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The Integration of Marketing and Supply Chain Management in Enhancing Customer Experience: A Case Study of Condor Electronics Algeria (2020-2025)

دمج التّسويق وإدارة سلسلة التوريد في تعزيز تجربة العملاء: دراسة حالة شركة كوندورالكترونيكس الجزائر (2020-2025)

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Abstract:

This study investigates the integration of marketing and supply chain management and its role in strengthening customer experience, taking Condor Electronics Algeria as a case study over 2020–2025. It proceeds from the premise that customer experience is determined not solely by promotional communication, but equally by the firm's capacity to reconcile market promises with operational execution, product availability, distribution dependability, and responsive after-sales service. The research employs a descriptive-analytical case-study design drawing on secondary sources, public disclosures, and proxy indicators. The results show that Condor's sales, exports, employment, and domestic market share increased over time, while exports recorded the most pronounced acceleration after 2022. The analysis further indicates that the firm's market-facing and operations-facing functions became increasingly coordinated, enabling Condor to progress from domestic consolidation toward broader regional positioning. The study concludes that the available evidence points to a positive association between marketing–supply chain integration and customer experience.

Keywords: marketing integration, supply chain management, customer experience, Condor Electronics Algeria.

JEL classification Codes :M31 ; M11 ; L22 ; L15 ; L68

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I. INTRODUCTION :

The strategic integration of marketing and supply chain management is a critical driver of business performance, particularly in emerging economies facing logistical volatility. This study analyzes Condor Electronics in Algeria to examine whether aligning market promises with operational capabilities drives competitiveness. The topic is also methodologically significant because recent scholarship increasingly highlights consumer-centric supply chains, in which logistics and marketing are coordinated around customer value rather than internal operational convenience. Contemporary reviews indicate adiscernible transition from efficiency-driven supply chain management toward customer-oriented and experience-centred approaches. The Condor case is therefore particularly timely, as it illustrates how a manufacturing firm operating in a developing economy may employ functional integration to address market pressures while maintaining customer trust and confidence.

I.1Study Problem

The central research problem can be articulated as follows:

How did the integration between marketing and supply chain management contribute to enhancing customer experience at Condor Electronics Algeria over the period 2020–2025?

This study analyzes how integrating marketing and supply chain management enhanced customer experience at Condor Electronics Algeria (2020–2025). Rather than describing expansion, it evaluates whether performance trends and statistics prove strategic alignment between market demand and operational delivery. It addresses theoretical foundations, indicator evolution, data constraints, and strategic interpretation.

I.2 Reverché Objectives : The study seeks to:

- Clarify the theoretical foundations of marketing and supply chain management.
- Review previous studies on integration and customer-centric supply chains.
- Present Condor Electronics as an Algerian industrial case.

- At the theoretical level, the study aims to position Condor within the broader scholarly debate on cross-functional integration, value delivery, and customer experience.
- At the empirical level, it seeks to demonstrate how a real industrial firm adapts to disruption, rebuilds market strength, and expands regionally through a combination of marketing orientation and supply chain resilience.

I.3 Previous Studies

The table below presents previous studies related to the study variables:

Table 1. Previous studies

Author	***Study***	***Objectives***	***Results***
Alahmari D, Awad A (2025)	Strategic integration of marketing and supply chain functions for superior customer experience	To examine how integrated marketing and supply chain functions shape customer experience in logistics startups.	Operational consistency and digital alignment were found to improve customer experience and service reliability.
Samuel Holloway (2025)	Integrating Supply Chains and Marketing Strategies for Enhanced Customer Satisfaction	To explore the interaction between supply chain integration and marketing strategies in achieving customer satisfaction.	The study found that strategic alignment improves product availability and service delivery, while information sharing and technology are key enablers.
Baldi, B., Confente, I., Russo, I. and Gaudenzi, B. (2024)	Consumer-Centric Supply Chain Management: A Systematic Literature Review	To synthesize recent research on consumer-centric SCM.	The review shows a clear shift toward organizing supply chain decisions around final customer value and the customer journey.
Samuel Holloway (2024)	The Interplay of Supply Chain Integration and Marketing Strategies in Achieving Customer Satisfaction	To study how supply chain integration and marketing strategy jointly influence customer satisfaction.	Collaboration, leadership support, and technological integration were identified as essential drivers.
Mishra, K. K., Singh, C., Mukherjee, K., & Soni, K. (2024).	Optimizing Supply Chain Performance through Effective Marketing and Logistics Coordination	To investigate the effects of marketing-logistics coordination on supply chain performance.	Coordinated marketing and logistics improve inventory management, reduce lead times, and raise customer satisfaction.
Sheth, D.	Supply Chain	To examine the	Delivery reliability

