

The contribution of digital tools to the commercial performance of companies. Case of the company ORIFLAME

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Abstract:

In a business landscape reshaped by digitalization, digital marketing has become a critical driver of competitiveness. Algeria, despite uneven digital infrastructure, is witnessing strategic initiatives, particularly in its rapidly expanding cosmetics sector. This study examines how ORIFLAME, a leading direct-selling company, leverages digital tools to enhance commercial performance.

The research addresses the tangible impact of these tools on customer relationships and sales outcomes. Methodologically, it combines Google Analytics data analysis (traffic, revenue, bounce rate) with semi-structured interviews involving key commercial stakeholders. Findings reveal that digitalization strengthens brand visibility, streamlines prospecting, shortens the sales cycle, and improves customer loyalty. They also highlight the need for a coherent, sustained digital strategy to fully capture and sustain the value generated.

Keywords: digital marketing; digitalization; commercial performance; customer engagement; ORIFLAME.

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1. INTRODUCTION

The Introduction In an environment where digitalization is no longer an option, but a condition for economic survival, digital transformation is essential for organizations wishing to maintain or increase their competitive advantage. The rise of new players, built exclusively on digital logic, has changed the rules of the game: traditional distribution channels, internal organizational methods, and communication methods are being called into question.

What Chester Barnard formulated as early as 1938, that an organization's effectiveness lies in its ability to adapt to changes in its environment, has taken on particular relevance in this century in the face of technological acceleration. The rapid evolution of information and communication technologies (ICT) has revolutionized purchasing behaviors. The shift from a mass consumption model to hyper-personalized experiences⁽¹⁾ has redefined the relationship between brands and their customers. The modern, constantly connected consumer alternates between physical and digital channels, instantly compares offers, and evaluates products based on online reviews.

As VonBoskirk and Shar point out, this transformation requires interactive marketing strategies capable of integrating data, responsiveness, and personalization as pillars of customer engagement. In this dynamic, digital presence is not just a visibility factor: it constitutes a strategic asset. But brands must deal with an unstable digital ecosystem, where the algorithms of dominant platforms like Google, Facebook, and Instagram are constantly evolving. Mortimer et al⁽²⁾ point out that this complexity requires thinking of digital marketing as a comprehensive approach, integrated into corporate strategy, and not as a simple promotional channel.

(1) BRESSOLLES, Grégory, *L'e-marketing*, Dunod, France, 2012, p. 37.

(2) MORTIMER, Dan et al., *Planning and Managing a Digital Strategy*, Red Ant, United Kingdom, 2010

In Algeria, these challenges are taking on a unique dimension. Despite growing public interest in digital technology and a changing business landscape, structural obstacles remain: still incomplete broadband coverage, limited online payment methods, and unevenly distributed technical infrastructure. The World Economic Forum's digitalization index places the country among the markets with high potential but still lags behind its Maghreb neighbors.

This delay, far from constituting a definitive handicap, opens up a strategic space for companies capable of taking an early position and experimenting with innovative models. It is in this context that Oriflame, an international player in direct sales of cosmetics, has built its growth around an original model based on multi-level marketing and the strategic use of digital tools. By integrating digital levers into its value chain from the outset, from customer acquisition to customer retention, the company illustrates how data and digital interaction can become levers of commercial performance. The central question of this research is: How can digital tools contribute to strengthening the commercial performance of a company like Oriflame?

The objective of this article is twofold. First, to identify and analyze the digital levers used by ORIFLAME as part of its commercial strategy in Algeria. Second, to empirically assess the effective contribution of these tools to commercial performance, drawing on quantitative data from Google Analytics and semi-structured interviews with internal stakeholders.

To answer this question, our article is organized into three parts:

- A theoretical review tracing the links between digital transformation, interactive marketing, and commercial performance.
- An empirical study using data from Google Analytics and qualitative interviews with company managers.
- A discussion and conclusion providing managerial lessons and perspectives for companies operating in similar environments.

2. Methodology and Research Method

This study aims to analyze, through a concrete case, how the use of digital tools can contribute to improving commercial performance. The choice of an essentially qualitative approach is justified by the exploratory nature of the problem and by the desire to understand the practices and perceptions of the actors involved, while confronting them with factual data from digital tools⁽³⁾.

