

The Role of Digital Communication in Managing Corporate Commercial Activities: A Case Study of Air Algérie – Algiers Branch

دور الاتصال الرقمي في إدارة الأنشطة التجارية للمؤسسات:
دراسة حالة على الخطوط الجوية الجزائرية – فرع الجزائر العاصمة

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Abstract:

This paper aims to shed light on the pivotal role that digital communication plays in managing the commercial operations of companies. To make this concrete, we have chosen the Algiers branch of Air Algérie as our study case, examining in depth how various digital

The findings indicate that the vast majority of procedures now take place via electronic means, through ticket-booking services, real-time flight tracking and interaction with customers in a more efficient way, as well as achieving significant satisfaction among the staff. Additionally, among the recommendations is the adoption of strong measures to safeguard data and information, such as using advanced encryption techniques and further securing electronic payment platforms to ensure the protection of information from hacking.

Keywords: Digital Communication; Digitalization; Commercial Activities.

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1. INTRODUCTION

In recent years, we have witnessed a colossal and rapidly unfolding technological revolution, one that has given rise to a host of unprecedented innovations across different human enterprises. Chief among these is information and communication technology, fundamentally built on the Internet. The emergence of social media platforms and multimedia outlets has instigated a unique leap in the lives of individuals, institutions, and enterprises alike. In response, many companies have raced to harness digital technologies, particularly digital communication protocols, using them to achieve marketing objectives and expand the range of services offered to customers. Digital communication has thus become not only an indispensable tool but also a key method on which companies increasingly rely to structure their service marketing strategies and pursue broader strategic goals. In the effort to modernize and promote their services, firms have invested heavily in the various applications of digital communication, seeking to carve out a competitive position in the evolving landscape of digital commerce.

Air Algérie stands among the companies that have moved to manage their diverse services through modern technologies, notably by deploying digital communication protocols across sectors such as booking, ticket sales, passenger transport, and cargo operations. Like its peers, the company has shifted towards digital marketing processes, starting with training its staff to master the necessary technologies and tools, all with the aim of ensuring the effective promotion of its services and fostering stronger engagement with customers.

Building on these considerations, and given the strategic importance of digital communication in enhancing service quality, this study sets out to examine its actual impact by addressing the following main research question:

- What is the role of digital communication in managing the activities of Air Algérie?

This central question gives rise to four subsidiary questions:

- In what ways does digital communication contribute to and facilitate the management of company activities?
- How are modern technological tools harnessed by employees in their daily tasks?
- Which digital communication tools are most frequently used by staff members?
- What challenges do employees face when using digital communication techniques within the organization?

Research Significance

The significance of this study lies in its focus on a contemporary issue: the use of digital communication within the Algiers Branch of Air Algérie to manage internal operations and company activities more broadly.

Research Objectives

This study seeks to:

- Identify the importance of digital communication and its effective role in managing commercial digital operations within the company.

- Examine the principal digital tools used by employees in the company's commercial activities.
- Identify the barriers and difficulties employees encounter when carrying out commercial tasks through digital communication technologies.

Research Methodology

This study seeks to investigate the role of digital communication in managing the various digital commercial activities of the company under examination. A case study methodology was deemed the most appropriate and effective approach for this research, ensuring the collection of accurate and refined results. Accordingly, field data were gathered primarily through interviews, which served as the main data collection tool. Several face-to-face interviews were conducted on-site, supplemented by online conferences held via digital communication platforms. In addition to interviews, observation was employed as a complementary method, allowing direct monitoring of how employees perform their tasks in practice.

2. Conceptual Framework:

2.1 Digital Communication:

Digital communication today stands as a cornerstone of modern marketing strategies. It involves the use of interactive digital technologies to establish effective relationships with customers. This mode of communication provides several channels for engagement, including email and digital advertising, all contributing to a richer customer experience. As technology continues its rapid advance, companies have increasingly relied on the internet

and mobile devices, extending their reach to broader target audiences (Zidane & Abd el Madjid, 2017)

Within the framework of this study, the concept of "digital communication" is limited to interactions taking place between Air Algérie, its customers, and its employees through digital means. This includes communications via websites, social media platforms, and other digital tools.

2.2 Digitization

The Encyclopedic Dictionary of Information and Documentation defines digitization as the process of converting content from its original form—whether physical or analog—into a digital format through electronic techniques. It encompasses the encoding of documents, images, texts, and audio files in a manner that enables their processing, storage, and transmission within a digital environment (Ben Aissa & Maamri, 2020. p. 37) .