(2022)	Management: The Key to an Enthralling Customer Experience.	role of SCM in customer experience creation.	and operational consistency are key components of customer experience.
Noranee, S., & bin Othman, A. K. (2023)	Understanding Consumer Sentiments: Exploring the Role of Artificial Intelligence in Marketing	To explore how AI supports marketing and customer understanding.	AI helps understand consumer feelings, improve campaigns, and strengthen marketing effectiveness.

Source: Prepared by the authorbased on Previous studies

The table shows a strong convergence in recent literature around one idea: customer experience improves when marketing and supply chain functions are integrated. The studies differ in sector and method, but they agree on the mechanism: information sharing, technological coordination, and cross-functional planning improve service reliability and customer satisfaction. This supports the present study because Condor can be interpreted as a case where market-facing and operations-facing decisions became progressively more aligned. At the same time, the literature also shows that direct measurement of customer experience has become a standard expectation, which remains a limitation in the Condor case. In addition, recent consumer-centric SCM reviews broaden the field by focusing not only on firm performance but also on the customer journey, transparency, and the active role of consumers in shaping supply chain design.

II.THEORETICAL FRAMEWORK OF THE STUDY

II.1 Marketing Theory

Marketing is understood in contemporary management literature as a comprehensive managerial process whereby firms systematically identify customer needs, design and deliver value, communicate that value effectively, and cultivate long-term, mutually beneficial relationships. In modern scholarship, marketing is no longer confined to the narrow function of selling; rather, it is conceived as a strategic value-creation function fundamentally anchored in customer orientation. Its core components encompass market segmentation, target market selection, strategic positioning,

product policy, pricing strategy, promotional communication, and distribution channel management. (Bel Omrane, 2025)

Within the framework of this study, marketing theory is particularly relevant because it defines the nature of the promise made to customers. When a firm communicates expectations regarding availability, quality, and responsiveness, the remainder of the organization must be structurally and operationally capable of fulfilling those promises. Consequently, marketing cannot be treated as an isolated function, but must be closely integrated with operations and supply processes. In customer-centric markets, promotional claims are constantly evaluated against actual delivery performance, which implies that marketing attains credibility only when underpinned by a robust and responsive supply chain. (Alahmari & Abdelrehim , 2025)

Marketing also plays a central role in generating market intelligence. It enables firms to detect shifts in customer preferences, anticipate changes in demand patterns, and adapt their product portfolios to meet the requirements of specific market segments. In the case of Condor Electronics, the significance of marketing theory lies in its capacity to explain how the company maintained its domestic market share while simultaneously pursuing expansion into external markets. Achieving such a dual orientation requires not only strong communication capabilities, but also a refined capacity for market sensing, continuous portfolio adaptation, and coordinated distribution planning that ensures alignment between marketing promises and operational delivery. (Grossman, Helpman, & Lhuillier, 2022)

II.2 Supply Chain Management Theory

Supply chain management is conceptualized in contemporary scholarship as the coordinated governance of material, informational, and financial flows that traverse the network of suppliers, manufacturers, distributors, retailers, and end customers. The overarching purpose of SCM extends beyond operational efficiency to encompass responsiveness, reliability, and the systematic creation of value. In more recent developments, SCM increasingly adopts a customer-centric stance, where operational decisions are shaped primarily by customer expectations and perceived value rather than

by internal convenience or legacy structures. (Golgeci & David M. , 2017)