2.1 Justification for the Choice of the Case Study

The case study approach is essential when examining a phenomenon in its real-world context⁽⁴⁾. The company ORIFLAME, specializing in direct sales of cosmetics and incorporating multi-level marketing (MLM), constitutes a relevant field for two reasons:

- It has engaged in advanced digitalization as part of its business strategy.
- It operates in the Algerian market, where digitalization is developing unevenly.

This choice is based on purposeful sampling, favoring a case rich in information on the relationship between digital marketing and business performance.

2.2 Methodological Framework

The research is based on an interpretivist paradigm, which considers that understanding the phenomenon requires analyzing interactions, practices, and their meaning for the actors involved⁽⁵⁾. Data collection was structured in two stages:

1. Exploratory analysis using Google Analytics to survey online activity.

(3) BRESSOLLES, Grégory, *L'e-marketing*, Dunod, France, 2012 ; BARNARD, Chester, *The Functions of the Executive*, McGraw-Hill, United States, 1938.

(4) YIN, Robert K., *Case Study Research: Design and Methods*, 5th ed., Sage Publications, United States, 2014, p

(5) BARNARD, Chester, *The Functions of the Executive*, McGraw-Hill, United States, 1938

2. Semi-structured interviews to deepen understanding of digital results and organizational dynamics.

2.3 Data Collection Tools and Instruments

2.3.1. Data from Google Analytics

Prior to the interviews, Google Analytics was used to examine the key performance indicators of ORIFLAME's website. The objective was to:

- Identify the volume and origin of visits.
- Analyze the bounce rate based on the content viewed.
- Extract the revenue generated online.
- Study the relationship between the bounce rate and fluctuations in revenue, in order to identify potential areas for improvement.

These preliminary results made it possible to target certain themes to be explored further during the interviews, particularly regarding the relevance of content and the effectiveness of the customer journey.

2.3.2. Qualitative Data

A semi-structured interview guide was then developed around three themes:

1. Digital tools and their integration into business processes.
2. Organizational transformations induced by digitalization.
3. Perceived impact on customer relations and business performance.

Ten interviews, lasting an average of 45 minutes, were conducted with a variety of profiles (area directors, marketing managers, sales representatives, and independent distributors). This diversity allowed for the collection of complementary points of view and the cross-referencing of perceptions with data from Google Analytics.

2.4. Data Analysis Strategy

- For Google Analytics data: indicators were analyzed descriptively and interpreted in light of the digital practices implemented.

- For interviews: content analysis was conducted using an inductive approach, with coding and thematic grouping of verbatim transcripts to highlight regularities and divergences.

3. Digital Transformation and its Contribution to Commercial Performance

In an era where information has become a strategic resource, digital transformation is no longer simply a matter of technological modernization: it has become a structuring vector for business performance. In an unstable and highly competitive market, the speed of adaptation and responsiveness of organizations are directly correlated with their ability to fully leverage digital tools.

VonBoskirk and Shar⁽⁶⁾ emphasize that interactive marketing, through its bidirectional nature, is gradually replacing the unilateral approaches of traditional marketing, giving the customer an active role in the co-construction of value.

Digital is not limited to a new channel: it is becoming a strategic space where commercial acquisition, customer relationship optimization, and decision-making support intersect. Bressolles⁽⁷⁾ emphasizes the need for a coherent multichannel architecture that harmonizes contact points and personalizes the user experience. This logic, far from being opportunistic, involves all of the company's functions and restructures its operating methods. Tokes and Quirk Team⁽⁸⁾ define this convergence between data, content and technologies as the basis for strategic e-marketing focused on value

(6) VONBOSKIRK, Shar, *op. cit.*

(7) BRESSOLLES, Grégory, *op. cit.*

(8) STOKES, Rob et Quirk Team, *op. cit.*

creation. Mortimer et al⁽⁹⁾ point out that data is becoming a central driver of digital strategy, making it possible to anticipate behaviors and streamline business processes.

3.1 Opportunities and Challenges of Digital Marketing

Digital marketing retains the traditional objectives of attracting customers and growing revenue, but in redefined rules environment. Social networks, instant content publishing, and real-time interactions have shifted the center of gravity of customer relations. Consumers today demand that brands be responsive, close, interactive, and transparent⁽¹⁰⁾. For e-commerce players, online visibility is now a major competitive advantage.

Content management, the pivot of natural search engine optimization (SEO) and community engagement, requires rigorous strategic planning. Effective digital communication relies on regularity, relevance, and adaptation to the specific expectations of the target audience.

