first activity	10 /10/2019
The head office	Cité EL KOUARESSE Rue DHUIBI Saleh N°01 19600 El Eulma, Algérie
Contact	contact@barbarosecom.dz 036 77 30 09
Legal status	SARL
Number of employees	20
Logo	

Source: internal company document

7.1 The values of Barbaros:

Commitment, responsiveness, confidentiality, efficiency and customer satisfaction are the values of Barbaros. Indeed, the company gives itself to give its best, and to offer all its expertise in the marketing strategic plan, by adapting in value co-creation strategy. It also undertakes to respect the deadlines and choice of products of their customers agreed upon when obtaining a purchase. Whether in activities provided of the company and its services, pre-purchase, delivery, post purchase and extra. Barbaros is responsive and is in constant contact with the customer. Besides, the company strives to provide the best services and products to satisfy their customer.

Finally, the company refrains from revealing any information communicated by its clients concerning their business.

7.2 Company vision and objectives:

Barbaros has a broad and ambitious vision. She plans to be one of the leaders in e-commerce in Algeria and become a reference in her field of expertise. Because it is aware of the non-negligible part of new technologies in our daily lives, it aspires to connect and get the Algerian market of e-commerce fields.

Its main mission is to deliver happiness to customers to make the most of the possibilities by offered products to them. Among the objectives of the company, to develop internally, recruit more employees, gain large clients such as multinationals and, in the long term, work only on behalf of international zone and export its services on behalf of large groups based abroad, to become a leader in e-commerce.

7.3 Company strengths and weaknesses:

In what follows, we will present the strengths and weaknesses of company Barbaros e-commerce and Shopping.

7.3.1 Forces:

- Barbaros has a young, passionate and creative team.
- Excellent location ELeulma Dubai compared to the competition.
- The proposition of unique services such as fast delivery, free returns products in the evening and on weekends.
- The company is a partner with the largest delivery companies in Algeria such as Yalidine express without forgetting its wholesale providers.

7.3.2 Weakness:

- Marketing department underdeveloped due to lack of resources.
- Small team (20 employees) compared to all departments.
- Growing in market contains very strong competitors, which makes it difficult to stand out due to the lack of resources.
- Low presence on social networks, resulting in a lack of visibility

8. Announcement of the work plan (thesis outline)

In order to respond to our problem, our study will be made up of **04 distinct chapters**. In the first chapter, we will approach our study project by presenting the context and the research **problematic** in the introductory part of this thesis.

In the second chapter, we will comment in the first part of some scientific articles dealing with co-creation and value creation in e-commerce that we have deemed useful to address, and we will see the definitions of the key concepts that revolve around our issue. We will also see research that will establish a parallel between the co-creation and value creation, in e-commerce. This chapter will be entitled: **Theoretical Framework**.

Then, we will focus on models related to value co-creation. We will also see a well-known value creation evaluation model designed by recognized authors of the scientific community (value creation spheres). Also in the context of this chapter, we will finally provide answers and relevant information that will help us better understand our problem and better understand value co-creation in e-commerce (indirect interactions, direct interactions.) The second part of the

chapter will be devoted to the choice of the model chosen by us (value creation spheres) and its justification. We will try to provide strong and credible arguments to justify our choice.

In the third chapter, we will reflect on the **methodological framework** followed to carry out our study and achieve its objectives. We will deal with the data collection tools used and we will justify the methodology adopted. It is useful here to recall the primary objective of our study: To investigate these fundamental theories of Value Creation and Relationship Marketing and elaborate on them from an online retailer's perspective according to a model developed in the scientific literature. The choice of the methodology followed will aim to try to meet this objective.

The last chapter will be entitled "**Results and discussions**" and will aim to present the practical case of our theme. We will measure the impact of placing value on the e-commerce platform of the company through customer data and the survey Console and site statistics. This chapter will be dedicated to investigate value co-creation and its impact on the customer/company relationship.

Our research thesis will end with a conclusion in which we will summarize all our work and where we will try to respond to the problem raised, namely: Measuring the impact of Value Co-creation strategy in e-commerce, to finally confirm or overturn our assumptions.

9. Delimitations

This research will focus on a local business 2 consumer company in Algeria, which will consider both the company's view and the customer's view. The reason for this choice is that the research aims to investigate certain patterns in customer value creation, which is not applicable in a Business-2-Business environment. The company named Barbaros E-commerce and Shopping.

In addition, the company is a well-known online retailer in many categories. Many interactions are embedded in the purchase process. Interested companies pay special attention to heavy tools, which is why women were not interested of. Informants are already existing customers of the company, which further excludes non-customers. Since the purpose of this research is not to summarize online value creation as a cluster, but to investigate specific situations, only one company was selected for research. Furthermore, the Value Creation model was chosen as it incorporates the fundamentals of how value is created in relationships between provider and customer.

Chapter II:

Value Co-creation in Electronic-commerce

Section 1: Literature Review

In this part,

We will introduce relevant literature in research fields related to this research. It includes the following topic: The historic of co-creation, and how it was implemented in Service domain. However, there is a lack of research on how the co-creation of value works online and what kind of interaction can create value online. Specifically, no one has studied the theoretical applicability of the value creation domain.

1. The historical background of Co-creation:

The term "co-creation" was originally a strategy proposed by Kambil and his co-authors in two articles in 1996 and 1999.

In "Reshaping the Value Proposition" (1996), Kambil, Ginsberg, and Bloch used co-creation as a strategy to transform the value proposition of cooperation with customers or complementary resources.

In "Co-creation: A New Source of Value" (1999), Kambil, Friesen, and Sundaram regarded co-creation as an important source of value supported by the Internet, and analyzed the risks that companies must consider when using this strategy .

In 2000, C. K. Prahalad and Venkat Ramaswamy popularized the concept of [citation needed] in their article "Co-Optioning Customer Competence". In their book "The Future of Competitiveness" (2004), they define co-creation as "the company and customers create value together; allowing customers to jointly build a service experience suitable for their environment".

Co-creation is a practical cooperative development plan. It emphasizes exploration and interdisciplinary, involves new relationships between different groups of people, and uses creative processes to produce meaningful results.

Co-creation is the company actively cooperating with customers and developing products or services in a sustainable way.

After the first stage of co-creation being used as an innovation tool for products and services, co-creation is now developing into a vehicle for business transformation. According to the

Legos Barometer, co-creating products or services with customers is the second most important priority of marketing managers during 2010-2012. (Wikipedia)

The concept of value and its role in business services continue to attract the attention of researchers in the fields of service, marketing, and marketing company execution (Terho, and others 2012. Rajala, R and others 2015.). Researchers have found that understanding of value and value creation can play an important role in a company's ability to gain a competitive advantage (Anderson, J.C.; Narus, J.A 2004 - Graf, A.; Maas, P.2008).

Correspondingly, the American Marketing Association also changed its definition of marketing and included customer value into this definition (Slater, S.F.1997).

Previous studies on the value strategy of service-oriented enterprises have confirmed that creating value for customers is the basis for the survival and development of enterprises (Woodruff, R.B.; and others 2006 Estiri, M.; and others 2018). The latest trend in value-co-creation research involves investigating the role of customers and service providers in value-co-creation (Vargo, S.L and others.2008) and the output of value co-creation (i.e., beneficiaries participating in the service) (Maglio, P.P.; Spohrer, J.2008). The value co-creation in the service delivery system depends on the coordinated performance of the beneficiaries, which includes a complex combination of individuals, technologies, organizations, and shared information (Rajala, R and others 2015).

In many cases, value co-creation occurs in the complex interaction between service providers and customers, which is usually through different technologies (Salavatian, S and others 2019-Lessard, L. 2015) for organizational learning (Payne, and others2008).Therefore, the successful use of value to create

It is usually necessary to correctly understand and explain value in order to increase familiarity with the important and interactive aspects of value creation.

2. Literature of Co-Creation:

Researchers agree that co-creation is a process in which customers need to be highly involved and collaborative with the company to customize and innovate new products and services (Ma, Y and others 2019- Osborne, S.P and others 2016). Customer participation in the creation of the main product is achieved through innovation and is closely linked to the concept of use, use value and "value can only be determined by the customer".

In addition, according to Silva, (F.J.C.; and others 2013), co-creation means that customers and suppliers create value together, which requires partners to work together to develop new quotations. According to this concept, the main business is the interaction point between the customer and the company, not the value chain. As pointed out in Reference (F.J.C.; and others 2013), all contributors to the co-creation process are value co-creators, and they obtain new proposals through resource integration. Therefore, co-creation is considered a way to add value to customers and the company.

In another study (Ind, N.; Coates, N.2013), the definition of co-creation shifted from the assumption that the organization is usually the definer useful to a more interactive process during which the customer and the company jointly produce new products and services Iglesias, (O.; Ind, N.; Alfaro, M 2013).

Ind and Coates believe that the character useful creation depends on the approach we take; if customers are invited to participate within the co-creation process, then it is the company that creates value for customers. Therefore, co-creation can develop new products and services during a faster, more relevant and innovative way than traditional processes. This is a process that brings opportunities for continuous interaction between the company and its customers. In this process, the company is willing to cooperate with external stakeholders and gain more value through this cooperation with customers (Torfing, J.; Sørensen Kim, and others 2019).

Each value creation process (customer and provider) developed in the direct interaction process is integrated into an integrated dialogue process, in which both parties operate in the process of each other, and they have the opportunity to be proactive, coordinate actions and learn from each other. (O;Ind, N.2013; Khajeheian 2020 - Karmarkar, U and others 2015).

This will eventually lead to direct influence of each party on each other, which shows that the interaction requires the deep involvement of customers and suppliers, as well as the ability

and willingness of both parties to take action and learn from each other. (Prahalad, C.K.; Ramaswamy, V2004).

In traditional product business methods, the company-customer relationship is a transaction-based relationship; therefore, the financial value is assumed to be the transaction itself. (Prahalad, C.K.; Ramaswamy, V 2004). However, in the co-creation approach, it is a series of interactions and developing relationships that drive financial value. Therefore, value is co-created through a continuous interactive learning process. (Payne, A.F.; Storbacka, K.; Frow, P 2008).

Clients participate in all stages of service development, from joint problem definition to collaborative problem solving. Therefore, according to (Payne, A.F.; Storbacka, K.; Frow, P 2008), in the co-creation method, the customer plays an active role in value creation as equal partners.

In this regard, some companies always maintain close working relationships with customers, which do not necessarily focus on value co-creation, because the relationship between companies and customers is company-centric. (Prahalad, C.K.; Ramaswamy, V 2004). Generally speaking, the customer value creation process is assumed to be a non-linear, interactive, dynamic and usually unconscious process.

According to reference (Prahalad, C.K.; Ramaswamy, V 2004), the concept of co-creation shows a series of other ways of co-creating value with customers.

Customers, as a source of knowledge, actively participate in the process and are able to choose what they think is of the greatest value to them. However, co-creation is neither the transfer or outsourcing of activities to customers, nor the customization of products and services. From the company's point of view, the company and its suppliers can more successfully obtain customer insights, thereby gaining new ideas to design, design, and manufacture products and services.

In terms of features and functions, employees have the opportunity to gain a deeper understanding of customers' wishes, needs, inspirations and behaviors. This is achieved through the possibility of intensive interaction and dialogue between the customer and the company.

Zwass 2010 believes that through the combination of the Internet and the network and the co-creation of value by consumers, a meaningful factor has emerged in the market.

According to him, in sponsored co-creation at the request of producers, consumers encourage activities or support producers' business models. Independent co-creation involves a wide range of consumer activities, which is equivalent to value production on the consumer side.

Therefore, individuals and communities are becoming important and growing productivity in e-commerce. As a basic field of e-commerce research, Zwass 2010 believes that in order to understand co-creation, it is essential to realize a comprehensive research perspective in this widely changing related field. Therefore, enabling information technology should be developed to adapt to the environment.

This PHD work studies co-creation through crowdsourcing business in ALGERIA, which includes brand outsourcing certain tasks are usually performed internally.

Participation in crowdsourcing competitions is linked to intrinsic motivations and extrinsic. The theory of intrinsic and extrinsic motivations states that when a person engages in an activity, it is carried either by an extrinsic reason or by an intrinsic reason (Porter and Lawler, 1968).

In the case of the participation of consumers, intrinsic motivations can be seen as a motivation to act for the sole personal satisfaction of participating or pleasure it generates (Reniou 2009). The extrinsic motivations of the participants are mainly reflected by the search for gains or opportunities.

At the Algerian level, the practice of crowdsourcing is not taking off, Procheese, AmorBenamor, Algeria Telecom, BIMO and Djezzy signed the first crowdsourcing operations with as the main channel social networks. The adoption of this practice by companies working in Algeria seems to be hampered by a number of barriers, the literature around the barriers to the practice of Crowdsourcing suggests four types of barriers: strategic, organizational, knowledge and financial (Ruiz et al, 2015). In the lack of a specialized platform, Crowdsourcing operations were leading was mainly orchestrated on social networks. Crowdsourcing on this type of channel has made it possible to move from the social network to the collaborative network, in fact, the characteristics of social networks facilitate the transmission of calls for participation and promote interaction between the brand and the participants.

Section 2. Conceptual Framework

In this part, we will explain the nature of the research variables and relationships between them, plus we describe some concepts related to our research.

1: Electronic commerce

1.1 Background:

E-commerce—also known as e-commerce, Internet commerce, and online commerce—is a business model that involves conducting transactions on the Internet. The store that sells its products online is an e-commerce store or enterprise.

For example, Amazon.com/E-bay / Ali express is one of the most popular online stores in the e-commerce industry.

1.2 Electronic Commerce:

In the supplier-customer two-tuple, the quality of the relationship is related to two main factors; the characteristics and behavior of the salesperson. Although, in the case of B2C e-commerce, there is no physical salesperson, and the element of direct interaction is lost. Instead, companies must use powerful and attractive websites as a medium for establishing and maintaining online relationships with customers (Zhang et al., 2011). In order to stay competitive and maintain online relationships, it is important for e-commerce companies to provide a website that customers consider easy to use and trustworthy. This is because the cost of switching between different websites for customers is very low (Anderson & Srinivasan, 2003).

Khalifa and Liu (2007) pushed this further, saying that when customers are satisfied with an online website, they are more likely to return to the same website.

When a company is trying to build a powerful and attractive website, it is beneficial if the information is easy to access and the website is visually pleasing and easy to navigate (Cyr, 2008). The information aspect can be interpreted as an element on the website that provides customers with information about the products and services provided by the company

To explain further, in this case, the information can be product reviews or shipping information. Providing accurate information on the website is an important part of building trust (Garrett, 2011; Wang & Emurian, 2005; Zhang et al., 2011). If the information provided on the website is not easily accessible, it is useless (McKinney, Yoon, Zahedi, 2006). If a customer can browse the website effectively and easily find the information he is searching for, the company will

Build trust and satisfaction (Cyr, 2008; Zhang et al., 2011). Users want the website to be easy to navigate and have access to all the information they need (Yoon, 2002; Cyr, 2008).

In contrast, Zhang et al., (2011) claimed that although website usability is important, it can be considered that the perceived quality of the company's professional knowledge creation has a greater impact on the quality of online relationships. In addition, Koufaris and Hampton-Sosa (2004) pointed out in their research that the company's perceived willingness to customize and adjust its products and services significantly increases initial customer trust.

Although initial trust is very important in the supplier/consumer relationship, previous research has shown that if a previous interaction occurs, the relationship can have high-quality characteristics, and more interactions are expected to occur (Zhang et al., 2011). In order to build a good relationship, customers must be satisfied and able to trust the supplier (Zhang et al., 2011; Grönroos, 1997; Gummesson, 1994).

The common challenge faced by companies operating in the e-commerce space is to create enough perceived customer value so that they can continue to build relationships and return, rather than turning to another company (Anderson and Srinivasan, 2003).

This is due to the large number of competitors and the extremely low switching costs faced by consumers. This has led to changes in e-commerce marketing strategies, making the company more focused on building relationships and maintaining customers as a sustainable competitive advantage (Cyr, 2008; Ray, Kim, and Morris, 2012; Grönroos 2007).

In addition, a key reason the company is concerned about this is that retaining existing customers is five to seven times cheaper than acquiring new customers, which makes it more profitable for the company to focus on customer relationships (Doyle & Stern, 2006; Grönroos, 1994).

1.2.1 Electronic commerce business:

E-commerce companies are organizations or individual entities that provide goods or services through the Internet to make profits. It allows consumers to quickly purchase and choose from a range of payment methods to perform e-commerce transactions. Depending on the model you choose, there are many different types of e-commerce businesses.

1.2.2 Popular Electronic commerce business model:

In traditional business, the business model is more restrictive. There are four well-known business models, but there are other niche models.

B2B: The B2B business model, that is, business-to-business, refers to businesses selling products to other businesses. Alibaba is an example of B2B business because their suppliers sell products to other companies. Alibaba's prices are very low because they are wholesale prices, allowing companies to profit from their products.

B2C: The B2C model, that is, business-to-consumer, involves companies selling products to consumers. If you decide to open your own online retail store, you are likely to sell products to Customers rather than businesses. Amazon, Wal-Mart, and Apple are examples of B2C businesses.

C2C: The C2C model, consumer-to-consumer, refers to consumers selling products to other consumers. Consumers usually do this through online sales sites such as eBay, Craigslist, and Etsy. Many sellers on these sites are not businesses, but ordinary consumers selling second-hand or new products they own.

C2B: The C2B model, or consumer-to-business, refers to consumers selling their products or services to businesses or organizations. This may be photographers selling their photographic works to businesses.

1.2.3 Electronic commerce website:

An e-commerce website is any website on which goods or services are sold. This type of website can follow any of the above-mentioned e-commerce business models.

1.2.4 Electronic commerce platform:

An e-commerce platform is a software solution that allows businesses to create online stores. In these online stores, companies can sell products or services to people all over the world, and use delivery services to ship products to customers. Examples of e-commerce platforms include Shapely, BigCommerce, and Magento.

2: The Co-creation

We will present the main concepts of this part of research;

1. Background:

The advent of the internet has made it possible to remove the distance barrier between the company and its customers through the development of social platforms conducive to so-called interaction social media.

Social media has been widely recognized as an effective mechanism that helps the enterprise's objectives and marketing strategies, especially when its Engaging with customers, communication and customer relationship management (Filo et al., 2015; Saxena and Khanna, 2013).

To this diversity of consumer participation, several concepts have emerged: co-production, co-creation, co-innovation, participatory marketing, and empowerment.

2. The participation of client:

The client's participation in the joint production of goods and services with the company is not a new idea. The service sector was the precursor to this type of collaboration. For Mills and Morris (1986): "Customers are partial employees in services because they share production responsibilities".

Consumer participation upstream of the design of the offer is part of a co-creation process, this form of collaboration integrates the participation of consumer as a necessary input to personalize the offer to expectations of the latter, this personalization is done insofar as the input of consumers makes it possible to adapt or readjust the offer by integrating this information into the process organizational development of the offer (Courbatov, 2002).

Over the years, the emergence of the internet and digital media has considerably increased the ability of companies to interact with customers on issues different. Whether it is in an approach aimed at reducing costs, or in seeking collective intelligence, companies usually outsource tasks done internally or with suppliers to a host of internet users through platforms web, through an open and public call, participation can be worth a remuneration.

For Prahalad and Ramaswamy (2000), the role of clients changes from clients passive to active co-creators of experiences. For these authors, companies have everything to gain from develop the competence of customers. Lengnick-Hall, (1996) believes that the quality can be influenced by the roles of the client's resource, co-producer, buyer and user and that managing these roles can be a source of competitive advantage.

For Song and Adams (1993) client involvement should not be viewed simply as a solution to lower costs, but also as an opportunity to differentiate in their market.

Wikström (1996) provides an analysis of the evolution and customer transformation from the 1970s to the 2000s. The author estimates that during three decades (from the 70s to the 90s) the client took on a passive role, and that the passage towards an active customer who creates value took place around the 2000s.

