








“Customer loyalty and administrative management of e-commerce in the telecommunications sector in Latin America”

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ARTICLE INFO	Leticia Briggith Gomez-Pino, Karla Stefanny Huertas-Vilca, Omar Fabricio Maguiña-Rivero and Franklin Cordova-Buiza (2023). Customer loyalty and administrative management of e-commerce in the telecommunications sector in Latin America. <i>Problems and Perspectives in Management</i> , 21(3), 330-342. doi: 10.21511/ppm.21(3).2023.26
DOI	http://dx.doi.org/10.21511/ppm.21(3).2023.26
RELEASED ON	Tuesday, 15 August 2023
RECEIVED ON	Monday, 15 May 2023
ACCEPTED ON	Wednesday, 19 July 2023
LICENSE	 This work is licensed under a Creative Commons Attribution 4.0 International License
JOURNAL	"Problems and Perspectives in Management"
ISSN PRINT	1727-7051
ISSN ONLINE	1810-5467
PUBLISHER	LLC “Consulting Publishing Company “Business Perspectives”
FOUNDER	LLC “Consulting Publishing Company “Business Perspectives”



NUMBER OF REFERENCES

60



NUMBER OF FIGURES

0



NUMBER OF TABLES

4

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BUSINESS PERSPECTIVES



LLC "CPC "Business Perspectives"
Hryhorii Skovoroda lane, 10,
Sumy, 40022, Ukraine
www.businessperspectives.org

Received on: 15th of May, 2023

Accepted on: 19th of July, 2023

Published on: 15th of August, 2023

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Conflict of interest statement:

Author(s) reported no conflict of interest

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CUSTOMER LOYALTY AND ADMINISTRATIVE MANAGEMENT OF E-COMMERCE IN THE TELECOMMUNICATIONS SECTOR IN LATIN AMERICA

Abstract

Business management plays a crucial role in brand positioning using the digitization of processes and strategies to attract customers, especially during the Covid-19 pandemic. The objective of this study is to identify the actions implemented by the administrative management of international corporations regarding investing in e-commerce and enhancing consumer loyalty. The sample comprised leading telecommunication companies, such as O Globo, Claro, and Tigo, according to the Katnar Ranking. A qualitative non-experimental design methodology was applied based on the documentary analysis of the annual reports. As a result of the investigation, it was found that 54% of the investments in business management maintained a customer attraction approach through electronic commerce strategies based on the organizational communication policy. In addition, 57% of the investment is allocated to the design of marketing plans through official websites. 54% of the incentive scale focuses on special offers on commemorative dates. On the other hand, 61% represent the importance of recognition of the digital shopping experience. Finally, 47% of the investment is focused on strengthening the processes that guarantee compliance with the duty of suitability. In conclusion, the business strategies proposed to promote electronic commerce and consumer loyalty have managed to promote digital transformation in the long term because administrative management focused on customer satisfaction and acquisition, which is essential to achieve business success in the digital age.

Keywords

digital transformation, retention strategies, consumers, operational efficiency, strategic management, customer experience

JEL Classification

D11, M31, L96

INTRODUCTION

At an international level, businesses have recognized the importance of incorporating electronic commerce since it stimulates the improvement of the dissemination of products and services, reducing costs and automating commercial management. This implies a perspective focused on process optimization and a business marketing approach aimed at meeting the needs of the globalized market (Tupia-Astoray & Andrade-Arenas, 2021; Cordova-Buiza et al., 2022b). A rapid increase in the demand for e-commerce applications has been observed since 2020 due to the pandemic and the need to compensate for the loss of income in physical stores. Thus, in response, development plans were implemented to invest in more efficient digital channels (Benai et al., 2021; Hamri & Ech-Charrady, 2022; Balbin-Romero et al., 2022; Biancuzzi et al., 2021; Khan, 2022).

At the same time, the protection of privacy and security in electronic transactions is positioned as a priority for users and business managers. Internet users' distrust in electronic commerce negatively impacts the market due to the perceived sense of danger (Soleimani, 2022; López Jimenez & Redchuck, 2015). These issues are crucial to target to achieve high customer satisfaction and loyalty.