3.2 Digital Transformation and its impact on Commercial Performance

Digitalization goes beyond the simple dissemination of information: it transforms the very logic of sales and commercial motivation. Digital tools offer tangible gains in productivity, responsiveness, and the personalization of offers. Mastering control and monitoring systems is a powerful lever for improving performance, and digital tools are now a natural extension of this⁽¹¹⁾.

3.2.1. Digital: a real lever for sales

3.2.1.1. Know your customers better

(9) MORTIMER, Dan et al., *op. cit*

(10) FLORES, Laurent, *Mesurer l'efficacité du marketing digital*, Dunod, France, 2012.

(11) KHEMAKHEM, A., *La dynamique du contrôle de gestion*, Dunod, France, 1992

The connected consumer generates a continuous flow of actionable information: purchase history, preferences, online behaviors. Cross-referenced with internal data, this information refines targeting and strengthens the relevance of commercial proposals.

3.2.1.2. Building a Lasting and Quality Relationship

Social media helps establish a continuous connection, rooted in proximity and trust. Marketing automation, combined with CRM tools, strengthens the responsiveness and consistency of exchanges, thus improving loyalty.

3.2.1.3. Gain in Efficiency and Performance

Digital tools make it easier to identify and prioritize high-potential prospects. By optimizing team time and effort, they increase both conversion rates and customer satisfaction.

3.3. Digital Technology is Profoundly Transforming Customer Habits

3.3.1. A Powerful Prospecting Tool

Thanks to the massive availability of online information, customers are able to evaluate, compare, and pre-select brands even before making initial contact. This radically changes the role of the salesperson, who is now called upon at the final stage to validate the decision.

3.3.2. A New Power Relationship

The balance of power has shifted; the customer chooses when and how to interact. Salespeople now act as expert advisors, reducing sales cycle times and improving the quality of established relationships.

3.3.3. The New Role of the Salesperson

Ensuring a consistent experience, responsiveness across all channels and personalizing relationships have become priorities. This

stance builds trust and strengthens loyalty.

3.4. Digital, a real lever for the company's image

Digital technology is not a passing fad: it reflects a lasting shift in consumer habits. Adopting these practices demonstrates a capacity for innovation and adaptation.

Performance should be understood not only through financial outcomes but also through qualitative dimensions, such as corporate image and stakeholder trust⁽¹²⁾ Thus, digital marketing is becoming a differentiating tool, offering accessibility, speed, and personalization, while concretely improving the customer experience and strengthening competitiveness in saturated markets.

4. Contribution of Digital Marketing to improving ORIFLAME's Commercial Performance

As part of our empirical study, we will try to capitalize on all of our work by highlighting the relationship that exists between all of the levers mentioned above, emphasizing the contribution they have to commercial performance.

First, we will present the "GOOGLE ANALYTICS" analysis tool used to survey, analyze and interpret data relating to website visits.

Then, we will try to extract statistics relating to turnover, bounce rates and the relationship that exists between the latter two, in order to provide a concrete answer to the problem posed.

3.1 Analysis Tool:

3.1.1 Google Analytics

This is a free website or application audience analysis service used by more than 10 million sites, representing more than 80% of the

(12) BOURGUIGNON, A., « Définir la performance : une simple question de vocabulaire », in FERICELLI, Anne-Marie and SIRE, Bruno (eds.), *Performance et ressources humaines*, Economica, France, 1996

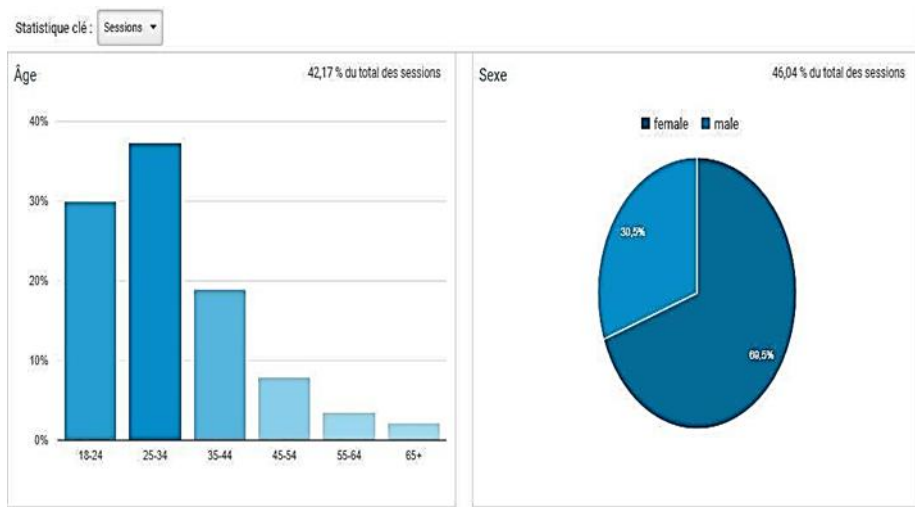
global market. Thanks to this tool, we were able to extract all the data relating to the flow of visits recorded over the period January-