Table 2: Evolution and transformation of customers

Period	Years 70's	80's	90's	2000's
Nature of the discussion and the role of the client	Passive role of the consumer			The consumer is part of the strengthened Network. It creates Value.
Company interaction /client	Goods and services created without feedback	The sale is expanding with the help of customers through call centers, customer services	Deep understanding of the consumer	The client is a co-developer of personalized experiences
Communication objective	Targeting of one-way buyers groups	Marketing data base	Relationship Marketing Two-way communication	Active dialogue with customers to shape expectations and create buzz

Source: Wikström, S. (1996). The customer as co-producer. *European journal of marketing*, 30(4), 6-19.

3. The co-innovation:

Co-innovation is part of the broad theoretical framework of co-creation, (Prahalad and Bettis, 1986), it is an innovation model in which the client proposes and / or selects elements of the offer and can intervene at different levels of the innovation process, from the genesis of ideas to pre-launch. Based on sharing, co-innovation is characterized as a cooperation between various partners in the business, of which the consumer is a part (Krupicka, Moinet, 2015).

4. The co-creation:

The participation of the consumer upstream of the design of the offer is part of a co-creation process, this form of collaboration integrates the participation of the customer as being a necessary input for the personalization of the offer to the expectations of the customers, this personalization takes place to the extent that consumer input makes it possible to adapt or readjust the offer by integrating this information into the organizational process of developing

the offer (Courbatov, 2002).

Faced with the “Firm Centric” vision deeply rooted in companies (Vargo and Lush, 2004; Proholod and Raniwany, 2004), the client participation paradigm imposes a different and Radical approach to value creation. According to Gronroos (2011) the term co-creation designates two distinct concepts:

- The co-creation of "value through use": experiential value at the time of consummating;
- The co-creation of “potential value” upstream from the moment of consummating.

5. Value Co-Creation Frameworks and Models:

Research on value co-creation is usually conceptual. Most authors presented their understanding of this process relaying on research fields such as organizational theory, service marketing, strategic management, innovation, media and communication management (Buhalis, D.; Foerste, 2015. M- Khajeheian, and others 2018).

Researchers mainly investigated value co-creation based on business-to-customer (B2C) and business-to-business (B2B) themes. (Schwetschke, S.; Durugbo, 2018.C. Ge, J.; Gretzel, U 2018. Moro Visconti, R.; Morea, D 2019). They analyzed the participation of end customers in product design, manufacturing, assembly, transportation and maintenance activities. (Nemati, S.; and others.2018; Hautz, Jand others 2011).

Many models are also developed based on one of the key components of value co-creation. These models only focus on the main conditions that affect co-creation, its different stages (such as feasibility, implementation, and price evaluation), the needs of customer participation in different stages, and how to engage customers in rare cases (for example, through service-oriented or knowledge Transfer).

In the study of value co-creation models, some scholars regard participation and participation, the components of participants and resources as the components of creating value co-creation, and at the same time define and implement their research to emphasize these components.

Other researchers also relied on a basic model and developed a general model through exploratory research. Common frameworks and models focus on multiple complex concepts, including value creation, value co-creation, communication leading to value co-creation, the role of major participants in value co-creation, and the direct and indirect references involved

in value co-creation. Creation etc.

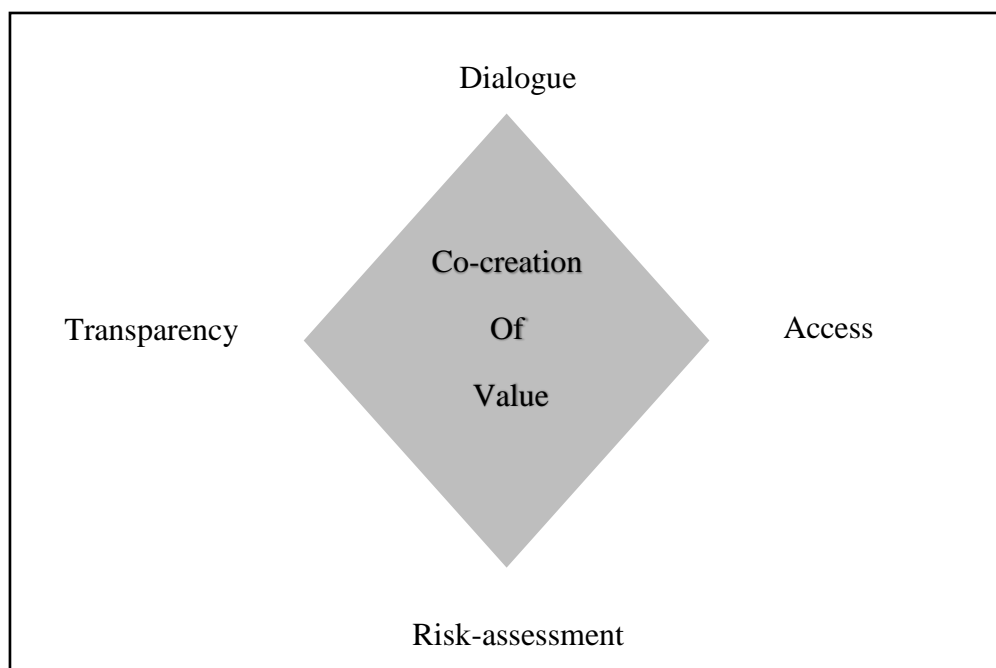
Edvardsson, B and others (2012) assumed that the role of customer cooperation and behavior in value co- creation. Edwardson et al. Focus on service development and emphasize the involvement of the organization or customers and the role of resources in these situations.

The above research helps to increase the knowledge related to different aspects of the value co-creation process. Among the most important and true co-creation models that many scholars and people of insight pay attention to, the DART model can be mentioned, which is introduced by (Prahalad, C.K.; Ramaswamy, V 2004).

5.1 The DART model:

The DART model (dialogue, interview, risk assessment, and transparency) was proposed by Prahalad and Ramaswamy to apply the concept of value co-creation to the field of business services. This is a valuable attempt to show the range of capabilities required by the company to effectively cooperate with customers, and it remains the most popular framework for guiding the implementation of customer value co-creation.

Figure 1. The DART model



Source: Prahalad and Ramaswamy (2004a, p.9)

The DART model specifies 4 main building blocks:

Dialogue refers to the process of communicating and sharing knowledge between customers and suppliers; **Access** refers to customers obtaining experience and information through information tools without having to own the product; **Risk assessment** refers to the enterprise The risks that may be faced in the process of value co-creation with customers; **transparency** means that consumers can obtain a large amount of information through technical tools; therefore, profitable companies must not conceal prices, costs and profits.

Because the DART model provides a concise definition of value co-creation behavior, many scholars have compiled related scales to measure value co-creation activities on this basis but most of them have been verified in the commercial field.

A literature review shows that companies lack a framework to manage the co-creation process. From the research conducted, it can also be concluded that the research only paid a little attention to how to run the process. Therefore, models and frameworks for value co-creation have been implemented and presented in general and specific areas. By reviewing these studies, one can point out the elements and factors of value co-creation, including interactors, customers, and suppliers. These factors and factors have been independently checked in most studies.

According to Payne, A.F (2008) and Hutter, K (2011), these studies can be reviewed as the basic model of this research, because there is consistency between the dimensions of value co-creation (summarized by other scholars).

The goal of these frameworks and models is to describe the characteristics of co-creation in order to improve the customer interaction process in terms of touch points, the completeness or incompleteness of value co-creation solutions, and the motivation creation of value creators. Co-creation, and use information technology to support the execution of co-creation. Most authors show their results by paying attention to the basic theories proposed in Prahalad, C.K.; Ramaswamy, V (2004) Andreu, L (2010). For instance, most of these functions are created by assuming co-creation as a process developed from the perspective of customers, suppliers, and their relationships. Andrew et al.

3. Relationships between Electronic commerce and Value Co-creation

We will present the main concepts of this part of research;

1. Relationship Marketing:

Some researchers in the academic field of marketing have their own definitions of relationship marketing.

Customer relationship refers to customers and companies, service providers, and brand. From the customer's point of view, the existence of a relationship largely refers to an attitude: the perception of mutual thinking, that is, two-way commitment (Grönroos, Christian, 2000).

From the company's point of view, when the customer makes the first or repeat purchases, although in many cases the boundary between potential customers and customers is very narrow. In the text, the main interest lies in the existing business-to-consumer relationship, especially the consumer brand relation. And so Relationship marketing is marketing based on interaction within a relationship network (page 136). (Gummesson, 2004).

These definitions all support the theory that the company creates additional value for its customers, rather than the original value created by the core product (Grönroos, 1997). They also support the view that relationship marketing is beneficial to both parties in the relationship in the long-term creation and maintenance of relationships (Rapp & Collins, 1990). In addition, companies using this strategy can build stronger relationships with their customers. Companies can establish various relationships with different stakeholders. What all these relationships have in common is that they all provide value-added features for customers and companies. (Grönroos, 1997).

1.1 The Use of Relationship Marketing:

The other is a marketing strategy called relationship marketing. Companies that use relationship marketing strategies focus on creating more value for their customers than the value created by core products alone (Grönroos, 1997). The use of relationship marketing escalated in the late 1990s, which was the result of a substantial increase in the literature on the subject (Payne & Frow, 2017).

One of the factors that have had a significant impact on the paradigm change of marketing strategies is that many researchers realize that whether customers purchase products or services, they are consumed as services (Grönroos, 1978, 2008; Gummesson, 1994; Vargo and Lusch, 2004, 2008; Grönroos and Ravald, 2011).

In addition, Lovelock and Gummesson (2004) concluded that there is no difference between services and goods in a marketing environment, and it should be integrated into the general thinking of marketing and management. In addition, Grönroos & Ravald (2011) pointed out that in the service logic, there is no difference between service providers and commodity providers, and they both act as service providers.

In relationship marketing, companies pay more attention to the added value they can provide to customers. This is something that any company can do, and due to fierce competition, the most important aspect of the relationship is to ensure that the interaction between you and your customers is high. Quality. This provides you with a competitive advantage over competitors (Grönroos, 1997).

1.1.1 Claims management:

The organization systematically uses claims management and complaint management to manage dissatisfaction (customer suppliers, and internal complaints).

The purpose of the system is to restore the satisfaction of the complainant to stabilize the relationship with the partner. It is part of the logic of relationship marketing and an important aspect of customer relationship management (CRM).

Complaints are the main object of the system, however, they can be extended to other types of feedback, such as compliments, requests for quotations, suggestions for improvement, or complaints about reactions.

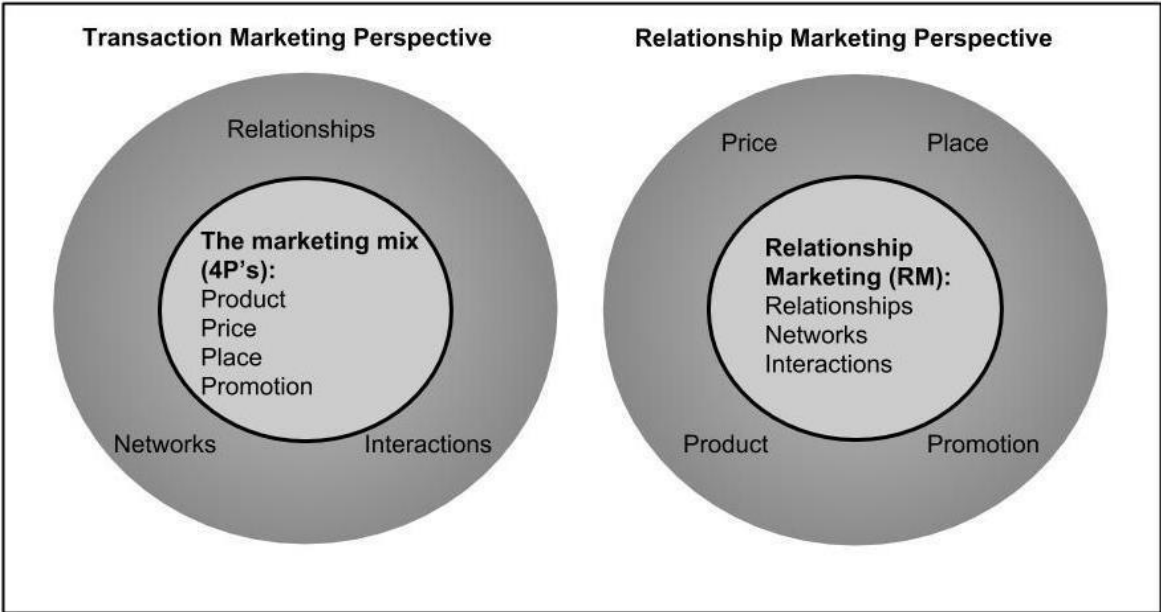
In this article, the term customer refers to the complainant, which can be a customer, internal staff, or supplier in a commercial sense.

Complaint management follows two main goals:

- Improve customer satisfaction
- Organize the improvement of products, procedures, and processes

Marketing 4P; product, price, location and promotion have always been the pillars of marketing strategy. The paradigm shift from transaction to relationship marketing changed their role in strategy from being at the center to more adaptive relationship and interaction contribution parameters (Gummesson, 1994).

Figure 2. The Current Marketing Mix (4P) Paradigm of Marketing (left), and the Future RM Paradigm (right)



Source: (Gummesson, 1994, p. 9)

In the theoretical context, both marketing mix and relationship marketing are based on the basis that they should focus on customer needs. However, the marketing mix does not include relationships and interactions like relationship marketing. This is because the marketing mix regards 4P as their core focus, while relationship marketing deals with the course of action in a radical way, putting relationships first. This in turn forced a paradigm shift (Gummesson, 1994).

To sum up, organizations that understand e-commerce and its relationship with marketing and operational strategies; they will be better prepared for future development and technological changes. In order to be competitive in modern business, the organization's corporate strategy should be constantly reviewed and addressed environmental impacts. E-commerce has developed into a huge aspect of the Internet, therefore, organizations need to solve this problem in their strategic plan.

2. Value Creation in Relationships:

When participating in stakeholder relationships, both suppliers and customers are faced with so-called co-creation, that is, creating value in a collaborative manner through goods and services and interaction (Grönroos, 2008).

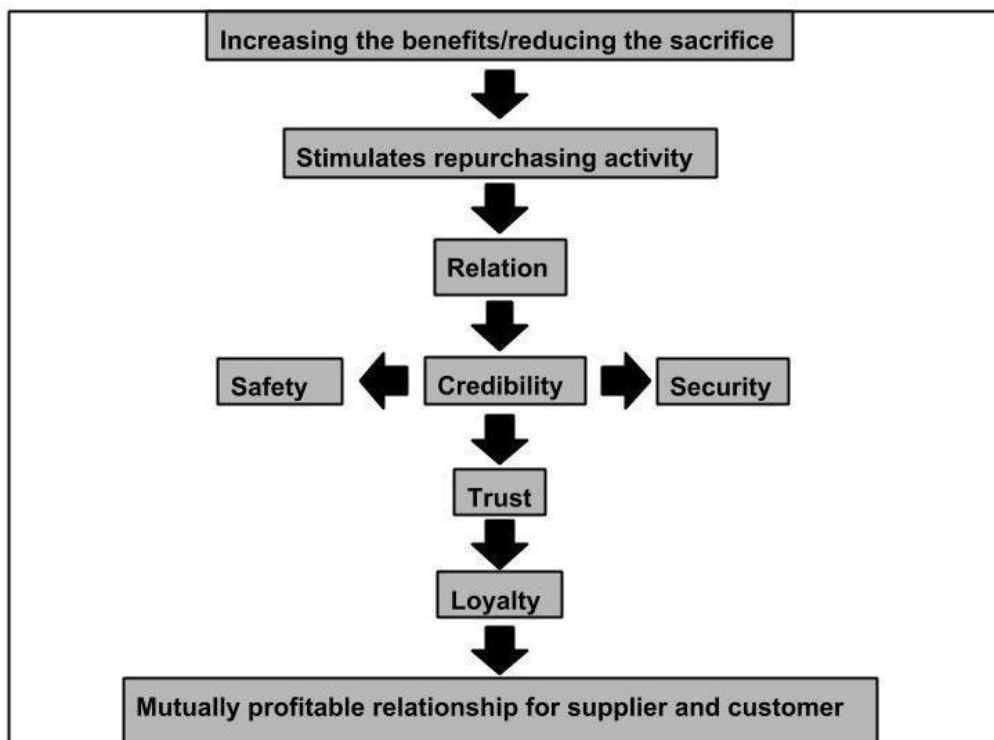
In addition, it is said that the entities participating in the co-creation are all participants included in the relationship, and there is no difference in the amount of value that can be created through the different parts of the relationship (Grönroos 2008; Grönroos & Ravald 2011). However, when establishing a long-term relationship, the interests of both parties are much greater.

In long-term relationships, factors such as safety, security, credibility, and continuity are believed to increase trust and thereby increase customer loyalty (Ravald & Grönroos, 1996). In addition, Grönroos (2008) claims that customers create value for themselves, while suppliers are only there to support the value creation process. The eventual situation that may arise is when the supplier interacts to further enhance the customer's ability to create value through a support process called value co-creation (Grönroos, 2008). This supports the theory of Ravald and Grönroos (1996) that customers will be satisfied with the supplier after a certain number of successful economic interactions, thereby building trust.

2.1 Value-Adding Strategies in Long-Term Relationships:

Increasing the interests of customers means that there is some added value in the exchange that is considered beneficial by customers. This may be after-sales service or warranty. If the added value is consistent with the core product and provides added value to customers, it will have a positive impact on customer perception Quality (Ravald & Grönroos, 1996).

Figure 3. The effect of value adding strategies in a long-term relationship



Source: (Ravald & Grönroos, 1996, p. 25)

Compared with increasing revenue by adding features or services to core products, it is also possible to increase value by reducing customer-perceived sacrifices (Grönroos & Ravald, 1996).

In order to better understand how to achieve this, the company must look at value exchange from the customer's perspective, which is the core of relationship marketing (Ravald & Grönroos, 1996; Gummesson, 1994; Grönroos, 1994).

When the company fully reviews its products this becomes possible when understanding the customer's value chain and how the product meets his needs.

Examples of reducing customer perceived sacrifices might be free returns when purchasing online or increasing the comfort of express delivery.

Increasing revenue or reducing sacrifices both strive to achieve the same goal, which is to have a positive impact on customers' purchasing decisions. (Ravald & Grönroos, 1996).

Increasing revenue and reducing sacrifices are factors that can generate customer perceived value. These value-added factors are the main factors that trigger customers' repurchase intentions (Ravald & Grönroos, 1996). According to Zhang et al. (2011), when customers show willingness to buy back, this may be the first step to achieve long-term customer retention.

The fourth step of the model includes establishing security, credibility and security. These are all factors that work together to reduce the sacrifice to the customer, which in turn is the value-added part of the relationship. Customers will be satisfied when a certain number of active transactions are made (Ravald & Grönroos, 1996).

This in turn will cause customers to begin to feel safe with the supplier, which in turn brings trust in the customer/supplier relationship. The customer trusts the supplier to meet his needs. Safety, security, credibility, and continuity are all factors that help increase trust, which in turn will lead to support for concepts that encourage customers to perceive value. (Ravald & Grönroos 1996).

Moorman, Deshpande, and Zaltman (1992) provide the following explanation for trust: willing to rely on a trusted exchange partner. In addition, Morgan and Hunt (1994) conceptualized trust as a process by which people have confidence in the reliability and integrity of their trading partners. Loyalty and commitment can be seen as a key element in the supplier/customer relationship to provide superior quality and build trust.

Moorman et al. (1992) and Morgan and Hunt (1994) define loyalty and commitment as when customers think that the relationship with the supplier is important enough, they will continue to maintain this relationship. The commitment to a relationship is characterized by the desire to maintain it.