This theoretical framework is particularly pertinent to the case of Condor Electronics, which operates in an environment characterized by recurrent supply disruptions, significant import dependence, and heightened market volatility. In such a context, a weak or fragmented supply chain can rapidly erode customer trust and weaken brand positioning, whereas a well-coordinated network can simultaneously support domestic market stability and enable sustainable export growth. The contemporary SCM paradigm has thus shifted from a narrow focus on isolated logistics functions toward the design of integrated value systems that incorporate demand forecasting, inventory optimization, transportation management, service quality assurance, and post-sale responsiveness.(Nwosu, 2026)

Emerging consumer-centric literature further introduces a critical insight: the customer is no longer merely the final recipient of supply chain activities, but rather serves as an active reference point around which the entire chain is structured and optimized. This reorientation implies that the design of supply chains must increasingly account for transparency, responsiveness, and the customer journey as fundamental analytical units. The theoretical implication for the present study is that Condor's operational and market expansion can be interpreted not solely as internal growth, but as an expression of a broader customer-oriented logic embedded in its supply chain configuration and operational strategy. (Rodríguez-López & Coronado Mondragon, The impact of supply chain integration from the Service-Dominant Logic perspective: Operant resources and value generation, 2025)

II.3 Customer Experience

Customer experience is defined as the holistic perception formed through all interactions with the firm, encompassing communication, product availability, delivery performance, installation support, complaint resolution, and after-sales service. It extends beyond the narrower concept of satisfaction by integrating functional, emotional, and relational dimensions into a single

evaluative construct. In this study, customer experience serves as the ultimate outcome variable used to assess the effectiveness of the integration between marketing and supply chain management. (Kamboj & Rahman, 2015)

The consumer-centric literature on supply chain management underscores that customer experience is shaped by the entire customer journey rather than by any single transaction. This perspective is particularly valuable in the present context, as Condor's publicly available data do not provide direct measures of satisfaction or experience scores. However, they do reveal clear trends in market share dynamics, export expansion, and operational scaling. These observable trends can thus be interpreted as indirect yet meaningful evidence of the firm's customer-oriented performance and the impact of its integrated marketing–supply chain approach. (Verhoef, 2016)

II.4 Integration Logic

The literature increasingly shows that firms improve customer experience when they coordinate forecasting, share information, and align their performance indicators across functions. This study adopts the same logic. It uses Condor's market share, exports, employment, and sales trajectory as proxy indicators of integration quality. (Imhof & Phil , 2020)

The integration between marketing and supply chain management can be synthesized into three interrelated propositions. First, marketing generates demand expectations. Second, supply chain management determines delivery capacity. Third, customer experience emerges from the degree of fit between the two. Where that fit is weak, customers face delays, inconsistency, or dissatisfaction. Where it is strong, customers perceive reliability, value, and trust. This synthesis is especially useful for interpreting the Condor case because the firm's five-year trajectory suggests an increasing ability to match demand generation with delivery performance. (Jüttner, Christopher, & Baker, 2007)

III. THE PRACTICAL SIDE OF THE STUDY

The applied study reviews the Methodology of the study, then the statistical treatment of the data, then the analysis and discussion of

the results. But before that, it is necessary to introduce the company Condor

III.1 CONDOR AS A CASE

Condor Electronics stands as one of Algeria's most prominent industrial groups in the electronics and household appliances sector. Publicly available reports indicates that the company has maintained a leading position in the Algerian mobile market and has consistently articulated strategic ambitions for export expansion. The firm's public image is that of a diversified manufacturer with clear regional and international aspirations. (Condor Electronics, 2026)

Condor was selected because public sources show that it occupies a strong position in the Algerian market and has pursued export growth.

III.2 METHODS AND MATERIALS

The study adopts a descriptive-analytical methodology combined with a single case study approach. The analytical part interprets Condor's trajectory using public reports, company statements, and derived statistics.