September 2017 on the “ORIFLAME” website, which was administered to us by their digital project manager that can be classified under several categories as follows:

3.1.1.1- Age/sex of visitors:

Through this illustration taken from Google Analytics, we can clearly see the category of visitors who browse the site.

Fig.1. Age group and gender of visitors



Source: Internal company document

A detailed analysis of data from Google Analytics reveals an audience structure characterized by a dominant concentration in the 25-34 age group, representing 38% of visitors. This demographic is followed by 18-24 year-olds (30%) and 35-44 year-olds (18%), suggesting a digital appeal strongly focused on young, active adults, who are often influencers and have strong social outreach power.

The gender breakdown highlights a significant imbalance: men account for 69.5% of sessions compared to 30.5% for women. This difference, far from being anecdotal, calls into question the

construction of the hotel offering and its digital distribution channels. It calls for a reconsideration of current segmentation, a refinement of personas, and an adjustment of the brand’s message in order to rebalance the establishment’s perception among female customers.

These data are not simply descriptive statistics. They shed light on the behavioral logic of target audiences and provide usable material for more precise management of digital positioning, experiential design, and marketing activation strategies. In this respect, they are part of a supply engineering perspective, supported by weak signals that only a strategic reading of indicators can transform into performance levers.

4.1.1.2 Source and Flow of Website Visits

Table 1. Website visits according to their origins

☐	Default Channel Grouping	Sessions ?	↓ Pages/session ?	Durée moyenne des sessions ?	% nouvelles sessions ?	Taux de rebond ?
		852 206 % du total: 100,00 % (852 206)	10,01 Valeur moy. pour la vue: 10,01 (0,00 %)	00:11:06 Valeur moy. pour la vue: 00:11:06 (0,00 %)	24,53 % Valeur moy. pour la vue: 24,41 % (0,51 %)	26,59 % Valeur moy. pour la vue: 26,59 % (0,00 %)
☐	1. Organic Search	362 066 (42,49 %)	10,58	00:12:02	21,56 %	27,24 %
☐	2. Direct	323 231 (37,93 %)	9,52	00:09:57	26,43 %	23,59 %
☐	3. Social	124 257 (14,58 %)	8,39	00:09:59	32,12 %	33,36 %
☐	4. Referral	30 582 (3,59 %)	16,99	00:19:53	7,99 %	14,36 %
☐	5. (Other)	6 797 (0,80 %)	7,47	00:05:53	1,00 %	22,10 %
☐	6. Display	5 250 (0,62 %)	1,48	00:00:52	59,89 %	83,66 %
☐	7. Paid Search	23 (0,00 %)	1,39	00:03:40	17,39 %	73,91 %

Source: Internal company document.

An in-depth analysis of ORIFLAME's digital dashboard reveals the plurality of online traffic acquisition vectors and highlights the heterogeneity of user behavior across entry channels. From a managerial optimization perspective and strategic alignment between digital appeal and marketing performance, it is essential to clarify each of these levers to accurately interpret customer engagement dynamics.

Organic Search: These are visitors who access the site after performing a natural search on an engine such as Google, typing in the brand name "ORIFLAME" or a related keyword. This channel reflects the strength of the brand's spontaneous awareness and the effectiveness of natural search engine optimization (SEO). In our case, the proportion of visitors coming from this route makes it possible to quantify brand recognition in the consumers' digital mind.

Direct: This channel includes Internet users who access the site directly by entering the URL in their browser or via a bookmark. This behavior demonstrates familiarity with the brand and potential loyalty, often stemming from a previous customer relationship or effective word of mouth.