2.3 Commercial Activities

Commercial activities refer to operations aimed at generating profit for a company. They typically fall into three categories: manufacturing, based on the type of goods produced; trade, concerned with the distribution of products to consumers; and commerce, focusing on the actual buying and selling of those goods.

3. Literature Review:

Louiza Bouchakhchoukha and Sidi Driss Ammar conducted a study in 2022 titled *Digital Communication among Primary School Teachers*, focusing on how digital communication is actually used in educational institutions. They chose the primary school level, particularly the work environment of teachers, as their field of inquiry. Adopting a case study approach, they found that digital spaces offer teachers a range of services that help reduce both the time and effort needed to manage their work. Among these services are access to educational group data, pedagogical documents, and various administrative tools (Bouchekhchoukha & Sidi Driss, 2022).

Although these digital resources were available, many teachers continued to avoid using them. The study pointed to several reasons for this reluctance, most notably a limited understanding of the value of digital work and the challenge of keeping pace with ongoing technological changes within Algerian schools.

In another study, Mouloud Rezoug and Moulay Ali Zahra explored the question of digital transformation in institutions, publishing their work under the title *Digital Transformation and Its Role in Enhancing the Communicative Effectiveness of Institutions*. They focused on the case of the private company Star Brands, examining how the adoption of digital communication technologies could improve internal communication (Rezoug & Moulay Ali, 2022). Their study highlights that before implementing digital systems, the company made efforts to train and support its employees. Overall, the researchers concluded that the move towards digitalization, along with the introduction of digital applications, played a substantial role in strengthening the institution's communicative efficiency.

4. Field Study

The second part of the study involved a field visit to a sample of companies that make extensive use of digital communication in managing their operations. Direct interviews

were conducted with several employees working within the sector. This part of the research was organized around several key points, each highlighting major findings drawn from the fieldwork. The following table presents a description of the employees included in the case study.

Table 1: Employee Positions and Experience

Source: Authors’ own work

Positions	Department (Position)	Experience
Employees		
Employee S	Communication (Marketing)	4 years
Employee H	Communication (Deputy Communication Manager)	6 years
Employee A	Marketing	3 years
Employee K	Customer Service	5 years

The table summarizes key characteristics of the employees interviewed during the field study. It shows a range of professional positions related to communication, marketing, and customer service. Notably, the employees demonstrate varying levels of experience, ranging from three to six years. This distribution suggests that the sample includes

individuals with sufficient professional background to provide informed insights into the use of digital communication within their respective departments.

4.1 The Importance and Contribution of Digital Communication in Managing the Company's Activities

When asked about the importance of digital communication, employees S, H, A, and K agreed that it holds a vital place in the company's management practices, especially within the communication department. They explained that a variety of tasks are now handled through digital channels, making communication faster and more organized. Much of the company's activity, according to the respondents, increasingly depends on digital tools, primarily because they save time and effort, and make communication between employees and clients far more efficient.

Employees also pointed out that using platforms like Facebook, Twitter, and email services has made coordination inside the company noticeably smoother. They added that the straightforward nature of digital marketing makes it easier to promote the company's services, with much of the outreach to the target audience now happening online. As an example, one employee mentioned that if a task needs to be handled between two offices, there is no longer a need to move physically; a simple message sent through one of these platforms is enough, saving both time and energy—a view shared by the others during the interviews.

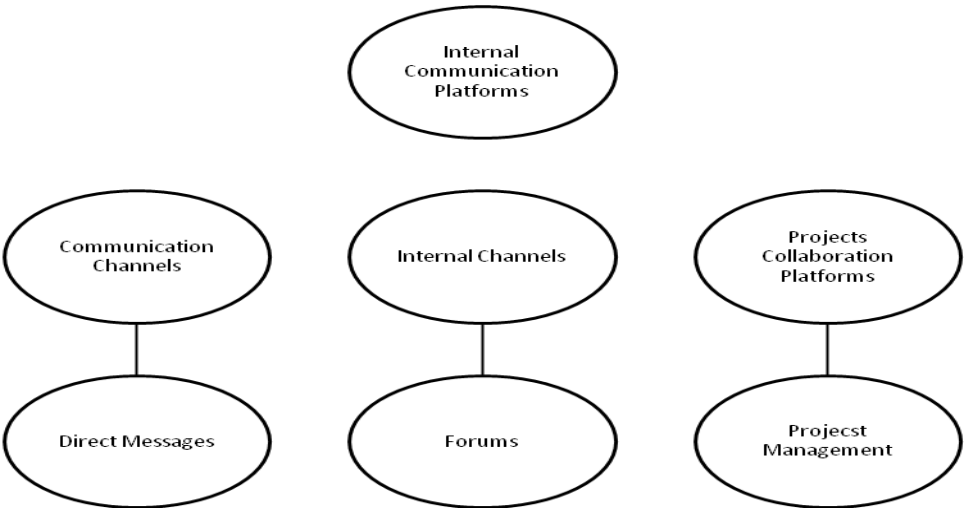
Turning to the customer side, the employees noted that digital communication helps clients as well. Instead of visiting company offices, customers can arrange bookings online and make changes to their appointments whenever necessary through digital platforms.