The period 2020-2025 was chosen because it includes a full analytical cycle: 2020 as a disruption year, 2021-2022 as stabilization years, and 2023-2025 as expansion years. Since full audited data are not available, the study uses secondary and proxy indicators such as sales, exports, employment, and market share. To reinforce the applied analysis, additional tables were produced from the estimated series, including year-on-year growth, index numbers, and compound annual growth rates.

The methodology also includes a transparent limitation: the numerical data for 2020-2022 exports are estimated from a reported cumulative export total, and the 2025 figures should be treated as strategic estimates rather than audited results.

III. 3. DATA ANNALYSES AND HYPOTHESES TEST

Public sources suggest that Condor's market strength was already substantial prior to the 2020–2025 study period. A 2025 report stated that the company claimed approximately 50 percent of the mobile market, while another source indicated a 55 percent share in smartphones, with around 6 million devices sold domestically, or up to 8 million when regional markets are included. These figures are not relied upon as fully audited statistics, but rather as indicative evidence that Condor entered the 2020–2025 period with a strong brand presence and an established customer base. This baseline is analytically significant, as a firm starting from a stronger market position is generally better positioned to translate operational coordination into sustained market expansion. (Alexandre, 2019)

Table 2. Estimated evolution of Condor's key indicators, 2020-2025

Year	Sales (billion DZD)	Exports (million USD)	Employees	Domestic mobile market share (%)
2020	34.0	9.5	3,200	30
2021	42.5	9.5	3,500	35
2022	55.0	9.5	3,800	40
2023	68.0	20.0	4,200	45
2024	80.0	45.0	4,800	48
2025	92.0	70.0	5,500	50

Source: Author's compilation based on public reports and company statements.

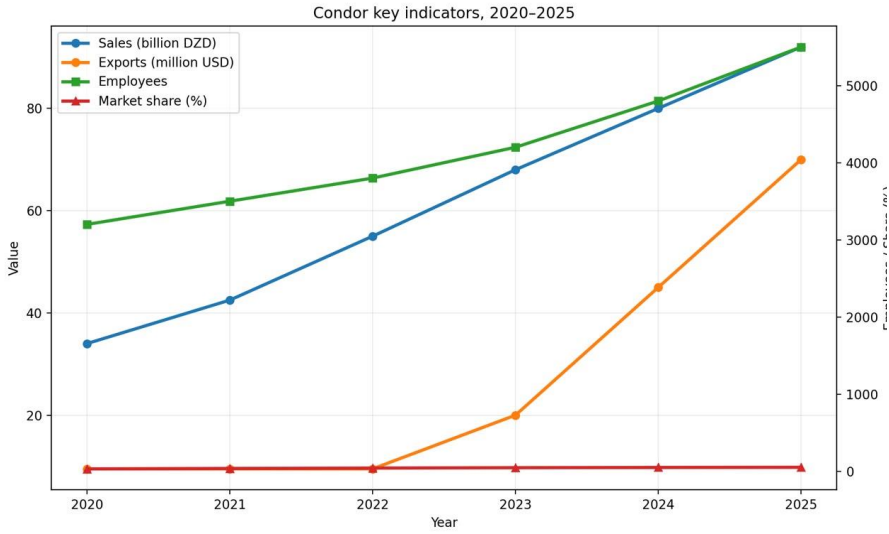
To support the applied analysis, the following tables summarize the estimated trend data derived from available public information.

The 2020-2022 export values are estimated from the reported cumulative period total, and the 2025 value is a strategic estimate rather than an audited figure.

The table reveals a steady upward trajectory in all major indicators. Sales rise consistently, exports accelerate after 2022, employment expands, and market share increases from 30 to 50 percent. This pattern suggests that Condor's marketing and supply chain functions may have become more closely aligned over time. The export jump after 2022 is especially significant because it indicates a shift from domestic stabilization toward broader market engagement. The

employment increase also matters because it signals organizational scaling rather than mere promotional expansion.