Social (social networks): This category includes visitors redirected to the site via social platforms such as Facebook, Instagram, or Twitter. It reveals the level of interaction and virality of community campaigns. The performance of this channel is a barometer of the brand's social resonance and its integration into digital conversation logic.

Referral (referents): This refers to traffic generated by links hosted on other websites, whether partners, blogs, or third-party platforms. This vector demonstrates a network of visibility and indirect recommendations, reflecting the brand's digital interconnection with its ecosystem sector.

Display: This channel refers to visitors who clicked on visual advertising banners (display ads) displayed on partner sites. It allows us to evaluate the impact of visual advertising campaigns on browsing

behavior, and the ability of these visuals to capture attention in unintentional contexts.

Paid Search (paid referencing): It corresponds to visits from sponsored campaigns (SEA) on search engines. This lever is an indicator of the return on advertising investments on targeted queries. It complements organic advertising by strengthening the brand's presence in specific customer segments.

Bounce rate: This indicator measures the proportion of visitors who left the site after viewing a single page, without any further interaction. A high bounce rate may indicate a lack of engagement or a mismatch between the landing page content and the visitor's expectations. Conversely, a low rate indicates an optimized user experience, ensuring a smooth journey and high-value content.

The granularity of data from these channels provides an operational basis for understanding the levers of visibility and digital attractiveness of the ORIFLAME brand. Their cross-interpretation, coupled with an analysis of the bounce rate, makes it possible to identify the points of friction in the digital customer journey, evaluate the effectiveness of advertising investments, and adjust acquisition strategies in real time. These data are not simple technical indicators; they draw a behavioral map of the consumer in a digital environment and condition the future directions of hotel marketing focused on personalization, fluidity of journeys and ROI efficiency.

As illustrated above, the majority of visits come from direct visits and Google searches with more than 80% of the incoming flow of connections. With a bounce rate of around 25%, this proves that current and potential consumers visit the site and consult the different offers available, and spend on average more than 10 minutes on the site, looking for the offer that suits them, to ultimately make or not make the purchase.

4.1.1.3 Average Financial Value of a Visitor According to the Source

Table 2. Average Financial Value of a Visitor by Source

☐ Canal d'acquisition ▼	Utilisateurs ?	↓ Revenu par utilisateur (valeur du client) ?	Revenu (valeur du client) ?
	141 024 % du total: 100,00 % (141 025)	11,73 € % du total: 100,00 % (11,73 €)	1 653 850,47 € % du total: 100,00 % (1 653 850,47 €)
☐ 1. Direct	58 725 (41,64 %)	18,06 € (153,96 %)	1 060 333,66 € (64,11 %)
☐ 2. Organic Search	50 809 (36,03 %)	10,86 € (92,64 %)	551 991,45 € (33,38 %)
☐ 3. Social	26 741 (18,96 %)	1,12 € (9,58 %)	30 052,99 € (1,82 %)
☐ 4. Display	3 141 (2,23 %)	0,00 € (0,00 %)	0,00 € (0,00 %)
☐ 5. Referral	1 556 (1,10 %)	7,36 € (62,77 %)	11 453,78 € (0,69 %)
☐ 6. (Other)	48 (0,03 %)	0,39 € (3,30 %)	18,60 € (0,00 %)
☐ 7. Paid Search	4 (0,00 %)	0,00 € (0,00 %)	0,00 € (0,00 %)

Afficher les lignes: 10 ▼ Accéder à: 1 1 à 7 sur 7 < >

Source: Internal company document

In this illustration, which is a continuation of Table 1, in the 3rd column, we can observe the monetary value of a user according to their category. In other words, we will deduce the value of each visitor according to their acquisition channel. Indeed, visitors from direct connection and search engine searches are those who contribute the most to the turnover, with nearly 1,600,000 euros.

4. .2 Overall View of Visitor Behavior on the Site

Table 3.Visitor Behavior on the Site

Type d'utilisateur ?	Acquisition			Comportement			Conversions	Comr
	Sessions ?	% nouvelles sessions ?	Nouveaux utilisateurs ?	Taux de rebond ?	Pages/session ?	Durée moyenne des sessions ?	Transactions ?	
	852 206 % du total: 100,00 % (852 206)	24,53 % Valeur moy. pour la vue: 24,41 % (0,51 %)	209 067 % du total: 100,51 % (208 002)	26,59 % Valeur moy. pour la vue: 26,59 % (0,00 %)	10,01 Valeur moy. pour la vue: 10,01 (0,00 %)	00:11:06 Valeur moy. pour la vue: 00:11:06 (0,00 %)	80 026 % du total: 100,00 % (80 026)	
1. Returning Visitor	643 139 (75,47 %)	0,00 %	0 (0,00 %)	23,28 %	11,16	00:12:24	71 700 (89,60 %)	
2. New Visitor	209 067 (24,53 %)	100,00 %	209 067(100,00 %)	36,80 %	6,46	00:07:06	8 326 (10,40 %)	