4.2 Applications of Modern Technology Tools in Employees' Task Execution

At Air Algérie, the company has adopted advanced technologies to support task execution, a point addressed during interviews with employees. Responses were consistent: employees S, H, and A all confirmed that their transactions are now handled entirely through modern technology tools. For instance, Air Algérie offers an online booking application that enables customers to purchase tickets electronically, select seats, and complete payments securely using personal credit cards or mobile payment systems such as Google Pay.

From another angle, Employee K emphasized that it has become nearly impossible to operate without relying on modern technological tools, noting that internal company systems now depend heavily on digital platforms.

Figure 1: The Internal Communication Platforms Between Employees and the Company



Source: Authors' own work

The above diagram outlines some of the internal communication platforms used among employees within the company. Employee A pointed out that customers can engage in instant messaging through platforms like Google Chat. They further noted that communication is not limited to text messaging but also includes voice recordings and conversations, allowing for virtual meetings and team discussions via applications such as Google Meet.

Additionally, email remains a key channel, with official messages regularly exchanged between team members. Employee S added that internal communication networks and social platforms help encourage greater employee participation, enhancing motivation through interaction in forums. As an example, they referred to Workplace, the professional platform hosted by Facebook. With regard to collaboration tools, the same employee explained that these platforms mainly serve to distribute responsibilities and assign tasks across different work teams.

4.3 The Most Important Digital Communication Tools Used by Employees in the Company

A. Email

The results of the analytical study indicated that employees at Air Algérie use digital tools extensively in their work. Observations showed that many employees communicate with each other primarily through email. Employee K confirmed this point, stating that email plays a crucial role in their daily communications. Among the most common uses, daily correspondences are prominent, where employees exchange emails regarding tasks, updates, and other work-related matters. Email is also used to circulate reports and documents between departments, including monthly, weekly, and even daily

communications. Beyond reports, it serves to deliver internal notices such as meeting invitations, changes in schedules, and announcements related to special company events. Requests and responses are also handled through email, including leave requests or schedule adjustments.

Employee S added that email is also an important tool for communicating with upper management. It is used to send official messages related to major projects, development proposals, and operational issues. Periodic reports are forwarded to management to track project progress or departmental performance. Employees also submit approval requests for specific procedures or decisions through email. In terms of customer communication, email is used to confirm bookings and ticket purchases. Passengers receive booking confirmations, flight details, and ticket information by email. Information on flight delays, alterations to travel schedules, and cancellations is also communicated through email. In addition, customer inquiries about flights, bookings, or technical matters are addressed via this channel. Email further supports the promotion of special offers, providing customers with updates on seasonal deals and discounted ticket prices.

It also serves for communication with partners and suppliers, involving the exchange of negotiation messages, follow-ups on business transactions, and contract coordination with suppliers or other airlines. Regarding communication with government and regulatory bodies, email is used to send periodic or annual reports concerning regulatory compliance. Internally, email is critical for reaching employees based in different locations, including aircraft and airports. In emergency situations that require changes to flights or procedures, notifications are dispatched via email to all concerned staff. Likewise,

unexpected changes in weather conditions or scheduling are communicated rapidly through email.

In conclusion, email remains a vital tool at Air Algérie for structuring internal communication between employees and management, for interacting with customers, and for coordinating activities with partners, suppliers, and regulatory bodies.

B. Facebook

A survey was conducted involving 20 employees from various branches of the agency to study the different uses of Facebook among staff. The results are summarized in the following table:

Table 2: Various Uses of Facebook among Employees

Functions	Employees Number	Percentage
Fast and direct communication	8	40
Exchange of expertise and professional advice	2	10
Enhancing collaboration	2	10
Interaction with customers	4	20
Emergency situations	4	20
Total	20	100

Source: Authors' own work

Employees were divided according to these percentages to ensure an optimal allocation of human resources across different work areas:

❖ **Fast and direct communication 40%:**

8 out of 20 employees = $(8 * 100) / 20 = 40\%$

This means that 40% of the employees use Facebook for fast and direct communication among themselves.