The value-added strategies emphasized in the field of relationship marketing all contain the basic assumption that the relationship should be long-term in order to maximize the profitability of both parties (Ravald & Grönroos, 1996). As Gummesson (1994) said, relationship marketing emphasizes long-term and profitable relationships between suppliers and customers. In addition, Storbacka (1993) claimed that if the customer is satisfied, then profitability is the receipt that shows a successful relationship. In addition, Grönroos (1994) stated that customer retention has a positive effect on profitability.

3. Value Co-Creation

According to Vargo and Lusch (2004), the service-centric marketing logic is characterized by creating value in the dual group between customers and suppliers, the so-called value co-creation. In addition, the service-centric dominant logic largely anticipates a continuous process in the relationship, in which customers always participate in the value creation process (Vargo & Lusch, 2004, 2008, and 2017).

In the value co-creation relationship, the interaction between the two parts must participate and participate in the exchange on an equal footing (Grönroos & Ravald, 2011). The basis of interaction is psychological, physical or virtual contact. In this contact, the supplier (provider) can use the knowledge acquired from the customer to guide the customer's course of action through direct and indirect interaction (Grönroos and Wo Ima, 2012).

3.1 Direct Interaction

Direct interaction is a phenomenon in which the resources of the company and the customer are connected with each other on a continuous basis. This is done through a dialogue process, and both parties actively participate in order to keep the dialogue active. Direct interaction usually occurs during production and delivery, as this is the time for most conversations it happens naturally between suppliers and customers. Having said that, conversations can occur in any type of program (Grönroos & Voima, 2012).

In the process of direct interaction, the actions of suppliers and customers are likely to exert influence in the value creation process (Ma & Dubé, 2011). If the customer decides that he or she wants to customize something, they may affect the actual production process. For example, if a customer requests a possible upgrade to the service they are about to use, the service

provider can influence the customer's value creation process. If the provider agrees to upgrade, this will result in a positive value. On the contrary, this is where suppliers can negatively impact value creation by rejecting customer upgrade requests (Grönroos & Voima, 2012).

3.2 Indirect Interaction

Indirect interaction can be expressed as a situation where a customer is using or consuming a product or service. In this category, interaction only occurs between the customer and the product or service. This process can be exemplified in a service environment by using a newly washed car, where it creates value for customers by taking pride in their clean cars and gaining praise. Indirect interaction also develops before direct interaction, for example, when a customer conducts research on a website about a product they are about to buy. (Grönroos and Voima, 2012)

3.3 Value Creation Sphere Model

The role of the value creation domain model is to determine where value is created in the relationship between the supplier and the customer. The functions of suppliers and customers in value creation and value co-creation ultimately depend on the field in which the real or potential value is created. Regarding value creation, there is a clear emphasis on joint areas, where interaction is central and direct (Grönroos & Voima, 2012).

The supplier field is where the company is responsible for the production process, such as development, manufacturing, design, and delivery. This is where products and services are put together for customers to use later (Grönroos & Voima, 2012). At this stage, providers of services or products can only be described as facilitators. Provide potential use value through indirect interaction (Grönroos 2008, 2011; Grönroos & Ravald, 2011; Vargo & Lusch, 2004, 2008)

Value promoters are not part of the value creation itself, but the production process can reflect the potential value, and customers may be able to use these values in their value creation process (Grönroos & Voima, 2012).

The customer field is where customers create value for themselves independently, which means that they are independent of suppliers. This is because the provider is in a passive role in this field. Customers only interact with the provider's services or products in a virtual, psychological, physical or imaginary form, without any direct interaction with the provider.

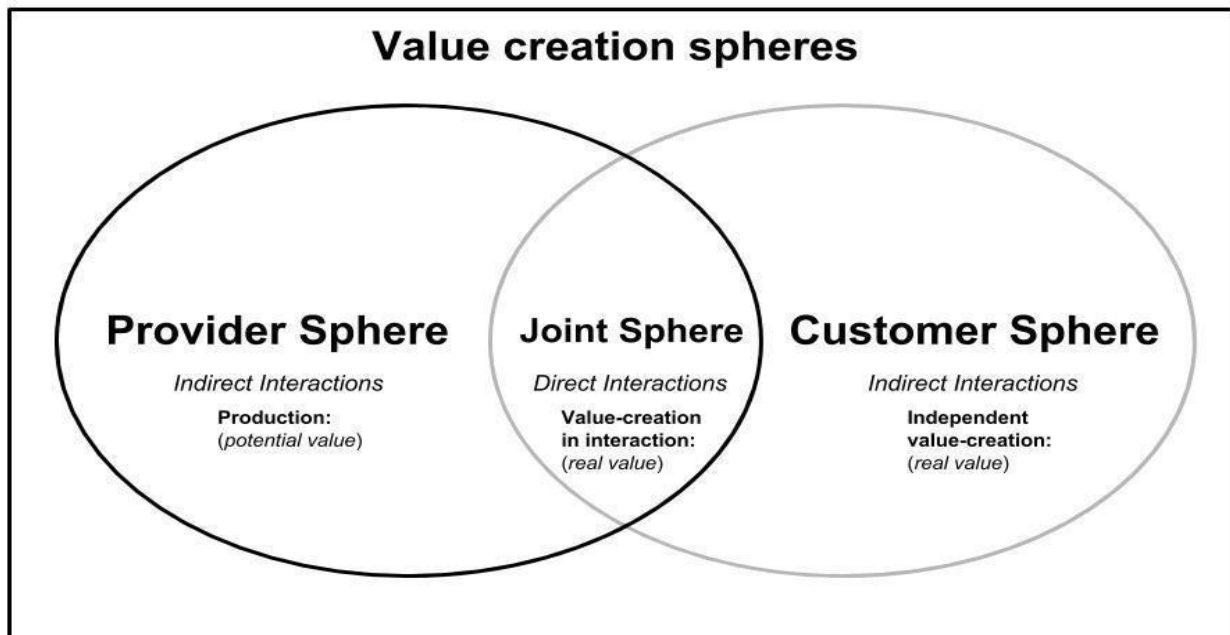
It is in the customer field that the customer decides whether there is any potential value in the service, from which he decides whether to "invite" the provider. Once the dialogue starts, services and interactions will be transferred to the joint realm, and the co-creation of value will appear (Grönroos & Voima, 2012).

In the joint field, the customer is the dominant part of the value creation process and the place where real value can be created (Grönroos & Voima, 2012). Despite this situation, given that the customer has invited the supplier to join the joint field, the supplier can still influence the customer's value creation through direct interactive dialogue and act as a value co-creator (Ballantyne & Varey, 2006; Grönroos & Voima, 2012).

In addition, the co-creation of value can only occur through direct interaction. If there is no direct interaction, there is no co-creation of value (Grönroos 2008, 2011; Grönroos & Ravald 2011; Voima, Heineken, Strandvik, Mickelsson & Arantola-Khatib, year 2011). The extent to which a company interacts with customers determines its impact on customer value creation, and the impact can be positive, negative or meaningless (Grönroos & Voima, 2012).

This can be seen from the work of Echeverri and Skein (2011) that the interactive process in value creation seems to be creative and destructive for both suppliers and customers. Therefore, maintaining meaningful and high-quality interactions is essential (Fyrberg and Jürriado, 2009; Gummesson, 1994; Voima et al., 2011)

Figure 4. Value Creation spheres



Source: (Grönroos & Voima, 2012, p. 141)

4. Literature Review and Conceptual Framework Summary

All in all, e-commerce has long been characterized by its main focus on transactions and impressive logistics systems. However, the paradigm is shifting, and more and more companies are applying a relationship-oriented approach to their daily activities, focusing on maintaining and developing relationships with customers in order to build a competitive advantage.

"The impact of value-added strategies in long-term relationships"-the model contains important factors that affect the likelihood of long-term relationships. By focusing on retaining existing customers, companies can reduce the costs associated with attracting customers by up to 7 times. One way to maintain a relationship with customers is to ensure that substantial value creation can be experienced for customers.

Proposed a value creation domain model, which illustrates how value is created in the supplier/customer two-tuple. The framework also shows where to enable value co-creation in company services.

CHAPITRE III:
METHODOLOGY

1. Methodology of the case study:

The methodology part of this thesis will acquaint the reader with the method that has been undertaken during the collection of data. This section will present the tools and techniques utilized in order to achieve the purpose of this thesis. In addition, the quality and validity of the data will be thoroughly assessed in order to establish its relevance and reliability.

It is essential in a scientific study to reinforce its remarks by a case study on the ground in order to verify the reality of the theory on the Algerian ground.

In other words, for the purposes of this article, the most appropriate strategy is a case study. When the research requires an in-depth understanding of the background of the issues discussed, case studies are the most appropriate choice, which is the focus of this article. The question of this thesis is how value co-creation works online, and whether it can maintain or establish customer relationships. It requires an in-depth understanding of the customer and the company's background. Get a better understanding of how and why certain actions need to be performed. Case studies are a good way to conduct empirical investigations in ordinary environments (Robson, 2002). In addition, the case study incorporates existing literature on the subject into the specific situation at hand.

By tailoring the techniques and methods, we can collect relevant information for the specific purpose and problem. For this thesis, and the specific problem that this thesis focuses on, the Chosen method for conducting the research is a case study. The case study will be conducted with a company.

Company Barbaros E-commerce and Shopping will be the main focus of this research and therefore we find it suitable to use an embedded single case study for the specific purpose in the focus of the thesis. The study we will opt for the detailed method as follows:

1.1. Qualitative approach:

To collect our primary data, one of the approaches that seemed appropriate to us is the qualitative approach, insofar as it allows us to study on the spot the reality of the methods of which the company gathers the marketing information, the degree of existence of the marketing information system with its different components, mastery of relationship and the areas in

which it operates.

All these questions can only be answered by following a qualitative approach which alone guarantees the understanding of the underlying reasons and motivations in a specific situation. In order to collect this data, we have used the following methods

-The main objective of qualitative study:

This study aims at exploring if Value Co-Creation can be enabled in an online setting between the provider and customer to see if co-creation exist or not based on the needs of customer

- **Participant observation:**

Because of its relevance to the topic of our research and the type of data we were seeking to collect, which is first-hand data, we used the participant observation technique. This technique was used throughout our internship period, i.e. 12 successive weeks during the daily visits that we made to the host organization "Barbaros E-commerce and Shopping", it gave us privileged access to certain data and resources such as the customer database, the company's Facebook page, comments and messages on the page, reports and meetings with the sales department, knowing that it is the department responsible for researching information on the within the company.

That is to say, it allowed us to draw on our own professional experiences within the host organization to carry out the data collection. This observation was triggered at random following the perception of a phenomenon related to our study and was done by note-taking in a variable sequence.

- **Structured interview:**

The small number of members of the population of the qualitative study, the sensitivity of the positions occupied by our interviewees which limits the time of the interviews as well as the quality of the information that we were looking to have led us to opt for the interview, more precisely the structured interview in order to orient the investigation in the direction and objective established beforehand. Interviews were conducted with 10 persons using an interview guide developed in advance.

- **General organization and construction of the maintenance guide:**

- How to administer the interview guide and conduct of the interviews:

This part of the study was carried out in good conditions. Regarding the interview guide, we administered it on the phone by the call center team ,10 min was enough for each client, and with the help of center call we started by recalling the objectives of the interviews, the different themes that will be discussed, and of course, we took the Google sheet to facilitate analysis. Then we started asking the questions according to the interview guide and tried to explore each new lead the interviewee tackled in order to enrich our data.

- Topics addressed in the interview guide:

Our interview guide focuses on the following axes which are placed in order:

- Preamble: at the start, we recalled the objectives of the interview as well as the conditions for its conduct.

- Theme 01 (information provided):

In this topic, we asked a series of questions about satisfaction about products, delivery, and payment systems plus to the services provided by the company, in order to get more honest and realistic answers. By asking these questions, we were able to identify the degree of satisfaction.

- Theme 02 (the value and the appreciation of the customers while shopping):

Here we have tried to ask questions about customer value and appreciation in online shopping and to see if it's the same value while having physical shopping.

- Theme 02 (communication tools and their reclamation):

This theme contained generic questions aimed at discovering the overall opinions of the interviewees regarding the information provided and the degree of importance of interaction with clients using the communication tools with them (center call).

- Theme 03 (use of customer service and platform within the company and their security/safety):

Here, we tried to make questions about their security and safety while entering their personal information and give trust about the description of the products and services that performed by the organization means; the processes of purchasing with available information in the platform and Ads plus to the importance of their security /safety while going through the different process between these steps.

- Closing: We closed the interviews by recalling the different themes discussed and giving the interviewees the floor in order to add information or points that they consider essential in our study, finally, we thanked the interviewees for the time that they took. They had dedicated us.

• Selection of interviewed individuals:

In the host organization, there is a database, and the center call. Our interviews were carried out with clients, the latter was selected after a good period of observation for the following criteria:

- Their knowledge and the user experience with e-commerce and Barbaros.
- Their evaluation and/or their involvement in the process, about customer service (value of Customers shopping online).
- Their opinions about the call center of Barbaros and its partner the delivery company.
- And finally, for their safety and security, which allows them to speak to us with confidence and credibility.

• Analysis of qualitative data:

To carry out our qualitative analysis, we followed an approach inspired by the work of Freud (1975) and Lévi-Strauss (1962), formalized in social science by Michelat (1975) and Duchesnes (1994) and often applied in the field of marketing research. We carried out this analysis by following the following steps:

- Listen and carefully to the interviews with complete neutrality to identify the verbal sequences attached to each topic addressed in the interview.
- Formalization of interviews through the transcription of verbatim.
- Miniaturization of the interview by making a sort of reduction according to the frequency of the families of verbatim spoken.
- Map the results, in our case using a table or a grid in sheet and also Google forms.
- Carry out a horizontal and vertical analysis of all the interviews.

1.2. Quantitative approach:

An inventory of the Value co-creation in e-commerce of Algerian consumers but also to measure and quantify the variables potentially linked to Value Co-creation, it therefore seemed appropriate to us to use the Survey as a data collection instrument.

The objective here is to administer the Survey to a fairly representative panel (a small part of the population). The quantitative study is the second approach that appeared relevant to us for generating our primary data. To collect this data,

- **The survey:**

Which is based on observing a small portion (sample) of the population, and extrapolating the results to generalize to the entire population. We opted for this method in order to discover the interactions and the activities of our target which is the customers of Barbaros, and to generalize the results obtained on the population.

The survey was administrated via Google form (survey management application included in the Google Drive office suite) distributed via Facebook and instagram to the participants ‘and even we called the client to answer our survey.

Moreover, the survey is more objective during the pandemic Covid-19 period when it was sending by Facebook and instagram to the participants and calling the customers by the phone, using Google form as our tool that will hold our survey.

The Surveys is useful when a researcher wants to collect data on phenomena that cannot be directly observed (Shona McCombie's).

«The survey is a research technique which investigates, examines, assesses or evaluates the issues that constitute a research problem. Research on the other hand» according to Osuala (2007, p. 1)

- **General organization and construction of the Survey:**

- **Method of administering the Survey and conducting the survey:**

As our questionnaire focuses on value co-creation and its impact on the customer / company relationship.

When browsing the database, it is obvious that we have invested time on the subject, but it seems that they generally prefer a quantitative approach to work. IE. A lot of research on customers' views on e-shopping, etc.

And as our targeted respondents are Barbaros customers on social networks and phone calls, and database we deemed it more relevant to administer the Survey online and send it as private messages on the company's Facebook page to members and on the bio of instagram and calling them on the phone as a sample in order to better reach our target.

After an authorization request, we distributed the questionnaire in electronic format and calling them on August 23, 2021 and we waited until August 31, 2021 to collect our responses, during this period, we frequently went to the questionnaire messages to answer questions or clarify words to respondents.

- **Survey sections:**

Our survey is made up of (18) questions written in Arabic using simple language and terms that are affordable for all categories of clients. The totality of the questions is divided into the following sections:

- **Section 01:** was focus on (02) main questions, the first of which is an open question; the main difference between shopping in a physical store compared with shopping online and the second dichotomous question to filter if the clients of the company are satisfied by provided information or not, the overall satisfaction about providing information,

Section 02: (provided information) the second section was intended to know if the clients found all the information they need to complete the purchase on the website, Ads, products, delivery, and payment system and credibility of the company, it includes (04) questions on 1 to 5 Likert scale.

- **Section 03: (value and appreciation of customers)** Here we have focused on customer value and appreciation in online shopping and if it's the same value with physical shopping, it includes (02) questions on 1 to 5 Likert scale.

- **Section 04: (safety and security)** was about the safety and security of the clients about the providing information and when they enter their personal information, in addition, the importance of their safety (03) questions, we used Likert scale of measurement on 1 to 5 plus to one (01) unique choice question.

- **Section 05: (communication)** this axis studies the use of communication tools and the utility of center call (the advisers) and the SMS, it contains (05) questions on a 1 to 5 Likert scale plus to one (01) open question to gather their suggestions about which method they like to contact and interact with them

- **Section 06 (datasheet):** the personal description, in which we used three (03) questions on the characteristics that we found essential to know about the respondents and which are age, gender, and level of education.

- Question format:

To collect the maximum amount of quantitative data and achieve a high degree of precision in the answers, we have opted for closed questions such as:

- **Dichotomous:** we have offered two choices of answers (Section 01: Q.1.2 (a)).

- **Unique choice question only one answer allowed:** we have offered a range of answers to better understand all the possibilities of answers and respondents' opinions (Section 03 see Q.4.4)

- **Questions in the form of a scale:** to measure which degree company's clients; are Strongly disagreed to Strongly Agree with the information provided in web site/ads about its products and services as well as their satisfaction with the activities of Barbaros, we asked questions under the form of Likert attitude scale which directly submits propositions to the subjects to be judged according to a predetermined 5-point scale in our case (see questions Q.2,2.1,2.2,2.3, Q.3,Q4,4.1,4.2,4.3, Q5,5.1,5.2, Q6,6.1,6.2, Q7).

Figure 5: quantitative & qualitative researches

Quantitative		Qualitative
Mostly deductive (theory first)	↔	Mostly deductive (observation first)
Statistical generalizability	↔	Analytical generalizability
Linear, pre-planned research design	↔	Evolving, iterative research design
High number of observations	↔	Focused number of observations
Statistical analyses	↔	Conceptual analyses
Independent of context	↔	Context-dependent
Reliability is key	↔	Authenticity is key
Today		After spring break

Source: Denzin and Lincoln (2011), Neumann (2000)

Source: by ourselves

3. The Sampling and the sample

In order to get a good understanding of Organization's activities, two different approaches were chosen. First, the marketing plan and activities of Barbaros were thoroughly analyzed to determine what actions were taken by a company that can generate Value Creation and further which activities that can enable Co-Creation of Value. Following this,

Interview and survey were conducted with clients, to get an understanding of how the actions are perceived from a customer point of view.

The sampling of subjects was conducted through a purposive sampling technique. The people that were chosen to take part in the survey and interviews all fulfilled the criterion specified to make sure eligible answers would be provided. The criteria specified for the subjects of participants were:

-The participants are males and females.

-The participant is an existing customer of Barbaros, meaning that they have made at least one purchase from them.

-The participant is above 18 years of age.

Due to the relatively small sampling size, time, and resource limit, this sampling method is the most suitable for this thesis. As this research aims to answer how Value Co-Creation is generated online, the researchers wanted to use existing customers to Barbaros.

This was due to the time limit, it was beneficial if the participants already had tried the services provided by the company. Since the company is a retailer of many categories, the participants have to be of the male and female gender. This is to make sure that the participant of the survey would have the chance to enjoy all the offerings from Barbaros.

3.1 Study population:

The adequate population for our study is an Algerian population, Barbaros E-commerce customers (the sample is infinite).

3.2 Sample size:

According to specialists (Robert Magnani, 2001), for the sample to be representative in the general public sector, it is necessary to have a large number of respondents, but not too many to allow rapid analysis and minimize costs.