Source: Internal company document

According to the illustration above, over the entire period observed, the total number of sessions reached 852,206 registered users, which remains a satisfactory rate. Of these, 209,067 sessions were new users. This proves that the site attracts more and more customers, but also confirms that the “ORIFLAME” brand has acquired a certain positioning over time, making it a “must-know” brand.

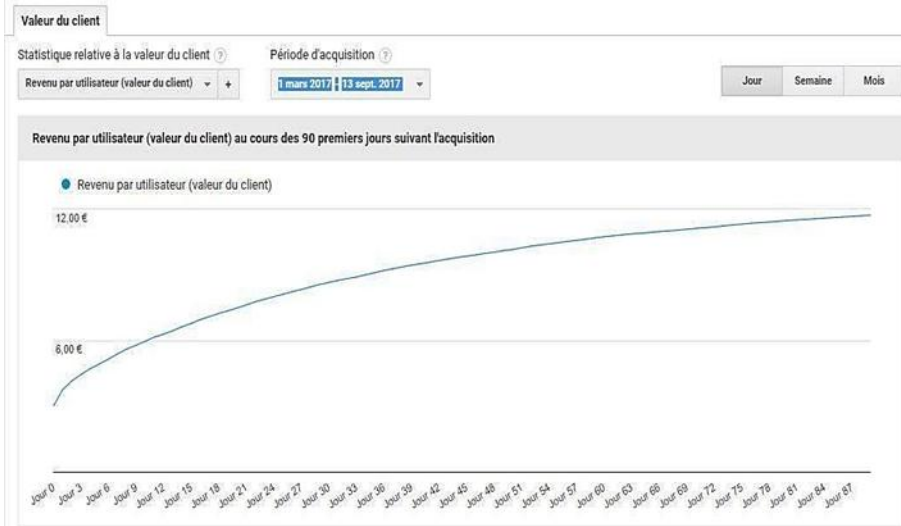
As illustrated in the table above, in the last column, the conversion rate for previous sessions is 89%, while for newly acquired sessions is 11%.

The conversion rate generally measures an e-commerce site’s ability to convert its visitors into buyers. The e-commerce conversion rate is generally obtained by dividing the number of orders recorded on the site (or application) by the number of visitors (or visits) over a given period. The brand’s customer journey generally results in converting nearly 10% of the total flow of visits, and transforming them into purchases. However, it should be noted that in the current

economic climate in Algeria, the customer journey ends with finalizing the order on the website, given the absence of e-payment.

4.2.1 Chronological Evolution of Revenue Per User

Fig.2. Chronological evolution of revenue per user



Source: Internal company document

Figure 2 clearly shows the cumulative evolution of the average revenue generated per user over the first 90 days following their acquisition, for the period from March 1 to September 13, 2017. The upward curve illustrates a fundamental phenomenon in the digital economy: the progressive maturation of customer lifetime value (CLV) in the early phases of the post-acquisition life cycle.

From the very first days, the curve recorded a significant revenue level, around €5 to €6 per user, indicating rapid transactional engagement from the newly acquired customer base. As the days progressed, the curve displayed a continuous slope, but its intensity decreased slightly: we were witnessing logarithmic revenue growth, revealing an effective but non-linear loyalty process.