Fig 2. Condor key indicators, 2020-2025



Source: Author's compilation based on public reports and company statements.

The following table presents the estimated evolution of Condor's key indicators for 2020–2025, including sales (billion DZD), exports (million USD), number of employees, and domestic market share. Figures are compiled by the author from public reports and company statements; some values are estimated to reflect projected trends over the period.

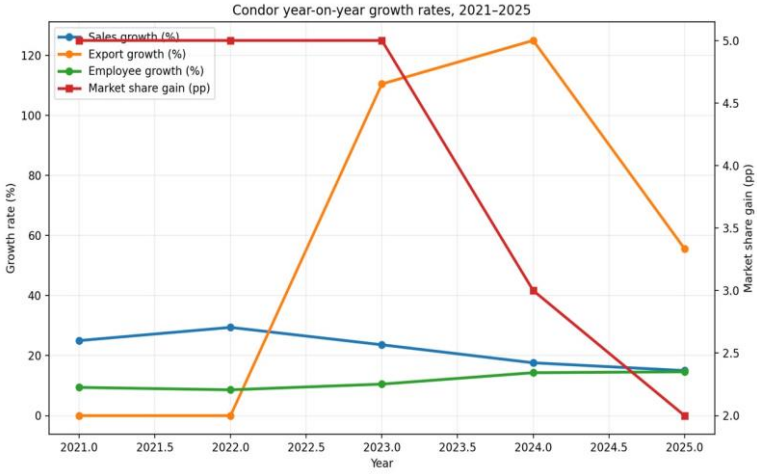
Table 3. Year-on-year growth rates

Year	Sales growth (%)	Export growth (%)	Employee growth (%)	Market share gain (pp)
2021	25.0	0.0	9.4	5
2022	29.4	0.0	8.6	5
2023	23.6	110.5	10.5	5
2024	17.6	125.0	14.3	3
2025	15.0	55.6	14.6	2

Source: Author's calculations based on Table 2.

This table highlights a structural shift in growth. Sales remain positive throughout, but export growth becomes much more dynamic after 2022. Market share gains remain strong, but they slow slightly at the end of the period, which may indicate partial saturation in the domestic segment. Employee growth also increases, suggesting that Condor was expanding its organizational base rather than relying only on promotional expansion. The sharp export growth rates in 2023 and 2024 are particularly notable because they coincide with a broader strategic shift toward external market reach.

Fig 3. Condor Year-on-year growth rates, 2021-2025



Source: Author's calculations based on Table 2.

The following table presents the index numbers of Condor's main indicators, using 2020 as the base year (2020=100). It allows a clearer comparison of how sales, exports, employment, and market share evolved over time relative to the initial period. The index format makes it easier to identify relative growth patterns and highlight the acceleration of exports and the steady expansion of the company's.

Table 4. Index numbers using 2020 = 100

Year	Sales index	Export index	Employee index	Market share index
2020	100.0	100.0	100.0	100.0
2021	125.0	100.0	109.4	116.7
2022	161.8	100.0	118.8	133.3
2023	200.0	210.5	131.3	150.0
2024	235.3	473.7	150.0	160.0
2025	270.6	736.8	171.9	166.7

Source: Author's calculations based on Table 2.

The index values make the trend easier to read. By 2025, sales reach 270.6 relative to 2020, while exports reach 736.8. This shows that export growth outpaced domestic sales growth by a wide margin. The market-share index also rises continuously, which supports the interpretation that Condor maintained domestic strength while expanding outward. The index approach is particularly useful in a case study because it reveals the intensity of change even when the raw values appear modest.

The following table summarizes the main growth indicators derived from the previous calculations. It condenses the case into a small set of highly informative metrics, making it easier to compare the pace of sales, exports, employment, and market-share expansion over the period under review. In particular, the figures highlight the stronger dynamism of exports relative to the other indicators.