We have calculated from a confidence interval of 95% and a margin of error of 7% our sample we were targeting 104 respondents.

3.3 Sampling method:

We selected a convenience sample. It is therefore a non-probability sampling. To do this, we shared the survey online via the Google Forms platform, and we called the clients from the center call.

4. Validation of the survey :

1 Before proceeding with the statistical tests and even before printing and distributing the questionnaire, we went to the head of the marketing department of the host organization and the study supervisor in order to evaluate it.

5. Analysis of quantitative data:

To analyze our data we will use IBM SPSS (Statistical package for the social sciences) *is the set of software programs that are combined together in a single package. The basic application of this program is to analyze scientific data related with the social science. This data can be used for market research, surveys, data mining, etc.)* 125

*The SPSS software package was created for the management and statistical analysis of social science data. It was originally launched in 1968 by SPSS Inc., and was later acquired by IBM in 2009.*126

Before starting to analyze, we safely brought and import our data from the online survey of Google form to Google sheet then to our software sheet of SPSS.

Analyzes and interpretations of the data from the Survey are made possible by the SPSS version 26 software which offers a number of tests whose performance allows a better understanding of the meaning of the variables of the study and also, helped us categorize our participants, and distinguish their answer from the lowest the highest what most of them answered and what few of them did too, SPSS made for us the graphs of each items answers and their percentages.

And in order to better visualize the results and make them easier and more understandable to read, we used the EXCEL software version 2016 to make graphs and tables more readable.

➤ **Measurement of the reliability of the questionnaire:**

Once evaluated and approved, questionnaires were distributed on 10 people (10% of the study sample), in order to identify any ambiguities in the questions asked to reformulate them. We used the test of Cronbach's alpha.

By entering the data collected in the SPSS software, we were able to calculate the reliability coefficient Alpha of Cronbach, The results of the reliability test are presented in the table below:

➤ **Reliability test of measurement scales:**

Information provided, the value and the appreciation of clients in shopping, security and safety, and the communication

Table 3: Reliability statistics - Cronbach alpha

Cronbach's alpha	Number of elements
,914	14

Source: SPSS output

The value of Cronbach's Alpha varies from 0 to 1. According to the table, the results of the coefficient gave a value of 0.914 (closer to 1 than to 0) which proves the credibility and consistency of the SURVEY we used.

CHAPTRE IV: RESULTATS AND DISCUSSIONS

After a presentation of the context in which the study took place, of the main writings and theoretical concepts contained in our research theme, as well as the methodology retained, we will in what follows, present and discuss the results of an interview and the survey. Carried out on two axes: the first one the interview and the second the survey.

This chapter will be devoted mainly to responding to our problem by analyzing and interpreting the results of the investigation.

We will structure this chapter into three distinct sections. In the first section, we will introduce the Barbaros E-commerce and shopping Activities this will allow the reader to better understand the strategy of value co-creation that we have adopted. Furthermore, Result interpretation and Discussion of Qualitative interview.

Then, in the second section, we will see in detail the different steps that we followed model value creation spheres and its analyses, as well as the type of activities provided by the company in website. Next to it, we will present the hypothesis from previous study and put result and discussion of Quantitative research.

Finally, in the last section, we will evaluate how Value Co-Creation works online, and if that can maintain or establish customer relationships, the company based on the secondary data are available.

As such, we recall our main objective, which is the raison of this brief: To set up a co-creation strategy following the value creation model spheres in the company.

Section 1: Zone of investigation (Qualitative)

In this section, the empirical findings are presented. The data has been collected from an interview with a representative from Barbaros e-commerce and shopping as well as ten existing customers of the company. The structure of the empirical findings will outline the marketing activities of the host organization, and the interviews conducted with the customers.

1. Activities

In the survey that was conducted with a representative from the marketing department at of Barbaros, it was evident that the company has several marketing activities that are implemented to continually improve the customers experience by providing value creating services. Company's services have been identified and divided into four different categories: Pre-purchase, Delivery, Post-Purchase and Extra. Company's services all have the common denominator of acting as a potential value creator for the customers. Together, the services cover all the customer's stages during the buying process, and are presented in Table 2.

Table 4. Barbaros value creating activities, (2021)

Value Creating Activities-Barbaros E-commerce and Shopping			
Pre-purchase	Delivery	Post-purchase	Extra
-Call center -Inspiration: ads-posts S.M -Product Description -Customer Service -Payment System	-Fast (48H-3Days) -Tracking -Customer Service -Half price of Delivery	-Customer Retention Program -Customer Service -Free Returns	-SMS

Source: internal company document

1.1 Pre-Purchase

Pre-purchase is the first step that a client experiences. This is when he/she enters the website for the first time, hears about the company for the first time, or in some way or another is exposed to the company. The first service included in the pre-purchase phase is to call center call. Barbaros also provides weekly new products with a wide range of content such as inspiration, content, new categories, and their own picks of favorite products.

These are just some of the things presented in the platform, S.M, flyers, which have a similar function as content.

In addition, they provide detailed product descriptions and they are utilizing a shopping call reminder to maintain customer interest. They provide clear information about payment system, the latter is a way for the management of Barbaros to make sure everything feels as safe as possible for a consumer entering their site.

Something that Barbaros allocates a lot of resources to in the pre-purchase phase, is the “call center”. Similarly, to a physical store where a customer would approach a salesman and state their needs, budget, and occasion, the call center could help the customer with the same thing. The customer creates a profile, where he chooses his preferred products for; Work, or any daily products. Following this, the customer is asked to provide wants, preferred brands, and finally a budget.

When all aforementioned steps have been completed, a company representative will provide nice packaging, a company representative is selected specifically for the customer, which makes shopping very convenient, especially for someone that wants to get a nice experience but not put too much effort into it. Furthermore, the company provides an opportunity to communicate with a company representative if needed by using Customer Service.

1.2 Delivery

Delivery refers to the process in which the product begins the transportation from the company warehouse, to the customer. Barbaros has always had half-price and fast deliveries. The company motivates the choice of half-price deliveries by the fact that they need to have it in order for them to stay competitive with other online retailers, and that the customers expect it. Barbaros offers fast deliveries, it usually takes 48H-3 days to the south of Algeria which is a competitive delivery time in the industry. Alongside fast deliveries, they provide an opportunity to contact the customer service along the way, and an ability to track the package.

1.3 Post-Purchase Activities

Post-purchase activities refer to the activities that take place after the customer has made a purchase, and the goods have been delivered. This is where the company can affect the customers by initiating a dialog, and making it easier for the customers to come back.

Barbaros uses a Customer Retention Program, which means that they encourage customers to buy more in order to receive higher discounts and benefits such as being part of organization's family that get priority to their sale. The second strategic factor utilized by Barbaros is free returns, which enables customers to either send back parts of the order or the whole package without cost if they are dissatisfied with their order.

This means that the customers get the opportunity to change sizes or make other types of customizations to the order. Barbaros continuously provides customer service after the purchase has been made. The final value-adding activity is the fact that Company writes a personal thank you note that they put in the package. This is something that adds a personal connection throughout the entire purchase.

1.4 Extra Activities

Extra activities are anything surrounding the purchase process. It is activities that the company is utilizing in order to directly, or indirectly market themselves. Barbaros has provided three ways to add value in the extra activity section. First of all, their content in which they provide a good amount of inspiration for customers browsing their site.

Furthermore, Barbaros has a catalog on their site, which is a source of information regarding the world of heavy tools. Additionally, Barbaros provides thorough information about everything from the material of the products. The last activity performed by the company is an SMS, in which they may form the content exactly how they think the customers will appreciate the most. This process is highly based upon a personalized profile of specific clients. Customer Relationship Management (CRM) systems in order to customize content for each customer.

For the purpose of this study, a qualitative and interpretive approach was used when conducting the data analysis of the thesis. The collected data were categorized and structured into themes.

The structuring and categorization were divided into two separate steps; identifying the themes and interpretation of the data. The identified themes were also structured by the ideas and theoretical concepts in previous literature. The nature of the themes was also characterized based upon the different expressions, patterns, and keywords from the transcribed structured interviews. We designed the interviews with insight from previous literature and analyzed the findings respectively.

2. Result interpretation and Discussion of Qualitative interview:

The empirical data has been collected from interview with ten (10) existing male & female customers of Barbaros. Additionally, the empirical data that was collected, is based upon the value-adding activities and the customer's perceptions of them.

In an offline, physical store a lot of impressions and feelings are created by physically touching the products and directly interacting with certain aspects of the company such as a salesman. Therefore, a discussion was held about the possibility of replacing a salesman with a website, as it is in the online setting, and if the customer could enjoy the same value-creation this way.

Generally, 80% of the subjects were happy with the amount of information provided on the website since it minimized the direct contact that was needed to make the purchase. 60% of personal connection established by Barbaros' Customer retention program, where they both were acknowledged by the company and got gifts and discounts.

When trying to establish trust online, the element of direct communication is limited to the only telephone. 100% of participants all thought that this could be replaced by the company's ability to be transparent and provide all the necessary information. There is a common belief 70%, that the need for direct communication with the company can be reduced by providing all the necessary information that answers the potential questions that might arise.

Since most online shopping is done at home, in a private environment where they don't wish to be disturbed or at all wish to talk to a company representative. However, when asked what type of direct communication the customers enjoy or want from the company the response varies. Few respondents have opinions regarding the SMS provided by the company being too impersonal or too frequent 40 % said that. All subjects 60% agree on the point that SMS can be beneficial for them as customers since they provide information regarding current sales or releases of new collections.

Even though many of the participants 70 % were reluctant to get directly contacted by the company when shopping online, it was expressed that if it could be done discreetly or be started by the clients themselves it could have a value-adding impact.

Controversially, a client argued that Barbaros established a personal connection that made him feel appreciated by sending him a discount code on his birthday 40%.

The feelings of being safe, secure, and perceived credibility of the company, are usually factors that have an effect on the first purchase, and feelings associated with that purchase, in the minds

of the consumer. In addition to this, available customer service or contact information had a positive impact on the participant's feelings of safety and credibility 100%.

Another important factor when establishing credibility and safety, as well as security, is the use of well-known third-party payment systems. There is a general belief 50% expressed by the informants that a company that uses a well-known payment system is safer to use. This is because they may have encountered the payment system before, and been able to evaluate them

Following is Table 4, summarizing the categories and responses of what the participants feel is essential for making a purchase at Barbaros. If it is marked by a "✓", the customer feels like that factor is sufficiently handled by Barbaros. If a box is left blank, then the customer feels like Barbaros has not handled this sufficiently enough for them to withdraw maximum value from the experience.

Table 5: summarizing the categories and responses(%) of what the participants feel is essential for making a purchase at Barbaros.

		Participants										
Themes	Category	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	Parentage %
Theme 01 (provided information)	Information	✓	✓	✓	✓			✓	✓	✓	✓	80%
	Credibility	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	100%
Theme 02 (value and appreciation of clients within shopping)	Direct Interaction		✓		✓	✓	✓	✓	✓	✓		70%
	Indirect Interaction	✓	✓	✓	✓			✓	✓	✓	✓	80%
Theme 03 (safety and security)	Safety		✓	✓				✓	✓	✓		50%
	Security		✓	✓				✓		✓	✓	50%
Theme 04 (communication)	Communication	✓	✓	✓		✓	✓			✓		60%
	Complement to F2F	✓			✓			✓	✓			40%
	Communication tools	✓	✓		✓					✓	✓	50%

Source: by ourselves

3. Steps followed by the sphere model and its analyses

We will be presented following a pattern categorized by the Value-Creation Sphere model. The first step of analyzing the empirical data is to determine the nature of the activities extracted from the organization marketing plan.

The activities will be characterized as Direct or Indirect in order to enable the researchers to determine which activities can be utilized in Co-Creation. The findings will then be compared with the literature framework presented previously in the paper. The purpose of analyzing the empirical data, together with the theoretical framework is to obtain a good understanding of how Barbaros activities are related to the literature and their customer's perceptions.

In the empirical findings, it was evident that Barbaros provided several potential value-creating activities. These activities will be investigated with regard to whether they can be characterized as direct- or indirect interactions. Following is a complete version of the aforementioned table, with direct and indirect interactions specified (see table5)

Table 6: Direct interaction by Barbaros

Value Creating Activities-Barbaros E-commerce and Shopping			
Pre-purchase	Delivery	Post-purchase	Extra
-Call center ✓ -Inspiration: ads-posts S.M -Product Description -Customer Service ✓ -Payment System	-Fast (48H-3Days) -Tracking -Customer Service ✓ -Half price of Delivery	-Customer Retention Program -Customer Service ✓ -Free Returns	-SMS

Source: by ourselves

3.2 Value Creating Activities – Barbaros E-commerce:

All the activities outlined in Table 4 will be implemented into the Value Creation Sphere Model, more specifically covering all spheres independently. The Value Creation Sphere Model helps the researchers determine which activities that enable Co- Creation of value. Further, the effect of value-adding strategies in a long-term relationship will also be a vital part of the analysis in order to determine if there is a possibility for long-term relationships to emerge between Barbaros and its customers.

3.2.1 Provider Sphere of Value Creation – Barbaros:

The provider sphere is characterized by processes including development, design, and delivery, where potential value can be created by the company, for the customer, to potentially extract value. The activities that the company provides for the customers that can be categorized in the provider sphere are;

Product Descriptions, Payment systems, Partnerships, SMS, as well as half-price Delivery, Fast Delivery, Delivery Tracking, and Free Returns.

These activities can all be characterized as a facilitator of value since they all potentially can provide value for the customer through indirect interaction.

The activities can be considered passive until the customer realizes the potential value in the action and decides to utilize them as a part of the value-creation process. These activities are not a part of the value-creation until the customer actually decides to derive value from them by using them.

The common denominator between the activities located in the provider sphere is that they all are indirect interactions. Since these are situations where the company indirectly interacts with the customer, or when the customers are using or consuming a finalized product or service, in which no further interaction between the company and customer occurs.

One of the activities that Barbaros is carrying out, that falls into the provider sphere is the payment systems that they offer. This certain activity falls into the indirect category of interaction, as the customers potentially could derive value from dealing with a functional, secure and trustworthy payment system, as security, to be an influencing factor when deciding to go through with a purchase. Similar to the payment system, partnerships also work as a potential value-creating activity, as it shows that the company has other entities supporting them.

In turn can be used as an indicator of customer safety, as a factor that makes the customer willing to commit. Furthermore, the SMS could be characterized as an indirect interaction that could create potential value for the customers by providing accurate information, to be a vital part of establishing trust.

Barbaros provides half-price delivery of its products. This is a service that the company provides to the customer to potentially use if he continues to make the purchase.

Half-price delivery is a service that can be seen as increasing the benefits for the customer, and in that way as a factor that is valuable in establishing a relationship. Since the customer does not have to spend money on something that they might not consider as essential for their Value Creation, between the consumer and the company, because it only being; accessible when the clients decides to use it. This activity can be characterized as an indirect interaction. It is a finalized action from the company's side that they provide to the customer.

Additionally, the company offers fast delivery on the orders placed. Barbaros promises delivery within 48 h and 3 days to the south of Algeria of placing the order. Which when comparing to their competitors, is competitive, and could create potential value for the customer as they get access to the products faster.

The service can be characterized as an indirect interaction since it is only accessible for the customer once the order has been placed.

A service that Barbaros offers, where the customer has the ability to track the delivery of the product, can be seen as an indirect interaction to the customer since it is a passive service provided by the company until the client decides to use it. By using this service, the customer can establish a sense of security of knowing where his package is at all times, as well as making sure that the company sends the package and keeps its promises of fast delivery.

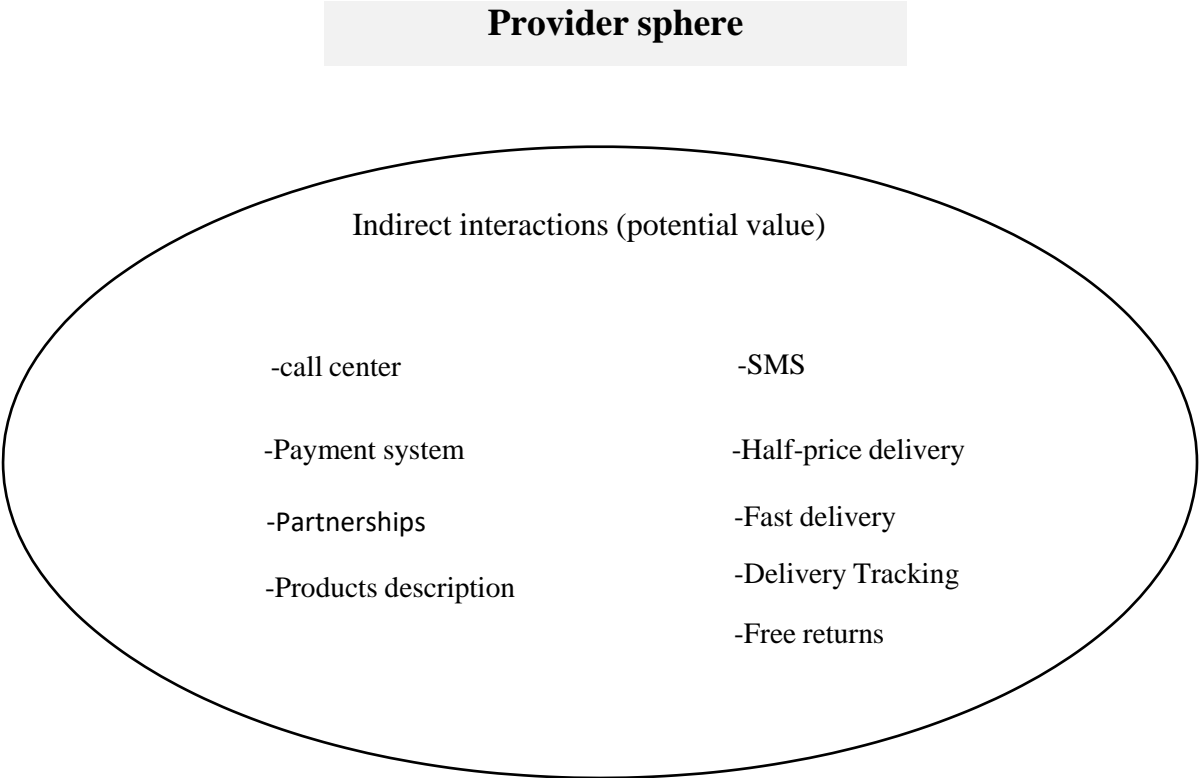
Establish trust in the company, increasing the possibility of a satisfactory experience and a higher chance of the customer returning and extending the relationship between him and the company, when the customer uses the service, he is using a finalized service without interacting with Barbaros.

In addition to this, customers of Barbaros enjoy free returns on their orders. Reducing the sacrifice is when the company takes away something that otherwise could be experienced as a struggle for the customer. By making returns free for the customers, it could act as a potential value-creating activity for the customer due to the fact that it reduces the sacrifice of the customer since they have the ability to return the product for free if it is not satisfactory.

This also could establish credibility and safety in the mind of the consumer, since he has the possibility to return the product if it is not satisfactory to his needs. It is a service that the customer can enjoy when he realizes the potential value in it, either during the purchase or if he wants to retract the purchase.

The descriptions of the products provided by Barbaros could potentially act as a factor that leads to the customer feel safe and secure when purchasing from their website, which is highlighted as a step towards mutually profitable relationships.

Figure 6: Barbaros’ activities in the provider sphere



Source: by ourselves

3.2.2 Customer Sphere of Value Creation:

The customer sphere, is where the customer independently creates value for themselves through indirectly interacting with a company’s service or product. Throughout the survey, the subjects discussed several activities, which the company provides, that they felt were value-adding for them during the purchasing process. Controversially, when analyzing the findings from the interview it becomes clear that some functions offered by the company are not contributing with all the necessary aspects for the customer to enjoy maximum value-creation.