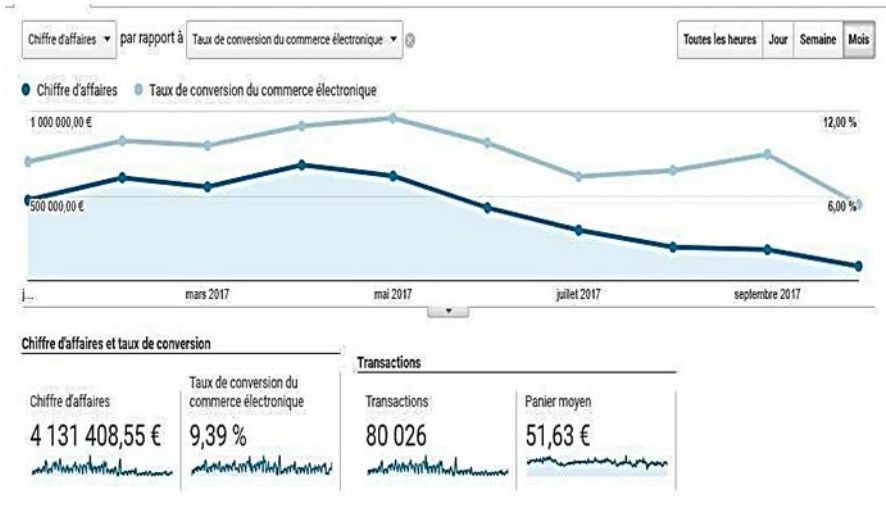
This pattern of evolution highlights the importance of the first few days following acquisition for overall profitability. It appears that

users express their propensity to purchase from the very first interactions, reflecting a qualitative acquisition strategy-where initial targeting attracts customers already predisposed to consume. ORIFLAME's use of this data suggests a shift toward rapid activation mechanisms, supported by optimized welcome campaigns, personalized incentives, and seamless customer journeys. The steady increase in revenue, in turn, demonstrates the robustness of the offering and the repetitiveness of purchases, key elements in retention dynamics.

Customer lifetime value (CLV) becomes a key performance marketing indicator. The company doesn't limit itself to observing immediate conversion, but capitalizes on an extended interaction horizon, in which each user can generate more than €11 in revenue within three months. This model encourages a rethinking of ROI logic: it is no longer solely the acquisition cost that matters, but the complete economic trajectory of each individual. Furthermore, this temporal view makes it possible to identify behavioral thresholds: areas of inflection or slowdown in the curve can be interpreted as windows for marketing optimization (relaunches, targeted offers, email automation campaigns).

Ultimately, this curve not only provides information on past performance, but also supports prospective growth modeling. Far from being cold data, revenue per user is a strategic barometer, both predictive and operational, offering decision-makers levers for action on content, frequency, offers, and loyalty. This type of analytical granularity establishes customer intelligence as the foundation of digital competitiveness. ORIFLAME demonstrates here its ability to orchestrate data to extract value trajectories and adjust, in near real time, its communication and monetization strategies.

Fig.2. Turnover



Source: Internal company document

Figure 3 provides a dynamic representation of the evolution of e-commerce revenue (dark blue curve) and conversion rate (light blue curve) over a period spanning January to September 2017. Beyond a simple descriptive observation, this visualization allows for a critical interpretation of the link between the effectiveness of digital actions and the commercial performance of the ORIFLAME brand.

The two curves follow a comparable trajectory, albeit with different amplitudes. The conversion rate curve begins a slight increase until May, before beginning a gradual decline, mirroring the revenue curve. This synchronicity of inflections highlights an almost mechanical correlation between the efficiency of the conversion funnel and the generation of monetary value. In other words, each improvement (or deterioration) in the conversion rate has a direct, immediate, and measurable effect on the revenue generated.

The overall volume recorded over the period is significant:

- Total revenue: €4,131,408.55,
- Number of transactions: 80,026,

- Average conversion rate: 9.39%,
- Average basket size: €51.63.

These figures demonstrate not only a strong digital transformation power, but also relatively high commercial efficiency in a competitive environment. The relationship between conversion rate and revenue cannot be interpreted as a simple statistical artifact. It reflects a well-structured digital strategy, in which the use of analytics tools, particularly Google Analytics goes beyond the audit function to become a strategic management tool. ORIFLAME appears to use data not only to measure performance, but also to guide corrective actions: refining targeting, adjusting the UX (user experience), behavioral segmentation, and streamlining advertising investments. Thus, the digital platform is no longer just a sales channel, but a space for capturing strategic intelligence, enabling continuous feedback between customer behavior and commercial offerings.

This approach gives the company decision-making agility that is essential for negotiating the structural changes in e-commerce and dealing with the volatility of consumer expectations. The inflection of the curve observed from May 2017, with a gradual decrease in both curves, invites more forward-looking thinking. It could reflect a saturation of traditional channels, an erosion of the performance of advertising campaigns, or even a growing mismatch between the content of offers and contextual expectations (seasonality, competition, changing trends). This underlines the need for a proactive and permanent readjustment of conversion levers to maintain revenue growth.