Table 5. Summary growth indicators

Indicator	Value
CAGR of sales	22.03%
CAGR of exports	49.10%
CAGR of employment	11.44%
Average annual increase in market share	4.00 pp

Source: Author's calculations based on Table 2.

The summary table condenses the case into a small number of highly informative metrics. Export CAGR is more than double sales CAGR, which confirms that external market expansion was the most dynamic component of the period. Employment CAGR is also positive and substantial, indicating that Condor built capacity while expanding. The average annual rise in market share suggests that the company continued to strengthen domestic acceptance even while internationalizing.

IV. RESULTS AND DISCUSSION:

IV.1 Results

The results point to four main findings.

1) Condor's trajectory reflects a shift in growth logic. In the earlier part of the period, the company appears to have relied mainly on domestic market reinforcement. After 2022, export growth becomes more visible, suggesting a more ambitious regional strategy.
2) Export growth is not merely numerical. Exporting requires product standardization, quality control, logistics coordination, and market adaptation. The export CAGR of 49.10 percent indicates that these capabilities improved significantly.
3) Employment growth supports the interpretation of organizational scaling. Increasing from 3,200 to 5,500 employees suggests that Condor was building its internal base while broadening its market reach.
4) Market share growth can be treated as an indirect sign of customer acceptance. It does not prove satisfaction on its own, but it does show that customers continued to choose

Condor's products. In a competitive consumer market, that is a meaningful signal.(Condor Electronics, 2026)

From a more analytical standpoint, the results also suggest that Condor's management gradually moved from a defensive orientation to a more proactive and externally oriented strategy. In the context of imported-product substitution, local manufacturing, and regional export pressure, that transition is not trivial. It implies a certain degree of managerial learning and institutional adaptation. The company appears to have used marketing to preserve domestic visibility while relying on supply chain improvements to sustain output and broader market reach. (Juergensen, Rajneesh , & Surdu, 2024)

IV. Discussion

The case aligns with broader scholarly evidence indicating that customer experience improves when marketing and supply chain management are integrated in a coherent manner. Condor's upward trajectory across sales, exports, employment, and market share suggests that the company progressively aligned its market-oriented promises with its operational capacity, thereby enhancing the credibility and effectiveness of its value-delivery system. (Rahayu Syahputri, 2026)

A useful interpretive framework for this case consists of three interrelated levels of integration. The first level corresponds to operational coordination, where the firm primarily seeks to maintain supply continuity during periods of disruption. The second level entails planning integration, in which domestic and export demand are balanced more deliberately through coordinated forecasting and resource allocation. The third level reflects strategic alignment, where marketing and supply chain management are embedded within a unified value-delivery system that is explicitly customer-oriented. Condor's development trajectory appears to reflect a gradual progression through these levels, moving from reactive coordination toward more intentional and strategic integration. (analysts, 2021)

The available statistical evidence supports this interpretation. Sales expanded at an average annual rate of 22.03 percent, while exports grew at 49.10 percent annually. This divergence is analytically significant, as it indicates that the company was not

merely recovering from previous disruptions, but was actively reorienting itself toward broader market engagement. The increase in domestic market share from 30 to 50 percent further suggests that Condor preserved and strengthened its domestic position while simultaneously expanding its export footprint.(Verhoef, 2016)

Revisions in Condor's stated export ambitions, as reported in public sources, should be interpreted with caution. One source reference an export target of 200 million USD by 2025, while a later report indicates a revised target of 70 million USD by 2029. Such adjustments are common in corporate strategy, reflecting adaptation to evolving market conditions, regulatory constraints, and resource availability. In case-study research, these target revisions ought to be reported transparently, rather than omitted, as they provide insight into the firm's strategic learning process.(El-Rabi & Yahiaoui , 2021)

A principal limitation of the study remains the absence of direct customer-experience data. Indicators such as satisfaction survey results, complaint rates, delivery times, and service quality metrics are not publicly available for Condor. Consequently, the study infers customer experience from observable market outcomes rather than measuring it directly. This limitation is analytically important, as it defines the boundaries and interpretive scope of the evidence. (Arrouche, 2023)