One vital way of establishing trust is to provide accurate information on the website/ads. Information accessibility and clarity was discussed throughout the interview. The majority of

the customers that were interviewed thought that the company provided sufficient information regarding its products, payment options, as well as a delivery system.

The payment systems offered by Barbaros can be determined to be of big importance when establishing Credibility, Safety, and Security, as seen by the interviews. When talking about factors such as credibility, safety, and security, these are the combined factors that allow the customer to establish trust towards the company.

It has been extracted from the survey that in addition to a third party-partnership with a payment-system provider, various partnerships relating to other parts of the business are beneficial for Barbaros, such as delivery companies. Using well-known delivery systems was highly appreciated by the informants, as that showed professionalism and credibility.

The emergence of relationship marketing, where highly dynamic and reciprocal communication is essential. Currently, the communication between the company and its customers is limited to the phone only.

The nature of how the customers can communicate with Barbaros, clients felt like the tools that were used for communication purposes, are very sufficient and that they could easily communicate without any issues. They mentioned that they appreciate the SMS function, as it works as a casual way for the customers to communicate with the company on a basic level.

Interpreting the theories presented in the literature review section, the extent to which the firm is interacting can be determined as positive, negative, or of no significance, in relation to the relative impact on customers ValueCreation. The general response in the survey regarding this subject is that Barbaros provides no disturbance by clear interactions. There is no significant nagging from the company which is perceived as positive by the informants.

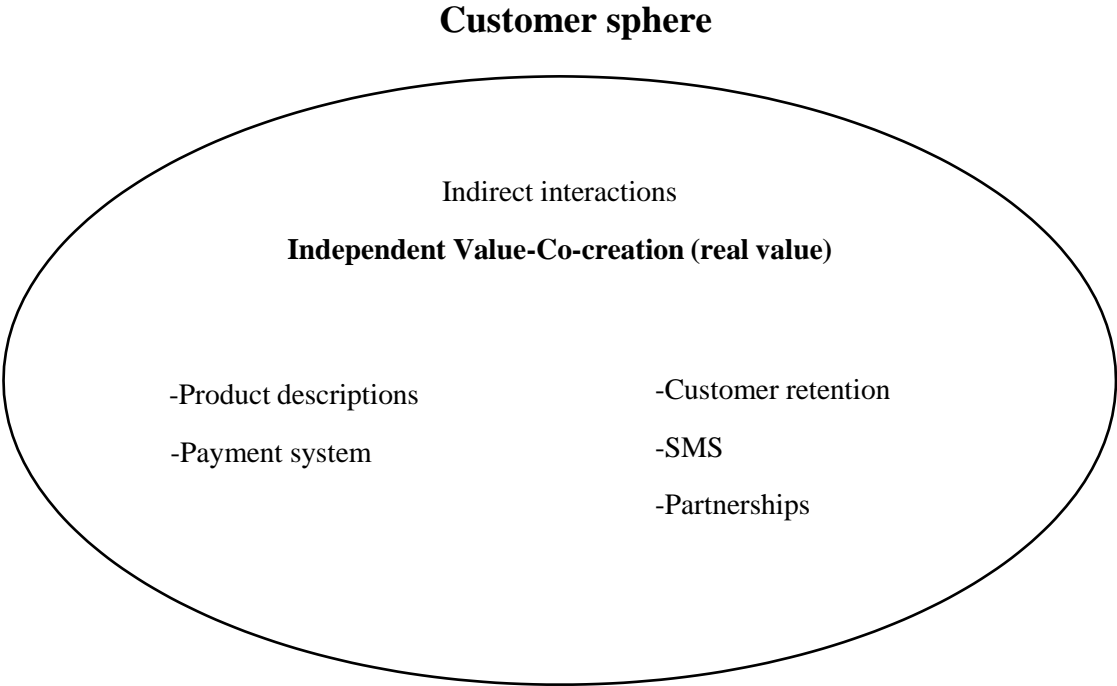
Barbaros has implemented a lot of activities in order to try and establish a relationship with their customers, in order to retain customers for a longer period of time. Barbaros sends gifts, cards, SMS, to create a special link between the company and its clients: by using the retention program and giving the best offers to those who reach a certain level of purchasing.

It is difficult to determine how much the company can interact with the customers, without it being seen as repetitive. Due to the lack of F2F interactions, online businesses face the great challenge of providing the customer the best possible service.

In order to establish and maintain relationships with the customers, the company has to provide highly functional services that can replace human expertise and versatility.

The majority of the answers felt that the lack of F2F interaction with a salesperson was not that big of a problem since answers to most of their questions are usually provided on the information page of Barbaros. Further, they also said that if they have a special request or question, a phone call to the company is sufficient enough to fill the void of a physical salesperson.

Figure 7. Barbaros activities in the Customer Sphere



Source: by ourselves

3.2.3 Joint Sphere of Value Creation:

In the joint field, the company may affect the customer's experience of the company and its products during use. The joint field includes the use and interaction that the company may be exposed to create or reduce value for customers. If the company is invited to join the joint field, it has the opportunity to influence these activities, and it can become a value co-creator in the customer value creation process. Only in the joint field, the value co-creation between the company and the customer is possible. Co-creation only occurs when two or more parties interact. In the joint field, the customer is the main entity in the value creation process. Nevertheless, it is still possible for companies to influence value creation through direct interaction with customers and act as co-creators of value.

To be efficient when managing customer interactions, the firm is required to get a good understanding and learn about how their Value Creation is influenced. In an e-commerce setting, this is somewhat easy to do since the companies have the ability to track the customer's every move on the website. However, the thoughts and behaviors that all individual customers are experiencing in the online setting are much more difficult to comprehend. A service that Barbaros has been implemented, and that is being used by the Customers is the call center. This is a service where the customers initiate a direct interaction with the company, in order to create additional value.

A call center is a tool where the company has the possibility to influence the Value Creation process for the customer, by engaging in the Co-Creation of Value. The customer initiates the interaction with the company, by using the service and getting the possibility to utilize company expertise. The accumulated responses regarding the thoughts and experiences from the informants about the call center were positive. The service had provided the customers with a lot of valuable insights regarding the products. The service lets the customer receive product recommendations based on his requirements. By providing his requirements, and then inviting the company for recommendations that fits his unique needs, the customer controls the experiential Value Creation process. The nature of interactions is that the value either positively, or negatively, influences the experienced value.

The service offered by the company, where the company acts as a service provider with the goal of facilitating the customer's Value Creation process by proposing potential or expected value for the customer, is closely related to the Value Creation one can experience when using a physical store. This service can be placed in the joint sphere of Value Creation since there is a direct interaction between the customer and the company. Furthermore, this service is a big part of the Value Creation process for the customer since it allows them to not only derive value from the actual service (current experience), but it allows them to envision further experiences with the actual product as well .

Online businesses have a lot of information regarding the customer browsing their website. With this in mind, it is important for the company to further interact with the thought process of the customer. Barbaros achieves this by having extensive customer service which helps the customer with any concern that might arise. Most of the informants mentioned that they didn't have sufficient experience with Barbaros' customer service since they had not experienced a lot

of problems or concerns during their purchase.

This is positive because it means that Barbaros can handle a lot of problems just by providing good information. In addition, this is an opportunity for the company to be invited by customers into the joint field, where they have the opportunity to interact with the customer's value creation process, thereby increasing or decreasing the total perceived value of the customer experience.

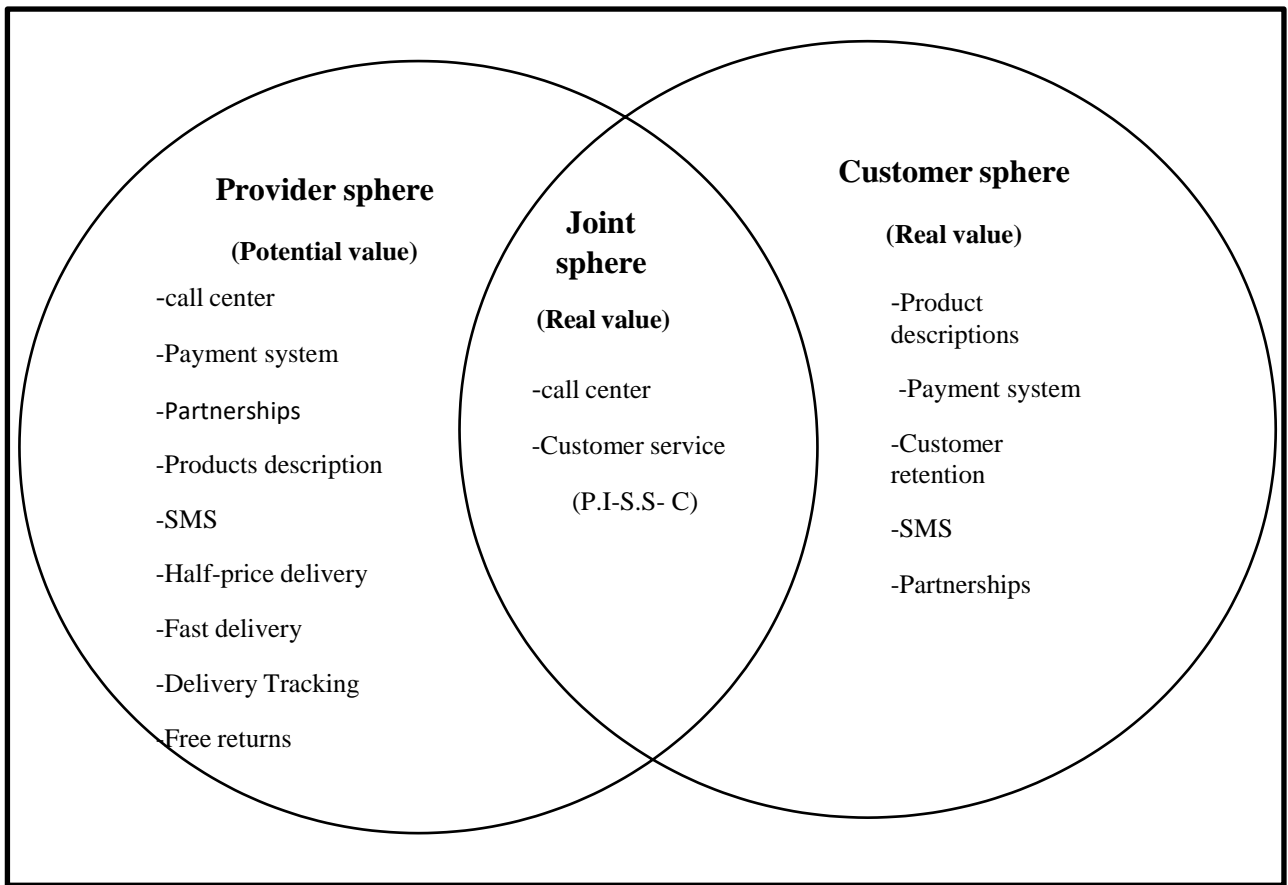
Within the joint sphere, customers will create value themselves by interacting with the provider. For a customer to utilize Customer service there usually is a specific issue that needs to be solved. The company has the possibility to exercise its expertise, and by that have a positive influence on the customer's Value Creation. An opportunity expressed by some informants for the company to exploit were to implement a web chat as a communication tool.

The customers that took part in the interview thought that this could be used in order to establish the feeling of a presence of company representatives.

The web-chat function would mean an additional service provided for the company that could take place in the joint sphere of value creation. Further, by being a part of the joint sphere, the company gets additional opportunities to positively (or negatively) impacting the customer's Value Creation.

A company that creates value or further improves the ability of customers to create value in some way provides customers with greater possibilities to obtain satisfaction through interaction with the company. The customer is responsible for the joint field of value creation. But through direct interaction in the form of a dialogue process, the company as a service provider may influence the value creation process as a value co-creator. Call centers and customer service are both tools provided by companies, where they have the potential to influence customers and the value creation of their experience.

Figure 8. Value Creation Sphere Model for Barbaros E-commerce and shopping
After a quantitative study



Source: by ourselves

From the result and discussion of qualitative interview, we results in the following hypothesis to start the qualitative approach and to see if they matches the quantitative study. It in order to invalidate or confirm the hypotheses of the study, depending on the objective and the type of variables for this study.

4. Hypothesis:

For Co-Creation of value to exist, there are certain criterions that need to be fulfilled. So, we are putting these hypothesis to see:

- **H1:** Does the customer service (information provided), performed by Barbaros can get them invited to the joint sphere by the customer?

- **H1.1:** Does the call center (communication) performed by Barbaros can get them invited to the joint sphere by the customer?

- **H1.2:** Does the security and safety, performed by Barbaros can get them invited to the joint sphere by the customer?

- **H2:** Does all the necessary requirements for Value Co-Creation is met, and Barbaros E-commerce and Shopping succeeds with Co-Creation of Value online setting?

- **H3:** Does these three activities could replace the F2F interactions that a customer gets in a physical store?

- **H4:** Did the company built a maintain stronger relationships with their customers by increasing their experienced Value?

Section 2: Results of the quantitative study

In order to collect our quantitative data, we called our clients from the host organization to better reach our target, which allowed us to obtain the following results.

1. Variable analysis: flat sorting analysis

To meet our quantitative objectives, we used frequency / percentage tables as well as descriptive statistics (mean and standard deviation). These analyzes enabled us to obtain the following results:

2.1 Description of the sample :(Respondent Profile)

To begin with, a presentation of the profile of the respondents is required, we collected information such as the sex of the respondents, the age, and socio-professional category.

Table 7: the profile of the respondents

Variables	Possible responses	Frequency	Percentage
Sex	Man	82	78.8%
	Woman	22	21.2%
Age groups	Between 18 and 24	10	9.6%
	Between 25 and 34	28	26.9%
	Between 35 and 44	36	34.6%
	Between 45 and 54	24	23.1%
	Between 55 and 64	6	5.8%
socio-professional category	Employed	42	40.4%
	Student	10	9.6%
	Worker	16	15.4%
	Senior executives and liberal professions	6	5.8%
	Retired	8	7.7%
	Merchant, independents and craftsmen	20	19.2%
	Others	2	1.9%

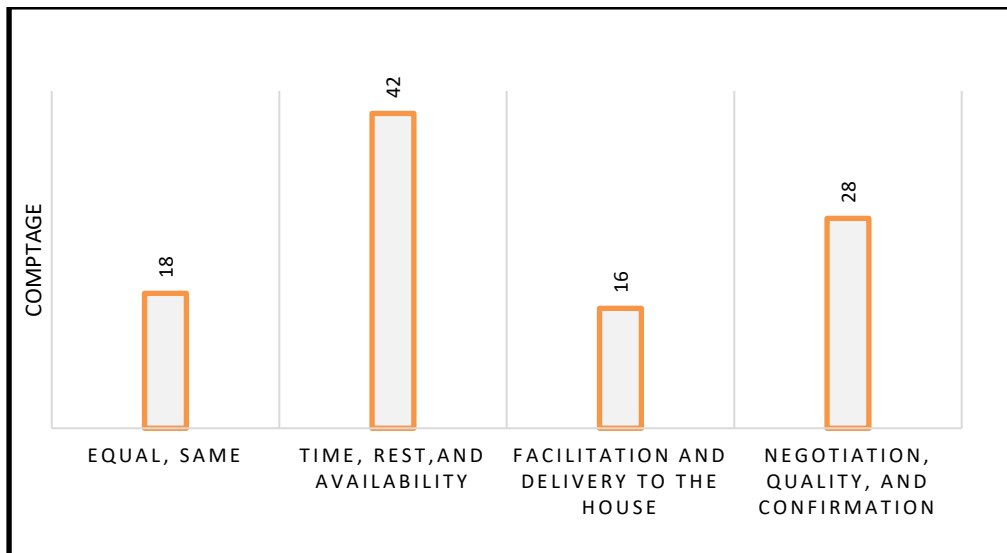
Source: developed by ourselves from the results of the analysis

The table 7 above show that just over half of the respondents are male with (82 people with a percentage of 78.8 %,) as for the difference between women and men it is slight. Women also constitute a significant part of the sample (22 people) with a percentage that is far from that of men, at 21.2%. We also note that 34.6% of respondents are in the 35 to 44 age group, and that 40.4% of respondents are the category of employees.

2.2 Descriptive analyzes:

The figure below show that the majority of our responds 55, 8% said that online shopping can sum up with some categories: Time, rest, availability, facilitation and delivery to the house .contrary, of the minority 26, 9 % responds we need to negotiate and confirm the quality of products in physical shopping and the rest said it's the same and equal with a percentage of 17, 3%.

Figure 9: the main difference between shopping in a physical store compared with shopping online



Source: by ourselves Excel output

In this chart we see two 02 main categories can express which are who preferred an online shopping and who chose a physical shopping 58 /104 N that agreed on online shopping vise-

a-versa 28 persons go with an offline shopping ,and the rest said it depends on the situation so they gave it 50/50% . So we result in the following table;

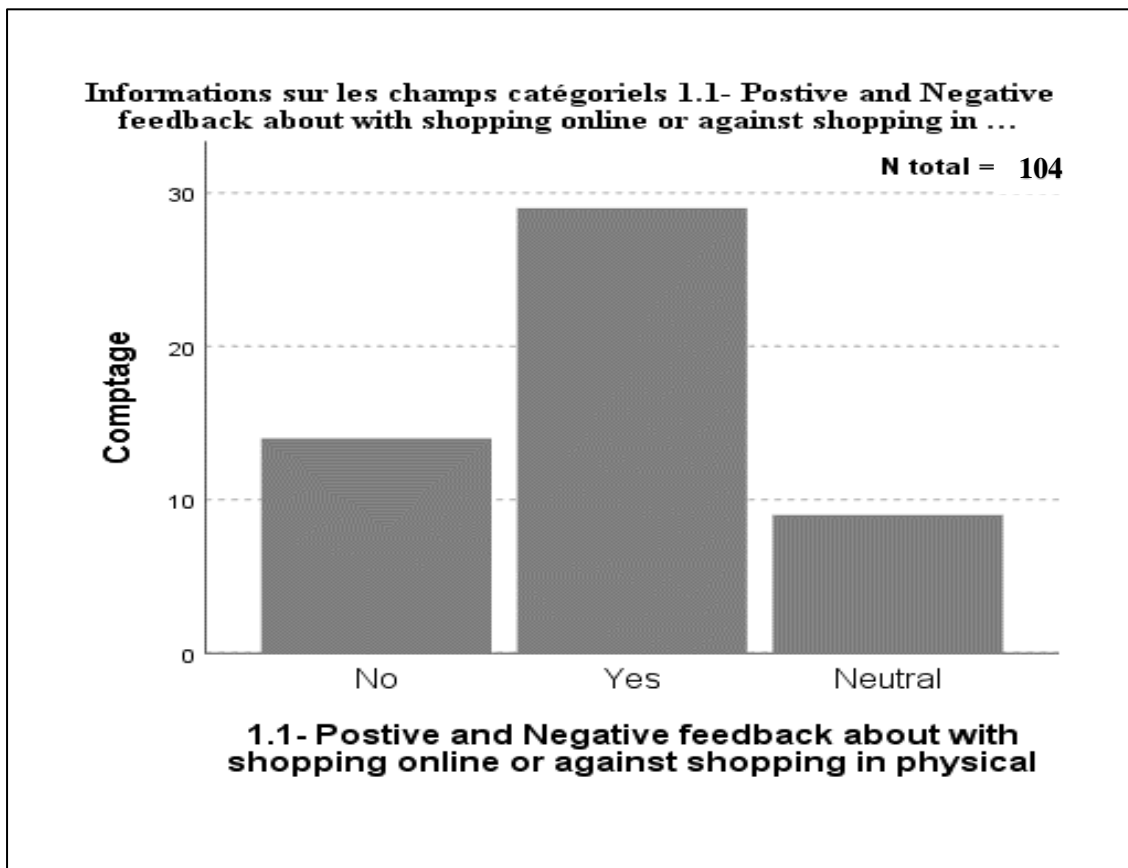
- **Positive, Negative, and Neutral Feedback about with shopping online or against shopping in physical**

Table 8: Positive, Negative, and Neutral Feedback

		Fréquence	Pourcentage
Valide	No	28	26,9
	Yes	58	55,8
	Neutral	18	17,3
	Total	104	100,0

Source: developed by ourselves from the results of the analysis

Figure 10: Positive, Negative, and Neutral Feedback



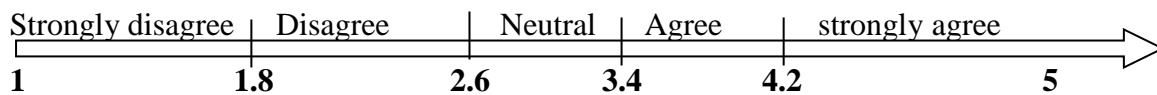
Source: SPSS output

We can deduce from the results of the table and figure the following: the vast majority of our sample (58 people, or 55.8%) are interested in making an online purchase (positive feedback) are with shopping online, knowing that we introduced the concept differently in our questionnaire so that all categories of people can understand it, however, only 28 questioned, or 26.6% answered no (Negative feedback) are against online shopping and they preferred a physical shopping. 18 people or 17.3% answered that it depends on situation they stayed Neutral means they chose both methods of purchase 50/50.