At the end of this analysis, it is clear that Google Analytics is not simply a digital audit tool, but rather a strategic vector for business management. ORIFLAME uses this data to refine its targeting, improve the user experience, and optimize its conversion funnel. Integrating digital indicators into business decision-making is a differentiating factor, allowing the company to adapt to the expectations of a changing market, while anchoring its performance in

an objective reading of customer behavior.

4.3. Results of the Qualitative Analysis

To further explore the empirical aspects of our study, we conducted semi-structured interviews with several managers at ORIFLAME. The aim was to gain a more precise understanding of how digital tools contribute to strengthening the firm's sales performance.

These four (4) interviews involved various key profiles: the sales director, a sales manager, sales representatives, and department managers working in partner stores. A cross-analysis of their comments allowed us to identify several lessons learned which we summarize as follows:

- The company's communications strategy relies largely on digital channels. Traditional non-media platforms, often considered less targeted, are relegated to the background in promotional campaigns.

- ORIFLAME has strategically chosen the network sales model (Multi-Level Marketing), allowing it to break free from traditional distribution channels. Products are not stocked in supermarkets; customers themselves go to local stores (SPO) to purchase their supplies.

- Highly invested in digital, the brand has built a direct and ongoing relationship with its customers through a strong presence on social media. These platforms play a key role in its loyalty and interaction policy.

Regarding network logic as a vector of digital performance, it is as follows:

- The digital shift, which began several years ago, has become a central lever of the company's business strategy. Digital tools are integrated across the company and are regularly updated.

- A specific budget is dedicated to technology monitoring, allowing the brand to anticipate market changes and maintain its position in promising segments.

- Digital marketing functions are closely managed: digital managers are evaluated based on specific criteria such as website fluidity, subscriber growth, and engagement with posts.

- Key performance indicators (KPIs) are used to objectively assess results: bounce rate, conversion rate, average visit duration, etc. This data is a compass for decision-making.

- Google Analytics is systematically used to analyze the website's audience and adjust marketing actions based on observed user behavior.

Finally, ORIFLAME appears to enjoy a strong brand awareness among its target audience, thanks in particular to the close relationships it maintains through its digital channels.

The restitution of empirical data, although supported by a structured descriptive framework, cannot be dissociated from a deeper effort at intelligibility. For beyond the operational observations and identified practices, a more subtle strategic grammar is emerging, based on implicit trade-offs, latent organizational choices, and a market vision that combines digital responsiveness and collective intelligence.

It is at this level that the true managerial lessons of the study are articulated: how do individual action logics fit into the overall structure? How does the use of digital technology redefine the very notion of customer proximity? And to what extent does the business model deployed by ORIFLAME constitute a structural response to the transformations of the contemporary relational economy?

4. CONCLUSION

At the end of this contribution, focused on the fundamental question “How can digital tools help strengthen the commercial performance of a

company like ORIFLAME”, it appears that digital technology is no longer simply a complementary lever to the sales method; it is profoundly redefining its structures, rhythms, and representations. Far from being limited to technological means, digital tools, from web interfaces to CRMs to targeted social media campaigns, are contributing to a strategic reconfiguration of customer journeys, a redefinition of the sales process, and a highly personalized sales interaction.

In ORIFLAME’s case, this dynamic takes on a particular dimension. Established in emerging markets, sometimes with little digitalization, the company is successfully building unprecedented bridges between communities of ambassadors, often from peripheral territories, and globalized sales logics, scripted by algorithms.

Algeria, as a market that is both structurally ambiguous and endowed with young, mobile human capital eager for economic independence, perfectly illustrates this intersection of informality, entrepreneurial aspirations, and a willingness to perform. In such a context, the use of digital tools is becoming a matrix of resilience as much as a factor of competitiveness. It is no longer simply a matter of selling more, but of selling better in other words, closer to the customer, more in line with their volatile expectations, and more in tune with the stories of individual success conveyed by the brand.

In light of these empirical findings, it is now appropriate to examine the broader implications of digital integration into ORIFLAME’s business practices. How are these tools transforming sales force behavior? What effects do they have on customer loyalty, perceived product value, and margins? And furthermore, how does this digital transformation fit into Algerian socio-economic realities where areas with low banking access, supportive family structures, and a do-it-yourself economy coexist?

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