❖ **Enhancing collaboration among employees 10%:**

$$2 \text{ out of } 20 \text{ employees} = (2 * 100) / 20 = 10\%$$

This means that 2 employees will specialize in enhancing collaboration among them.

❖ **Exchange of expertise and professional advice 10%:**

$$2 \text{ out of } 20 \text{ employees} = (2 * 100) / 20 = 10\%$$

This means that 2 employees will be responsible for exchanging expertise and professional advice.

❖ **Interaction with customers 20%:**

$$4 \text{ out of } 20 \text{ employees} = (4 * 100) / 20 = 20\%$$

This means that 4 employees will be responsible for managing customer interactions through Facebook.

❖ **Emergency situations 20%:**

$$4 \text{ out of } 20 \text{ employees} = (4 * 100) / 20 = 20\%$$

This means that 4 employees are tasked with handling emergency situations through Facebook.

4.4 Challenges Faced by Employees in Using Digital Communication Technologies in the Company

Through our analytical and field study, it became evident from our observations that while the use of digital communication technologies within institutions can greatly facilitate work and enhance productivity, employees at the Algiers branch of Air Algérie still encounter several challenges in their daily use of these technologies. This was confirmed by employees S, H, A, and K, each of whom expressed the main obstacles they face when using digital communication tools. The reported challenges were as follows:

Table: Employees and the Challenges They Encounter

Employees	S	H	A	K
Challenges				
Difficulty accessing the internet	Weak internet connection as work partially comes to a halt due to poor internet connections.	Occasional internet outages severely disrupt communication processes.	interruptions or slow connection hinder or delay marketing operations	Interruptions or weak internet connections hinder customer service, such as causing delays in sending travel tickets
Security issues			Occasionally, we experience theft by foreign clients, particularly related to	Working through direct, in-person methods does not pose any security threats

			advertisements	or risks of theft
Digital	Use of multiple	Excessive	Work pressure	Frequent
Fatigue	digital systems	digital	due to	customer calls
	(such as booking,	messages and	continuous use of	sometimes lead
	aircraft, sales),	notifications	digital tools,	to pressure and
	which can affect	cause	especially in the	fatigue
	employees'	distractions.	marketing	
	focus.		department	

Source: Prepared by the researchers.

❖ **Technical Issues:**

All interviewed employees indicated that most technical challenges stem from frequent internet disruptions or weak connections, which significantly hinder communication processes. Employee A pointed out the impact of these issues on marketing operations, while Employee K emphasized the effects on customer service provision. Such difficulties can disrupt workflow and lead to significant delays in task completion.

❖ **Security and Privacy Challenges:**

Some employees pointed out that working with digital communication technologies carries real cybersecurity risks. They referred to concerns such as hacking incidents and the

potential exposure of sensitive information. Without robust protective systems in place, both personal data and critical company information could become vulnerable.

❖ **Increased Workload and Distraction:**

Digital technologies have contributed to an increased flow of information (through emails, instant messages, etc.), leading to greater work pressure on employees. This continuous influx often causes higher levels of stress, distraction, and difficulty maintaining focus on essential tasks.

5. CONCLUSION

Digital communication applications and tools represent some of the most recent and significant advancements contributing to the management of activities at Air Algérie. This study addressed several conceptual aspects related to digital communication and included an analytical field study on the importance and use of digital tools by employees in the sector.

Adopting digital communication has become one of the company's key moves toward modernizing its services. This shift is already felt in how passengers interact with the airline—many now book tickets online, track flights in real time, and reach customer service more quickly. These tools have made the service more fluid and adaptive to travelers' needs.

Internally, the effects are no less significant. Staff coordination has improved, certain operational costs have gone down, and the general pace of work has become more streamlined. But keeping that momentum depends on more than just technology—it requires steady investment in infrastructure and practical training so employees can keep up with the tools they're expected to use.

Still, this transition hasn't come without strain. The study brought to light a number of day-to-day challenges that employees are dealing with—some technical, others related to workload. These findings remind us that while digital systems offer real advantages, adapting to them is rarely simple or automatic.

Study Findings:

- Reduction of costs associated with paper-based services and manual operations, as many procedures are now carried out electronically.
- Investment in digital communication technologies, resulting in more effective services, including online ticket booking, flight tracking, and enhanced customer interaction.
- Greater employee satisfaction towards the institution.

Recommendations:

- Address technical challenges by adopting the latest digital technologies to improve internet access and performance.
- Implement strong measures to protect sensitive data and information, such as using advanced encryption technologies and securing electronic payment platforms to ensure protection against cyberattacks.

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