What we can conclude is that the host organization has an important source of information, they should focus on it.

• **Descriptive analysis of the scales used:**

At this step we will create a new variable for some constructs including items measured with a Likert scale, information provided, communication, and safety / security. On the Likert scale the answer is at least 1 (Strongly disagree) and is at most 5 (Strongly agree), we are based on the following evaluation of the means.



Then, we place each average obtained in the interval to which it approaches in order to be able to decide the evaluation.

• **Theme 01: Provided information (the customer service):**

Regarding to this theme it is composed of 4 items, we presented the descriptive statistics and calculated the average of the responses for each item then a general average for the axis of providing information

Table 9: descriptive statistics- mean highlighted

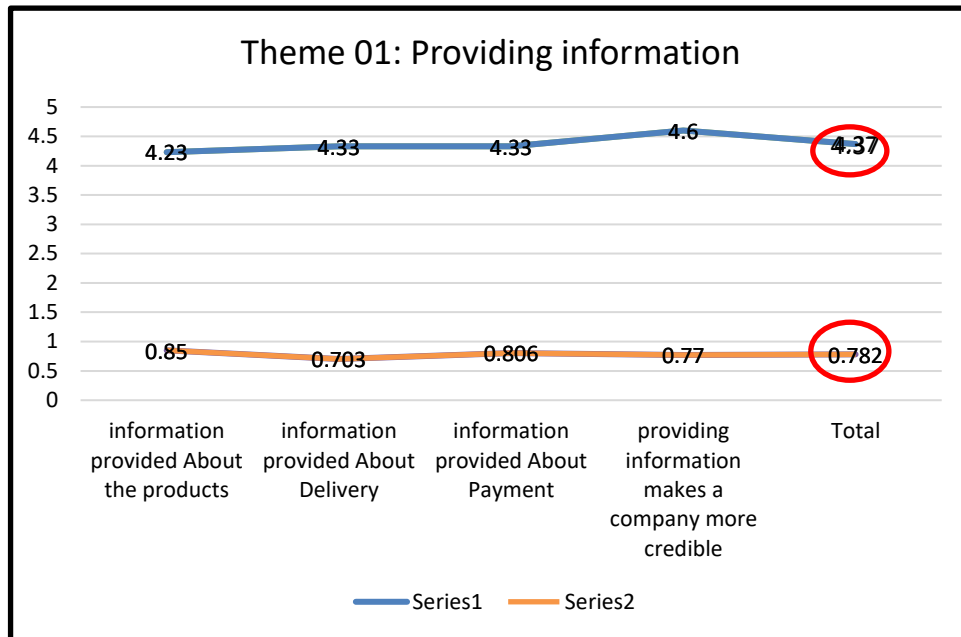
Theme 01	S.D	D	N	A	S.A	Mean	S.D	Evaluation
- On 1 to 5 do How do you feel about the information that is provided on the Barbaros's website / Ads enough information provided About the products?	1,9%	3,8%	3,8%	50%	40,4%	4,23	0,850	strongly agree
On 1 to 5 do How do you feel about the information that is provided on the Barbaros's website / Ads enough information provided About Delivery?	0%	3,8%	1,9%	51,9%	42,3%	4,33	0,703	strongly agree
-On 1 to 5 do How do you feel about the information that is provided on the Barbaros's website / Ads enough information provided About Payment?	1,9%	1,9%	3,8%	46,2%	46,2%	4,33	0,806	strongly agree
On 1 to 5 would you say that providing information makes a company more credible?	1,9%	0%	5,8%	21,2%	71,2%	4,60	0,770	strongly agree
Total						4,37	0,782	strongly agree

Source: developed by ourselves from the results of the analysis

In the first cell of the table we obtained the global average 4.37, and the next cell we got the standard deviation 4.782 the latter is in the fifth interval, so the rating for this average would be strongly agree.

And to illustrate its results with the following figure which represents;

Figure 11: Theme 01(Providing information)



Source: by ourselves Excel output

From the table and figure above we notice the differences in the means attributed by the respondents concerning the items, we find that it start with an evaluation strongly agree to the last average which refers to a perception of strongly agree on the information provided by the company.

•Theme 02: the value and the appreciation of clients within shopping (the customer service):

Regarding to this theme it is composed of 2 items, we presented the descriptive statistics and calculated the average of the responses for each item then a general average for the axis of the value and the appreciation of clients within shopping.

Table 10: descriptive statistics- mean highlighted

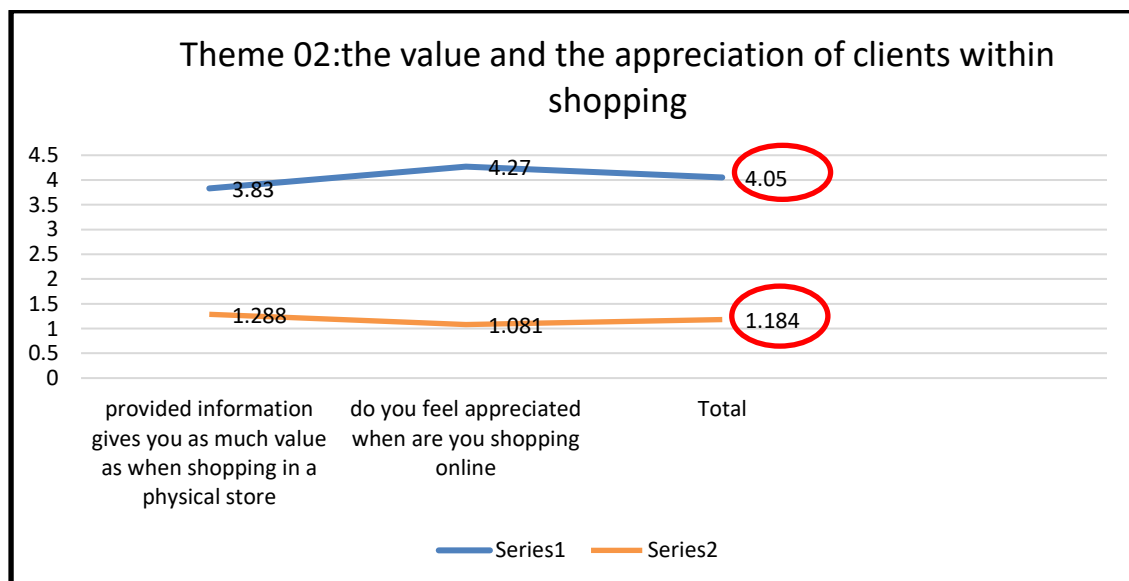
Theme 02	S.D	D	N	A	S.A	Mean	S.D	Evaluation
- On 1 to 5 do you feel like the provided information gives you as much value as when shopping in a physical store?	7.7%	9.6%	17.3%	23,1%	42,3%	3,83	1,288	agree
- On 1 to 5 do you feel appreciated when are you shopping online?	1.9%	0%	5,8%	21,2%	71,2%	4.27	1,081	strongly agree
Total						4.05	1.184	Agree

Source: developed by ourselves from the results of the analysis

In the first cell of the table we obtained the global average 4.05, and the next cell we got the standard deviation 1.184 the latter is in the fourth interval, so the rating for this average would be agree.

And to illustrate its results with the following figure which represents;

Figure 12: Theme 02(the value and the appreciation of clients within shopping)



Source: by ourselves Excel output

From the table and figure above we notice the differences in the means attributed by the respondents concerning the items, we find that it start with an evaluation of agree to the last average which refers to the same level of evaluation on the value and the appreciation of clients within shopping by the company.

•Theme 03: The security and safety (the customer service):

Regarding to this theme it is composed of 3 items, we presented the descriptive statistics and calculated the average of the responses for each item then a general average for the axis of security and safety.

Table 11: descriptive statistics- mean highlighted

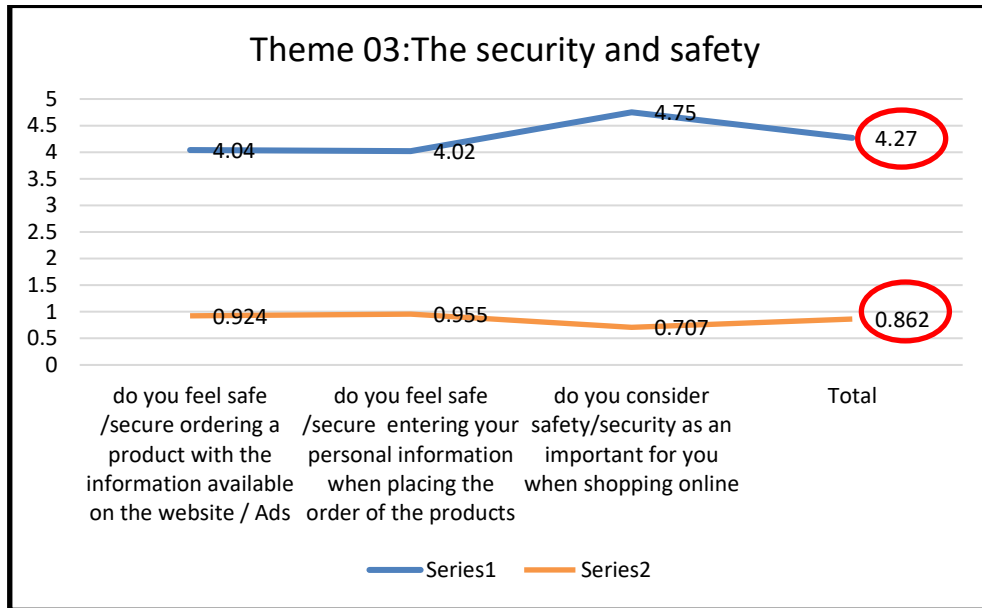
Theme 03	S.D	D	N	A	S.A	Mean	S.D	Evaluation
- On 1 to 5 do you feel safe /secure ordering a product with the information available on the website / Ads	3,8%	0%	17,3%	46,2%	32,7%	4,04	0,924	agree
- On 1 to 5 do you feel safe /secure entering your personal information when placing the order of the products	3,8%	1,9%	15,4%	46,2%	32,7%	4,02	0,955	agree
- On 1 to 5 do you consider safety/security as an important for you when shopping online?	1,9%	0%	3,8%	9,6%	84,6%	4,75	0,707	strongly important
Total						4.27	0.862	strongly agree

Source: developed by ourselves from the results of the analysis

In the first cell of the table we obtained the global average 4.27, and the next cell we got the standard deviation 0.862 the latter is in the fifth interval, so the rating for this average would be strongly agree.

And to illustrate its results with the following figure which represents;

Figure 13: Theme 03(the security and safety)



Source: by ourselves Excel output

From the table and figure above we notice the differences in the means attributed by the respondents concerning the items, we find that it start with an evaluation of agree to the last average which refers to the evaluation strongly agree on the security and safety by the company.

•Theme 04: Communication (Call center)

Regarding to this theme it is composed of 5 items, we presented the descriptive statistics and calculated the average of the responses for each item then a general average for the axis of communication.

Table 12: descriptive statistics- mean highlighted

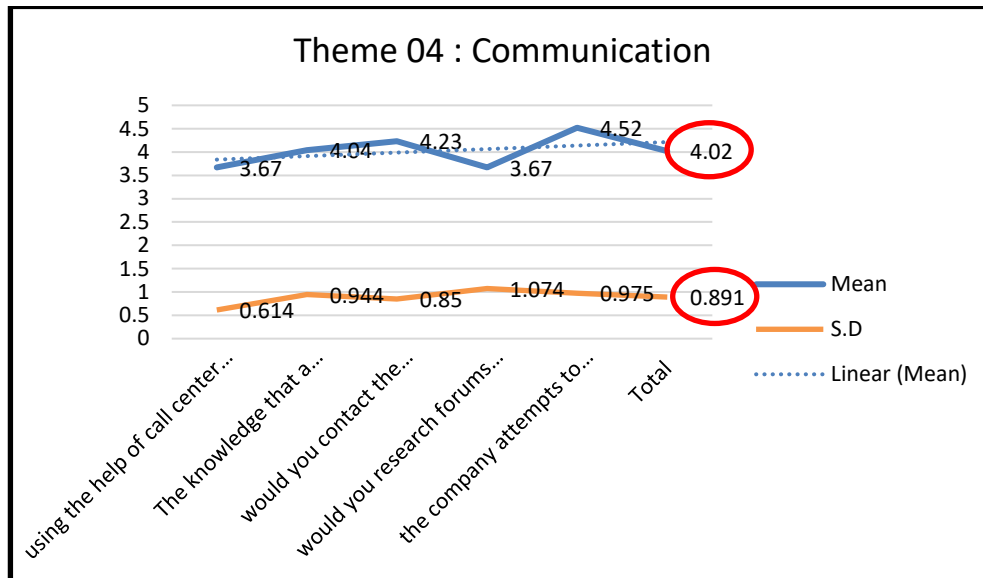
	S.D	D	N	A	S.A	Mean	S.D	Evaluation
- about using the help of call center (the personal shopper)	1,9%	1,9%	23,1%	73,1%	0%	3,67	0,614	Useful
-The knowledge that a salesman possesses is missing in the online environment as tool of helping?	1,9%	3,8%	19,2%	38,5%	36,5%	4,04	0,944	Useful
-would you contact the company through the provided communication tools (telephone social media)	1,9%	0%	15,4%	38,5%	44,2%	4,23	0,850	strongly agree
-would you research forums or other online sources?	5,8%	7,7%	21,2%	44,2%	21,2%	3,67	1,074	agree
- On 1 to 5 how do you feel about the company attempts to interact with you by SMS?	3,8%	1,9%	5,8%	15,4%	73,1%	4,52	0,975	Strongly useful
Total						4.02	0.891	Useful

Source: developed by ourselves from the results of the analysis

In the first cell of the table we obtained the global average 4.02, and the next cell we got the standard deviation 0.891 the latter is in the fourth interval, so the rating for this average would be useful.

And to illustrate its results with the following figure which represents;

Figure 14: Theme 04(Communication)



Source: by ourselves Excel output

From the table and figure above we notice the differences in the means attributed by the respondents concerning the items, we find that it start with an evaluation of agree to the last average which refers to an evaluation strongly agree on the communication of the company

-Global conclusion:

This construct made up of 4 axes;

From the tables we notice that the result of the general average of the overall satisfaction for customer service /call center is 4.18. This average value reflects the degree of consent "strongly agree". While the standard deviation 0.929, an index which confirms the consistency rate between all the individuals questioned The overall satisfaction of customer service /call center by the company was represented in (4) four axes each item has a global mean and a general standard deviation, in what follows we will mention and interpret the results estimated to be more important.

These results affirm that the followers of company Barbaros E-commerce and shopping are strongly agreed on the quality of the content and customer service /call center ,means; about services, products, and delivery.

2.4 Discriminant Analysis:

- ✓ Discriminant analysis is used to determine variables that distinguish two or more naturally occurring groups. Discriminant analysis can know which variables can be predicted.
- ✓ Discriminant analysis can be a descriptive technique. We are talking about discriminant factor analysis (or descriptive discriminant analysis) in this case. The goal is to propose a new representation system, that is, latent variables formed by linear combinations of predictor variables, which makes it possible to distinguish individual components as much as possible.
 - In order to start the discriminant analysis, we standardize the independent variables, to put all the variables in the same weight.

2.4.1 Interpretation of the result:

The results of the discriminant analysis are obtained from three analyzes, the first of which is the descriptive analysis which is represented in the form of 4 tables

-Descriptive analysis:

This table helps to demonstrate whether the sample is significant and whether there is missing data.

Table 13(1): Represents the observational analysis Calculate Summarize

Observations non pondérées		N	Pourcentage
Valide		86	82,7%
Exclus	Codes de groupes hors plage ou manquants	18	17,3
	Au moins une variable discriminante manquante	0	,0
	Codes de groupes hors plage ou manquants et au moins une variable discriminante manquante	0	,0
	Total	18	17,3
Total		104	100,0

Source: developed by ourselves from the results of the analysis

In our case we notice that the number of data is 104 people and that we have missing data, so our analysis will be done with 86 people of the sample. So there are 18 missing data, but that does not impact the meaning of our sample.

Table 2:

Table 14(2): Group statistics

- Positive and Negative feedback about with shopping online or against shopping in physical		Moyenne	Ecart type	N valide (liste)	
				Non pondérées	Pondérées
No	Information provided	4,0179	,61962	28	28,000
	Value of clients	3,3214	1,32787	28	28,000
	Security and safety	3,8333	1,03240	28	28,000
	communication	3,6143	,91559	28	28,000

We see that the respondents who are not satisfied with online shopping give more importance to certain criteria which are "Information provided" and "Security and safety" than the others, it is the same case for those who are satisfied, but in adding the criterion "communication, and gives less importance to" Value of clients "

1.1- Positive and Negative feedback about with shopping online or against shopping in physical		Moyenne	Ecart type	N valide (liste)	
				Non pondérées	Pondérées
Yes	Information provided	4,5517	,50166	58	58,000
	Value of clients	4,3103	,69350	58	58,000
	Security and safety	4,4368	,53787	58	58,000
	communication	4,2207	,48077	58	58,000

Source: developed by ourselves from the results of the analysis

So, we can deduce that the criteria "Information provided" and "Security and safety" are important for the satisfaction of online shopping users.

Table 3:

Table 15(3): Tests for equality of group means

	Lambda de Wilks	F	ddl1	ddl2	Sig
Information provided	,821	18,296	1	84	,000
Value of clients	,802	20,678	1	84	,000
Security and safety	,868	12,760	1	84	,001
communication	,838	16,289	1	84	,000

Source: developed by ourselves from the results of the analysis

We can notice that the sig in all the explanatory variables is less than 0.05, and this indicates the existence of a relationship between the starting variable "satisfaction of shopping online" and the explanatory variables,

So we conclude that the decision to shop online is influenced by the following variables: Information provided, Value of clients, Security and safety, and communication. This conclusion is supported by the F test and the significance.

Table 4:

Table 16(4): Combined intra-group matrices

		Information provided	Value of clients	Security and safety	communication
Corrélation	Information provided	1,000	,317	,601	,552
	Value of clients	,317	1,000	,606	,619
	Security and safety	,601	,606	1,000	,787
	communication	,552	,619	,787	1,000

Source: developed by ourselves from the results of the analysis

We see that there is an average relationship between the variables: Value of clients and communication. Also a strong correlation between Security and safety communication

We also note that there is a weak correlation between the "Information provided" and "Value of clients" modalities, and also between "Security and safety" and "communication".

-The second part of the discriminant analysis:

This part consists of 6 tables, we can conclude the discriminant function from the data, since the first table;

Table 01:

Table 17(1): Eigenvalues

Fonction	Valeur propre	%de la variance	% cumulé	Corrélation canonique
1	,363a	100,0	100,0	,516

The first 1 canonical discriminant functions were used for the analysis.