A further consideration concerns the domestic market share figures. The increase from 30 to 50 percent in the mobile segment may reflect stronger brand loyalty, more competitive pricing, improved distribution coverage, or the substitution of imported products with locally manufactured alternatives. The available figures do not allow for the isolation of any single causal factor. Their analytical value lies in demonstrating that Condor retained and expanded its market position during the study period. From the perspective of consumer-centric supply chain management literature, this outcome is consistent with a customer-focused supply chain, though it does not constitute definitive proof without direct customer data. (Nadia & Ghazzazi, 2020)

From a theoretical standpoint, the Condor case also illustrates the growing relevance of customer-centric supply chain thinking in industrial contexts. Rather than optimizing logistics solely for cost reduction, the company appears to have leveraged its supply capacity to reinforce market positioning and support regional expansion. This

aligns with recent literature that conceptualizes the customer journey as the organizing framework for supply chain design. In this regard, Condor provides a valuable North African example of how an industrial firm can translate operational competence into sustained market competitiveness. (Omar, 2022)

Beyond the descriptive interpretation of the observed trends, the findings suggest that marketing–supply chain integration may have generated a cumulative capability effect rather than isolated operational improvements. As market demand expanded, the firm's ability to synchronize promotional activities with production planning, inventory management, and distribution logistics likely reduced coordination failures and enhanced execution efficiency. Such alignment can strengthen organizational responsiveness, improve resource utilization, and reinforce customer confidence by ensuring that market promises are consistently translated into actual service delivery.

From the perspective of the Resource-Based View (RBV) and Dynamic Capabilities Theory, the integration of marketing and supply chain management may be interpreted as a strategic organizational capability that is difficult for competitors to replicate. Rather than constituting two independent functional areas, marketing and supply chain management become complementary strategic assets whose interaction creates superior value. In the case of Condor Electronics, the simultaneous growth in sales, exports, employment, and domestic market share may therefore reflect not only commercial expansion but also the gradual accumulation of organizational capabilities that support long-term competitive advantage.

Nevertheless, caution remains necessary when interpreting these findings. Although the observed indicators are consistent with the theoretical expectation that stronger functional integration contributes to improved organizational performance, they do not establish a direct causal relationship with customer experience. External factors, including macroeconomic recovery, industrial policy, import substitution initiatives, exchange-rate developments, and post-pandemic market adjustments, may also have influenced the company's performance during the study period. Consequently, the findings should be interpreted as evidence of a plausible strategic association rather than definitive proof of causality.

V. CONCLUSION:

This article shows that Condor Electronics Algeria experienced sustained growth in sales, exports, employment, and market share during 2020-2025. The additional tables make the transformation clearer and support the interpretation that marketing and supply chain management were increasingly integrated in ways that strengthened the firm's customer-oriented performance. The case therefore provides a meaningful industrial example of how internal coordination can support external competitiveness.

At the same time, the article remains limited by the absence of direct customer-experience data and by the use of estimated proxy indicators. The study therefore supports a positive relationship between integration and customer experience, but it does not fully measure that relationship. That limitation should remain visible in the final manuscript because it protects the study's scientific credibility.

The broader implication is that customer experience in industrial firms cannot be explained by marketing or logistics alone. It emerges from the degree to which the firm's promises, supply capacity, and service systems are aligned. The Condor case suggests that when this alignment improves, market share, exports, and organizational capacity can rise together. That makes the case relevant not only for Algerian industry, but also for the wider debate on consumer-centric supply chain management and integrated value creation.

The present case also contributes to the growing body of research on functional integration in emerging economies. While most previous studies have focused on multinational corporations operating in mature markets, this study demonstrates that similar integration mechanisms can be observed within an Algerian industrial context despite institutional constraints and limited data availability. Accordingly, the article extends the empirical discussion on marketing–supply chain integration by providing evidence from North Africa, a region that remains underrepresented in the international literature.

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