Source: developed by ourselves from the results of the analysis

There is a medium relation with the variables to be explained (0.516).

Table 02:

Table 18(2): Wilks' Lambda test

Test de la ou des fonctions	Lambda de Wilks	Khi-carré	ddl	Sig.
1	,734	25,400	4	,000

Source: developed by ourselves from the results of the analysis

Wilks' Lambda test takes a value between 0 and 1 when the test result approaches 0, this shows the existence of a strong relationship between all the groups of the variable to be explained and the explanatory variables

In our box, we notice that the Wilks Lambda test has a significant value. Then there is a

relation between all the groups of explanatory variables and to be explained.

Table 4: Structure matrix

Coefficients of standardized canonical discriminant functions.

Table 19(4): Structure matrix

	Fonction 1
Information provided	,823
Value of clients	,774
Security and safety	,731
communication	,647

Source: developed by ourselves from the results of the analysis

Combined intragroup correlations between discriminant variables and variables of standardized canonical functions are ordered by the absolute size of the correlations within the function.

-In our case, we notice that there is a strong relationship between the starting variable and the « **Information provided, Value of clients, and Security and safety** ».

-An average relationship between the starting variable and the « **communication** »

Table 5:

Table 20(5): Table of the coefficients of the discriminant function

	Fonction 1
Information provided	1,162
Value of clients	,724
Security and safety	-,409
communication	,298
(Constante)	-7,443

Source: developed by ourselves from the results of the analysis

Unstandardized coefficients

We can write it in the following form:

SB = 0+ (1,162) Information provided – (, 724) Value of clients - (-, 409) Security and safety - (, 298) communication

Table 6:

Table 21(6): Table of Functions at centroids group

Positive and Negative feedback about with shopping online or against shopping in physical	Fonction 1
No	-,857
Yes	,414

Source: developed by ourselves from the results of the analysis

Non standardized canonical discriminant functions evaluated at group means

- In our case and after, we get a positive value which approaches 0.414 for the users who are satisfied with shopping online, and another negative value of -0.857 for those who are not satisfied with shopping online.

-The third part of the discriminant analysis (Ranking statistics):

This part consists of three tables because the 1st Table shows the values that were deleted during the test.

Table 1:

Table 22(1): Ranking statistics

Summary of the classification procedure		
Traitées		104
Exclues	Codes de groupes hors plage ou manquants	0
	Au moins une variable discriminante manquante	0
Utilisées dans la sortie		104

Source: developed by ourselves from the results of the analysis

According to the table above, we notice that all the values have been taken.

Table 2:

Table 23(2): Prior probabilities for groups

Positive and Negative feedback about with shopping online or against shopping in physical	Probabilités à priori	Observations utilisées dans l'analyse	
		Non pondérées	Pondérées
No	,500	28	28,000
Yes	,500	58	58,000
Total	1,000	86	86,000

Source: developed by ourselves from the results of the analysis

Table of probabilities of groups divided in a similar way; the first group is people who want to shop physical "no" against people who want to shop in online "yes".

Table 3: Ranking results^{a, c}

These results indicate the degree of stability and credibility of the model.

Table 24(3): Ranking results^{a, c}

		Positive and Negative feedback about with shopping online or against shopping in physical	Appurtenance au groupe prevu		Total
			Yes	No	
original	Effectif	No	18	10	28
		Yes	14	44	58
		Observation non regroupées	4	14	18
%		No	64,3	35,7	100,0
		Yes	24,1	75,9	100,0
		Observation non regroupées	22,2	77,8	100,0
Valide – croise b	Effectif	No	16	12	28
		Yes	14	44	58
	%	No	57,1	42,9	100,0
		Yes	24,1	75,9	100,0

Source: developed by ourselves from the results of the analysis

a- **72,1%** of original grouped cases correctly classified.

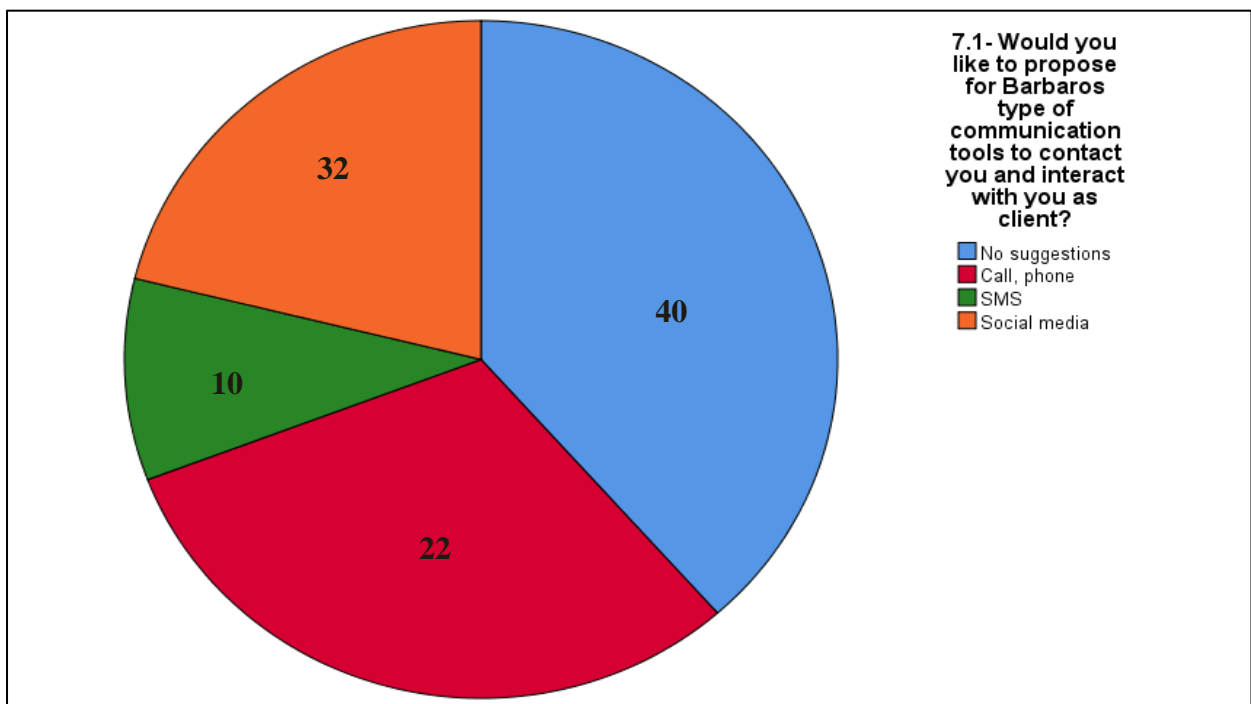
b- Cross validation is done only for those cases in the analysis. In cross validation, each case is classified by the functions derived from all cases other than that case.

c- **69,8 %** of cross- validated grouped cases correctly classified.

-The results obtained can be read either on the table or below it;

-In our case, we note that the validity of the model after reanalysis and confirmation (the value to be relied on) is 69, 8 %, indicating that the model is strongly credible and reliable in determining the trends of the rest of the population studied.

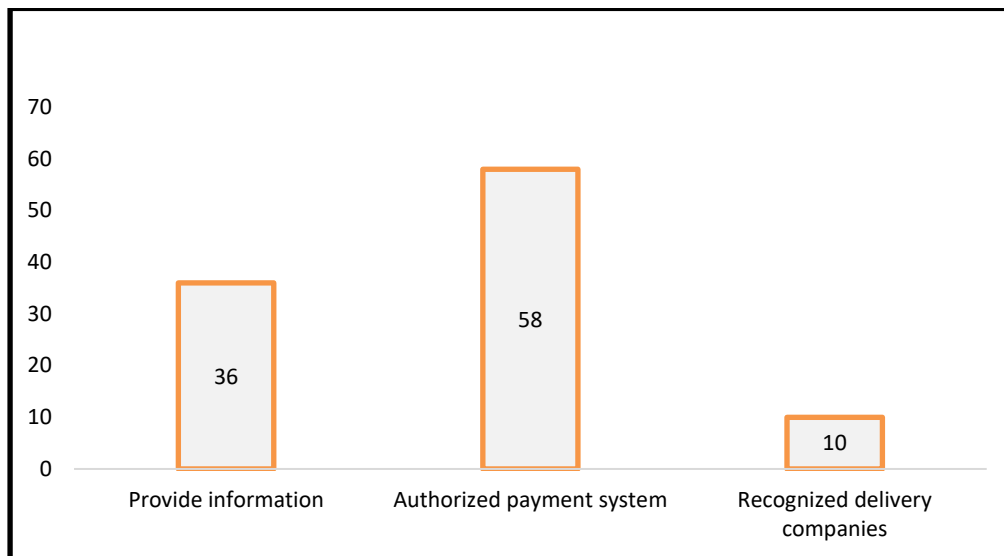
Figure 15: Proposition of interaction tool by clients



Source: by ourselves SPSS output

The results shown in the previous figure reveal; that 62 respondents of Barbaros customers want to keep in touch with them as the company already used to contact them under “No suggestion”, mixed with the category of call phone. , followed by 32 respondents who said they want to get attached with them by social media, and finally 10 customers want an SMS.

Figure 16: Make the clients feel safe



Source: by ourselves SPSS output

The results shown in the figure above that to make the clients feel safe we need to provide them more details about authorized payment system and more information about the whole service and products as it shown in the chart.

2. Discussion of the results Quantitative:

To carry out this discussion, we have decided to repeat the results in the same order as the previous point (search results). So, first, we already discuss the qualitative results obtained with the observation and the interview guide, then will follow the quantitative results obtained with the questionnaires.

According to our quantitative analysis, the activities that the company provides for the customers that can be categorized in the provider sphere are;

Product Descriptions, Payment systems, Partnerships, SMS, as well as half-price Delivery, Fast Delivery, Delivery Tracking, and Free Returns. These activities can all be characterized as a facilitator of value since they all potentially can provide value for the customer through indirect interaction.

This is a service that, the customer can enjoy when he realizes the potential value in it, either during the purchase or if he wants to retract the purchase.

Throughout the survey, the subjects discussed several activities, which the company provides, that they felt were value-adding for them during the purchasing process. Barbaros has implemented a lot of activities in order to try and establish a relationship with their customers, in order to retain customers for a longer period of time.

Due to the lack of F2F interactions, online businesses face the great challenge of providing the customer the best possible service. In order to establish and maintain relationships with the customers, the company has to provide highly functional services that can replace human expertise and versatility.

The majority of the answers felt that the lack of F2F interaction with a salesperson was not that big of a problem since answers to most of their questions are usually provided on the information page of Barbaros and a phone call to the company is sufficient enough to fill the void of a physical salesperson.

Only in the joint field, the value co-creation between the company and the customer is possible. Co-creation only occurs when two or more parties interact. In the joint field, the customer is the main entity in the value creation process. A service that Barbaros has been implemented, and that is being used by the

A call center is a tool where the company has the possibility to influence the Value Creation process for the customer, by engaging in the Co-Creation of Value. The customer initiates the interaction with the company, by using the service and getting the possibility to utilize company expertise.

By providing his requirements, and then inviting the company for recommendations that fits his unique needs, the customer controls the experiential Value Creation process. This service can be placed in the joint sphere of Value Creation since there is a direct interaction between the customer and the company.

In addition, this is an opportunity for the company to be invited by customers into the joint field, where they have the opportunity to interact with the customer's value creation process, there by increasing or decreasing the total perceived value of the customer experience.

Call centers and customer service are both tools provided by companies, where they have the potential to influence customers and the value creation of their experience.

For Co-Creation of value to exist, there are certain criterions that need to be fulfilled. After the result obtained, we deduce that we achieved our objective after we made the hypothesis from the qualitative study to test it in this next research. We can say that we fulfilled our point by achieving Co-creation in online setting.

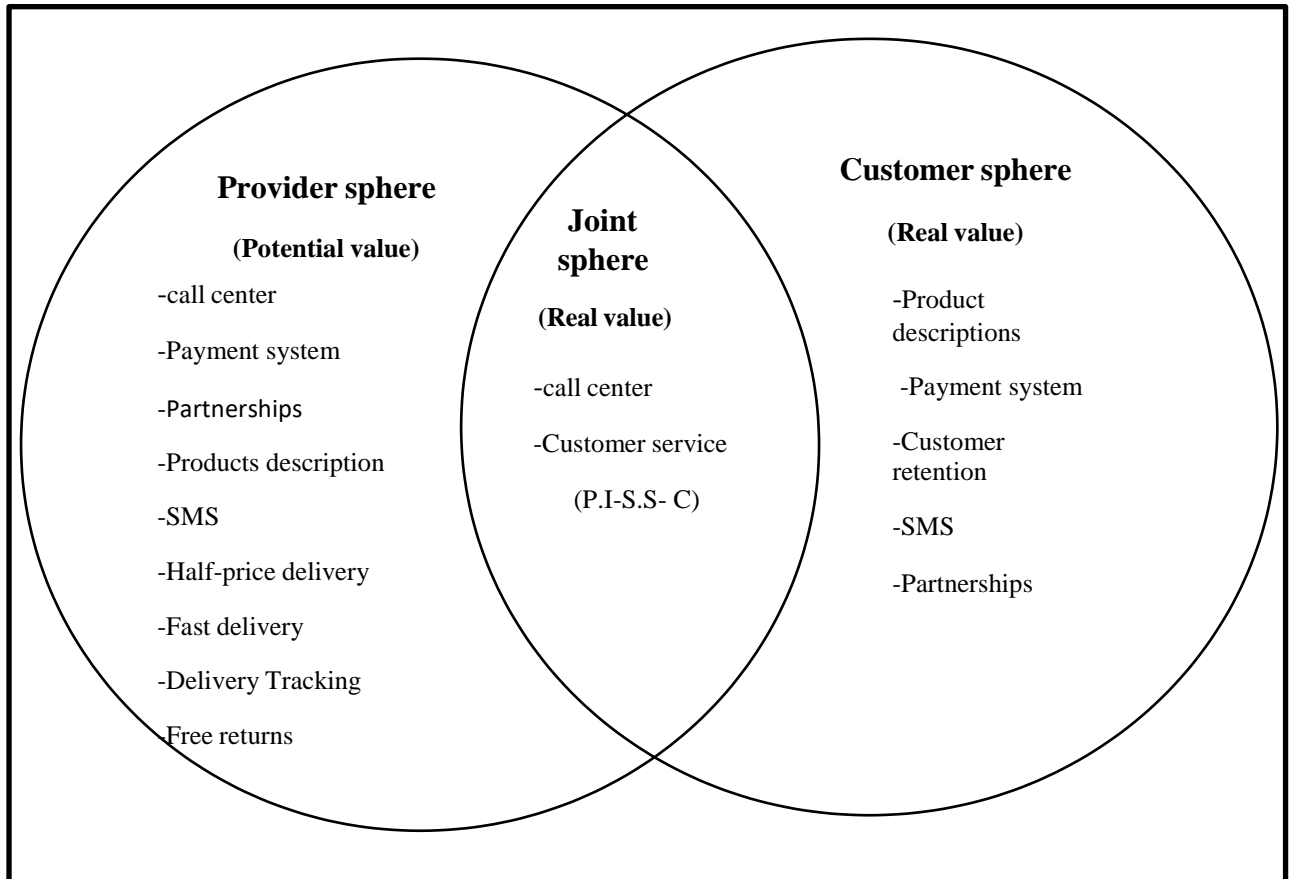
- **Validation of hypotheses:** at this stage, we can finally validate our hypotheses

Table 25: Summary table of hypothesis tests

➤ H1: Does the customer service (information provided), performed by Barbaros can get them invited to the joint sphere by the customer?
validated
➤ H1.1: Does the call center (communication) performed by Barbaros can get them invited to the joint sphere by the customer?
validated
➤ H1.2: Does the security and safety, performed by Barbaros can get them invited to the joint sphere by the customer?
validated
➤ H2: Does all the necessary requirements for Value Co-Creation is met, and Barbaros E-commerce and Shopping succeeds with Co-Creation of Value online setting?
validated
➤ H3: Does these three activities could replace the F2F interactions that a customer gets in a physical store?
validated
➤ H4: Did the company built a maintain stronger relationships with their customers by increasing their experienced Value?
Partially validated

Source: developed by ourselves from the results of the analysis

Figure 17. Value Creation Sphere Model for Barbaros E-commerce and shopping
After a quantitative study



Source: developed by ourselves from the results of the analysis

Conclusion

Conclusion:

In this section, we are going to present the answers of the research questions. The results presented in the previous sections are also concluded.

The purpose of this research is to investigate value co-creation in the online environment, and further study whether value co-creation can be used to maintain customer relationships in the online environment. Use case studies to collect empirical data and conduct an in-depth analysis of Barbaros' e-commerce and shopping marketing plans and their value creation activities. A hybrid approach was then used to examine how Barbaros' customers experience these activities.

The first research question is to study through the value creation domain model. Barbaros' marketing plan and value creation activities are implemented into the sphere model in order to find the possibilities and ways of value co-creation. Then, by explaining the answers to the interview, we can understand which activities carried out by the company ultimately become the joint field of value creation. In order to create value together, certain standards need to be met. There needs to be some kind of direct interaction between the customer and the company. The co-creation of value is always initiated by the customer, and the customer evaluates the potential value or expected value he hopes to obtain from the activity or service. In addition, the interaction between the service provider and the customer may have a positive or negative impact on the customer's value creation process.

When interpreting and analyzing the empirical results, it is clear that there are two services, Barbaros e-commerce offering, that meet these standards. Consultants (call centers) and customer service performed by Barbaros allow them to be invited by customers to the joint field. The overall response from interviews and surveys shows that both activities can replace F2F interactions with customers in physical stores. F2F interaction has previously been explained as a direct interaction. Therefore, the author believes that in this specific case, all necessary requirements for value co-creation have been met, and Barbaros online co-creation

of value has been successful.

In these two activities, value is co-created through direct interaction, and the company may further influence the customer's value creation process. These findings show an example of how to co-create value in an online environment. In addition, as shown in Figure 7, the remaining activities that Barbaros participates in will eventually enter the provider field or the customer field of value creation. If direct interaction elements are implemented, these activities may eventually enter the joint field. If Barbaros' management implements the possibility of direct interaction in these activities, they can gain more opportunities to influence customer value creation.

As found in the literature, the factors that influence the customer's decision to maintain a relationship with the company are security, credibility, and security. These factors, combined with the positive value co-creation of the company's products and services, strengthened the relationship between the company and its customers, as can be seen from the response of the interview. In addition, one of the pillars of relationship marketing is that the company pays more attention to and strives to create added value for customers, which can be achieved through high-quality interaction. Barbaros provides many services that allow interaction to occur, and these services can be of high quality. It can be seen from the analysis that Barbaros provides services and really strives to make customers feel safe and secure and to build credibility on the site. Customers value the company's focus on reducing sacrifices and increasing customer benefits, such as the transparency of website information and the provision of company expertise. By focusing on being invited into the joint field of value creation, companies have the potential to influence value creation and build and maintain stronger relationships with customers by increasing the value of their experience.

1. Discussion and Future Research

. Theoretical significance

The main task of this research is to contribute to the theory of value co-creation, but we also hope that it will be helpful to Barbaros e-commerce and shopping and other similar companies. The survey and interview results show that if the client allows, the company can enter the joint field of value creation. These companies may directly affect the value creation

of customers. Since the direct interaction between customers and companies in the online environment is very limited, senior managers of e-commerce companies must consider this. In addition, many services and activities provided by the company eventually enter the field of value creation providers and customers, which means that they will only create potential value for customers. This means that only customers who actually use them can enjoy the value created by these services.

. Management significance

The survey and interview results show that company management needs to understand the customer's value creation process. In addition, they need to understand where and how they can influence the process, and where they might be invited by customers to participate in value co-creation. It is important to work systematically with customers and understand how and why they use the tools provided by the website. In addition, the interaction between the company and its customers may have a positive or negative impact. Therefore, it is very important for companies to use their expertise and minimize the possibility of a negative impact on value creation. These new insights will provide managers of e-commerce companies with knowledge on how to further influence relationships with customers.

. Obstacles we faced it

In the course of the research, I encountered the limitations of this research. Most restrictions are caused by a limited time span of three months.

For this paper. Considering the limited time, a sample size of 104 and 10 for interview insiders and 1 company was used to collect empirical data. Further, structured interview and the survey is conducted to understand the larger context of the customer experience. However, because people have different expectations and standards on how to create value when shopping online, more information providers and more companies can be used to increase the credibility and reliability of the results and generate broader conclusions.

At the beginning of this research, we were quite a lack of resources and experience in this type of research. The process of learning all the various concepts used in conducting this type of research took a lot of time, which could have been used for further development of the research. As a result of this research, we have greatly increased their understanding of

academic research.

4. Future Research

As presented in the previous paragraph, the study has some limitations. However, we are confident that the analysis and conclusions of the empirical data are accurate and can act as a basis for further research. Furthermore, we are confident that the analysis and conclusions can be used to influence companies that operate in the same sector that Barbaros.

Some recommendations: for further research are; using companies dealing with other products or services, as well as companies operating on a global scale. The study was conducted with an Algerian company, and the people that were interviewed and questioned were all Algerians. To further enhance the study, there could be companies and informants with other nationalities to collect the empirical data. By doing this, one can find out if the Value Creation differs across cultures. Further, by analyzing different industries, findings can be presented regarding Value Creation for different types of products.

If the research on "value co-creation" in recent years is to be classified by subject, the following items should be mentioned:

1. Co-creation based on the voice of customers received
2. Meet expectations
3. Cost function model of joint production
4. Supply chain and value chain management related disciplines
5. Cross-functional process
6. Affectivity of marketing strategies plan and operational efficiency
7. Value measurement in the process of co-creation.

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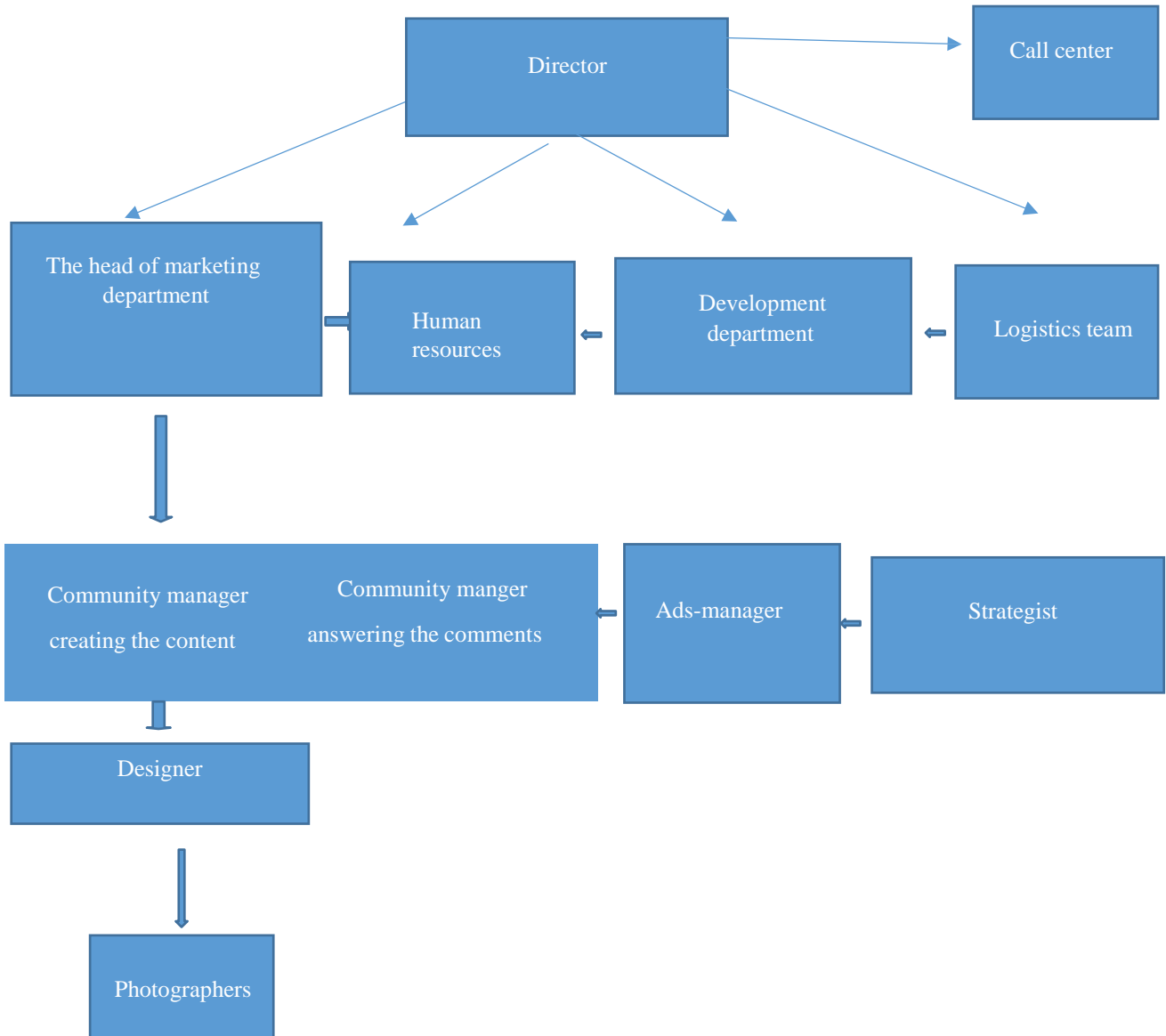
Web sites:

- <https://www.the-future-of-commerce.com/2020/01/19/what-is-e-commerce-definition-examples/>
- <https://www.investopedia.com/terms/e/ecommerce.asp>
- <https://en.wikipedia.org/wiki/E-commerce>
- <https://www.definitions-marketing.com/definition/co-creation-marketing/>

Annexs

Annex (A)

Figure 18: the company organization chart



Source: internal company document

Annex (B)

Structured interview:

<u>Sections</u>	<u>Questions</u>
introduction	Hello sir, thank you for giving me time for this interview. You will be interviewed as a client of the Barbaros Company.
Information Provided	<p>1. Would you say that the provided information increases your overall satisfaction?</p> <ul style="list-style-type: none"> - Yes. - No. <p>2. How do you feel about the information that is provided on the Barbaros website/Ads?</p> <ul style="list-style-type: none"> a. Do you like there is enough information provided about Products? 90, 101, 106, 89, 43.56.? b. Do you like there is enough information provided about Delivery? c. Do you like there is enough information provided about payment system? <p>3. Would you say that Barbaros is a credible web shop?</p> <ul style="list-style-type: none"> a. Why?
Value and appreciation of clients shopping online	<p>3. Do you feel like the provided information gives you as much value as when shopping in a physical store?</p> <p>4. Do you feel appreciated when shopping from US (online)?</p>
Customer service and communication	<p>5. How do you feel about “THE CALL CENTER?”</p> <ul style="list-style-type: none"> a. What do you think about it? <p>6. Do you think that the delivery is good or did you had a problem with the delivery guy?</p> <ul style="list-style-type: none"> a. If you have any questions that might need answering. <p>7. Has the company ever tried to contact you directly through some type of communication tools?</p> <ul style="list-style-type: none"> a. If yes, was this of value to you? b. Do you feel that this is something that the company should do?

	<p>8. How do you feel about the company attempts to interact with yo a.By i.e. SMS?</p> <p>b.Do you think that the company can develop their ability to interact withyou?</p>
<p>Safety and security</p>	<p>9. Do you consider safety/security as an issue when shopping online?</p> <p>a. How?</p> <p>b.Do you feel safe ordering a product with the information available on thewebsite/Ads?</p> <p>c.Do you feel safe/secure entering your personal information when placingthe order of the product/s?</p> <p>d. Is it important for you to feel safe when shopping online?</p>
<p>conclusion</p>	<ul style="list-style-type: none"> • Do you have anything else to add • Do you think there are any points that we did not cover in this interview? <p>Thank you for your time. Sir</p>

Source: by our selves

Annex (C)

The survey: English Version

Hello, as part of the preparation of an end-of-study project, we are carrying out a survey on the participation of the Co-creation in the development of electronic commerce in Algeria; we kindly ask you to give us a few minutes of your time to answer this questionnaire; your answers will be processed for academic use, we guarantee you total confidentiality.

Thank you in advance for your contribution.

1. What do you think is the main difference between shopping in a physical store compared with shopping online?

a- Would you say that the provided information increases your overall satisfaction?

- Yes
- No

2- How do you feel about the information that is provided on the Barbaros's website / Ads;

a- On 1 to 5 do you feel like there is enough information provided?

	Strongly disagree	disagree	Neutral	Agree	Strongly agree
Do you feel like there is enough information provided About the products					
Do you feel like there is enough information provided About Delivery					
Do you feel like there is enough information provided About Payment?					

b-On 1 to 5 would you say that providing information makes a company more Credible

Strongly disagree	disagree	Neutral	agree	Strongly agree

On 1 to 5 do you feel appreciated when are you shopping online?

Strongly disagree	disagree	Neutral	agree	Strongly agree

4-On 1 to 5 do you feel like the provided information gives you as much value as when shopping in a physical store?

Strongly disagree	disagree	Neutral	agree	Strongly agree

a- On 1 to 5 do you feel safe /secure ordering a product with the information available on thewebsite / Ads and entering your personal information?

	Strongly disagree	disagree	Neutral	agree	Strongly agree
do you feel safe ordering aproduct with theinformation available on the website / Ads					
do you feelsafe/secure entering your personal information whenplacing the order of the products					

b-On 1 to 5 do you consider safety/security as an important for you when shopping online?

Strongly unimportant	unimportant	Neutral	important	Strongly important

c-What can the company do to make you feel safe?

- Provide information
- Authorized payment system
- Recognized delivery companies

5-On 1 to 5 how do you feel about using the help of call center (the advisers), about the knowledge that a salesman possesses is missing in the online environment as tool of helping?

	Strongly useless	useless	Neutral	useful	Strongly useful
about using the help of call center (the personal shopper					
The knowledge that a salesman possesses is missing in the online environment as tool of helping?					

6-On 1 to 5 how do you find the information if it's not provided on the website/Ads?

	Strongly disagree	disagree	Neutral	agree	Strongly agree
would you contact the company through the provided communication tools					

Would you research forums or other online sources?					
--	--	--	--	--	--

7-On 1 to 5 how do you feel about the company attempts to interact with you by SMS?

Strongly useless	useless	Neutral	useful	Strongly useful

8-Would you like to propose for Barbaros type of communication tools to contact you and interact with you as client?

Data sheet:

2- Are you?

- Man
- Woman

3- What is your age group?

- Between 18 and 24
- Between 25 and 34
- Between 35 and 44
- Between 45 and 54
- Between 55 and 64
- 65 years and over

4- What is your socioprofessional category?

- Employed
- Student
- Worker
- Senior executives and liberal professions
- Retired
- Merchant, independents and craftsmen
-

Annex (C)

The Survey: French Version

Bonjour, dans le cadre de la préparation d'un projet de fin d'étude, nous effectuons une enquête sur la participation de la Co-création en le développement de commerce électronique en Algérie ; Nous vous prions de bien vouloir nous accorder quelques minutes de votre temps pour répondre à ce questionnaire; Vos réponses seront remplacées à l'usage académique, nous vous garantissons une totale confidentialité.

Merci d'avance pour votre contribution.

1. Selon vous, quelle est la principale différence entre les achats dans un magasin physique et les achats en ligne ?

a- Diriez-vous que les informations fournies augmentent votre satisfaction globale ?

- Oui
- Non

2- Que pensez-vous des informations qui sont fournies sur le site Site Web / annonces de Barbaros?

a- Sur 1 à 5, pensez-vous qu'il y a suffisamment d'informations fournies ?

	Pas du tout d'accord	pas d'accord	Neutre	d'accord	Tout à fait d'accord
Est-ce que vous vous sentez comme il y a assez d'informations fournies sur les produits					
Pensez-vous qu'il y a suffisamment d'informations fournies sur la livraison					
Pensez-vous qu'il y a suffisamment d'informations fournies sur le paiement ?					

b- Sur 1 à 5, diriez-vous que fournir l'information rend une entreprise plus crédible ?

Pas du tout d'accord	pas d'accord	Neutre	d'accord	Tout à fait d'accord

3- Sur 1 à 5, vous sentez-vous apprécié lorsque vous faites vos achats en ligne ?

Pas du tout d'accord	pas d'accord	Neutre	d'accord	Tout à fait d'accord

4- Sur 1 à 5, avez-vous l'impression que les informations fournies vous donnent autant de valeur que lors de vos achats dans un magasin physique ?

Pas du tout d'accord	pas d'accord	Neutre	d'accord	Tout à fait d'accord

a- De 1 à 5, vous sentez-vous en sécurité en commandant un produit avec les informations disponibles sur le site Web / les annonces et en saisissant vos informations personnelles ?

	Pas du tout d'accord	pas d'accord	Neutre	d'accord	Tout à fait d'accord
vous sentez-vous en sécurité en commandant un produit avec les informations disponibles sur le site Web / les annonces					
vous sentez-vous en sécurité lors de la saisie de vos informations personnelles lors de la commande des produits					

b-Sur 1 à 5, considérez-vous que la sécurité/sécurité est importante pour vous lors de vos achats en ligne ?

Fortement pas importante	pas importante	Neutre	importante	importante

c-Que peut faire l'entreprise pour que vous vous sentiez en sécurité ?

Fournir des informations

Système de paiement autorisé

Entreprises de livraison reconnues

5-sur 1 à 5, que pensez-vous de l'utilisation de l'aide du centre d'appels (le conseiller) et sur les connaissances qu'un vendeur possède qui manquent dans l'environnement en ligne comme outil d'aide ?

	Fortement inutile	inutile	Neutre	utile	Fortement utile
sur l'utilisation de l'aide du centre d'appels (The advicer)					
Les connaissances qu'un vendeur possède sont manquantes dans l'environnement en ligne comme outil d'aide ?					

6-Sur 1 à 5 comment trouvez-vous l'information si elle n'est pas fournie sur le site/Ads ?

	Pas du tout d'accord	pas d'accord	Neutre	d'accord	Tout à fait d'accord
contacteriez-vous l'entreprise via les outils de communication fournis					
ferez-vous des recherches sur des forums ou d'autres sources en ligne ?					

7-Sur 1 à 5 que pensez-vous des tentatives de l'entreprise d'interagir avec vous par SMS ?

Fortement inutile	inutile	Neutre	utile	Fortement utile

8-Souhaitez-vous proposer à Barbaros des outils de communication de type pour vous contacter et interagir avec vous en tant que client ?

Fiche signalétique

9-Êtes-vous?

- Homme

- Femme

10-Quelle est votre tranche d'âge ?

- Entre 18 et 24 ans

- Entre 25 et 34 ans

- Entre 35 et 44 ans

- Entre 45 et 54 ans
- Entre 55 et 64 ans
- 65 ans et plus

11- Quelle est votre catégorie socioprofessionnelle ?

- Employé
- Étudiant
- Ouvrier
- Cadres supérieurs et professions libérales
- Retraite
- Commerçants, indépendants et artisans
- Autres

Annex (C)

The survey: Arabic Version

الاستبيان:

مرحباً ، كجزء من التحضير لمشروع نهاية الدراسة ، نقوم بإجراء دراسة استقصائية حول مشاركة الإبداع المشترك في تطوير التجارة الإلكترونية في الجزائر ؛ نطلب منك التفضل بإعطائنا بضع دقائق من وقتك للإجابة على هذا الاستبيان ؛ سنتم معالجة إجاباتك للاستخدام الأكاديمي ، ونضمن لك السرية التامة. شكرا لكم مقدما على مساهمتك.

1- ما هو برأيك الفرق الرئيسي بين التسوق في متجر فعلي مقارنة بالتسوق عبر الإنترنت؟
- هل تقول أن المعلومات المقدمة تزيد من رضاك العام؟

- نعم
- لا

2- ما هو شعورك حيال المعلومات التي يتم توفيرها على موقع / إعلانات بربروس؟

1 - من 1 إلى 5 هل تشعر أن هناك معلومات كافية متوفرة؟

موافق بشدة	موافق	محايد	لا أوافق	لا أوافق بشدة	
					هل تشعر أن هناك معلومات كافية مقدمة حول المنتجات

					هل تشعر أن هناك معلومات كافية مقدمة حول التوصيل
					هل تشعر أن هناك معلومات كافية مقدمة حول الدفع؟

ب- من 1 إلى 5 هل تقول أن تقديم المعلومات يجعل الشركة أكثر مصداقية؟

موافق بشدة	موافق	محايد	لا أوافق	لا أوافق بشدة

3- من 1 إلى 5 هل تشعر بالتقدير عند التسوق عبر الإنترنت؟

موافق بشدة	موافق	محايد	لا أوافق	لا أوافق بشدة

4- من 1 إلى 5 هل تشعر أن المعلومات المقدمة تمنحك نفس القيمة التي تحصل عليها عند التسوق في متجر فعلي؟

موافق بشدة	موافق	محايد	لا أوافق	لا أوافق بشدة

أ- من 1 إلى 5 ، هل تشعر بالأمان / السلامة عند طلب منتج بالمعلومات المتوفرة على موقع الويب / الإعلانات وإدخال معلوماتك الشخصية؟

موافق بشدة	موافق	محايد	لا أوافق	لا أوافق بشدة	
					هل تشعر بالأمان عند طلب منتج بالمعلومات المتوفرة

					على الموقع / الإعلانات
					هل تشعر بالأمان / الأمان عند إدخال معلوماتك الشخصية عند تقديم طلب المنتجات

ب - من 1 إلى 5 ، هل تعتبر السلامة / الأمن عاملاً مهمًا بالنسبة لك عند التسوق عبر الإنترنت؟

غير مهم بشدة	غير مهم	محايد	مهم	مهم للغاية

ج. ما الذي يمكن أن تفعله الشركة لتجعلك تشعر بالأمان؟

- تقديم المعلومات
 نظام الدفع المصرح به
 شركات التوصيل المعترف بها

5- من 1 إلى 5 ما هو شعورك حيال استخدام مساعدة مركز الاتصال (الناصح) وحول المعرفة التي يمتلكها مندوب المبيعات مفقودة في بيئة الإنترنت كأداة للمساعدة؟

	عديم الفائدة بقوة	عديم الفائدة	محايد	مفيد	مفيد للغاية

6- من 1 إلى 5 كيف تجد المعلومات إذا لم يتم توفيرها على موقع الويب؟

	لا أوافق بشدة	لا أوافق	محايد	موافق	موافق بشدة

					هل تبحث في المنتديات أو المصادر الأخرى عبر الإنترنت؟
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7- من 1-5 ، ما هو شعورك حيال محاولات الشركة للتفاعل معك عن طريق الرسائل القصيرة SMS؟

مفيد للغاية	مفيد	محايد	عديم الفائدة	عديم الفائدة بقوة

أ- هل ترغب في اقتراح نوع من أدوات الاتصال لـ بربروس للاتصال بك والتفاعل معك كعميل؟

ورقة البيانات:

9- هل انت؟

رجل

امراة

10- ما هي فئتك العمرية؟

- بين 18 و 24 سنة

- بين 25 و 34 سنة

- بين 35 و 44

- بين 45 و 54

- بين 55 و 64

- 65 سنة وما فوق

11- ما هي فئتك الاجتماعية الاجتماعية؟

موظف

طالب

عامل

كبار المديرين التنفيذيين والمهنة الحرة

متقاعد

التاجر والمستقلون والحرفيون

- آخرون