Business growth in Latin America, especially its telecommunication sector, continues to be significant, and future expansion prospects point in the same direction. However, its consolidation has been hampered by the distrust generated by the use of the network. In addition, the need to remedy the ravages caused by the pandemic became evident. It became imperative to achieve a situation demonstrating that implemented administrative policies remain flexible and sustainable over time (Cheng et al., 2022; Gonzales Sulla, 2021; Rodriguez-Ahuanari et al., 2022; Ernawaita, 2021). In this sense, the preceding leads to the following research question: What are the administrative management actions to retain the Latin American consumers within the electronic commerce framework in the telecommunications sector?

1. LITERATURE REVIEW

Administrative management plays a fundamental role in adapting and optimizing technological resources to ensure the correct and continuous operation of business activities. However, different crises, i.e., the Covid-19 pandemic, can highlight the problematic areas corporate management has to deal with to ensure high customer retention.

Customers have modified their tastes and consumption preferences, becoming more demanding concerning the service provided by a company (Arcentales-Cabrera & Avila-Rivas, 2021). At the same time, customers have raised their choice standards, so organizations have defined better strategies for a remarkable interconnection between the satisfaction of customer needs and brand loyalty (Choca Ramirez et al., 2019). Likewise, disseminating content through social networks is a way of encouraging the client to create an emotional bond with the corporation (Miranda Barragán et al., 2022).

Consumer loyalty lies in the perception of a series of customer emotions toward a certain company, having a favorable attitude. Under this criterion, the substantial value that the product presents through its brand favors its rapid acquisition by customers to satisfy their needs (Mendoza Serna, 2018). Likewise, customer loyalty is the success of the electronic commerce service and can be enhanced through gamification (Aparicio et al., 2021). As a result, positive emotion and experience have become an effective e-commerce method for customer loyalty (Barzi & Ghoudououou, 2022).

The model designed by Brito Velarde and Pacheco Vega (2017) warns that consumer loyalty has five different essential dimensions: communication, marketing, incentives, experience, and information, which allow for establishing customer loyalty toward a company. Along the same lines, companies have a common objective: to retain customers by ensuring relevant information about them to increase their sales.

The communication dimension refers to a set of integrated and coordinated tools to reach the target group using means that allow a better information connection between the company and the consumer. In turn, it compromises the action between two or more individuals who transmit or receive information that can influence people's positive attitudes (Toca Torres, 2013).

The marketing dimension deals with a process that involves the brand and the customer, communicating the message, and receiving and selling insights and ideas. Similarly, it is the total set of activities through marketing tools to disseminate, communicate and exchange information, considering the consumer's desires and/or needs (Oviedo Garcia et al., 2015).

The incentives dimension consists of participation and constant interactivity to contribute positively and significantly to consumers' commitment to commercial brands. This situation generates greater loyalty from promotions and campaigns developed at the business level, whose traceability and impact are evidenced

in the number of sales and comments disseminated on various social networks (Adhikari & Kunnar Panda, 2019).

The experience dimension evaluates consumers' habits of sharing their experiences related to the brand using various internet platforms. Thus, customers connect very personally with what the brand disseminates and its impact on their lifestyle (Cheung et al., 2021). At the same time, factors such as increased automation and agility are expected to lead to a better personalized experience with real-time traceability for further cost savings (Vijai & Nivetha, 2020). In this sense, incorporating marketing sources is crucial to boost sales and the shopping experience within reach of a single click (Morales, 2021).

Finally, the information dimension emphasizes special attention to the use of information systems. Indeed, new digital customers use various tools associated with the digital environment as a means of information, allowing them to carry out a vital lifestyle for each user (Apolo Buenaño et al., 2015). In this context, the new digital consumers require modifying a business model structure for the sustainable growth of electronic commerce (Lalaleo-Analuisa et al., 2021).

Electronic commerce is defined as a digital tool to link suppliers with companies and companies with clients, to optimize time and resources in transactions carried out through computer networks. In this line, electronic commerce mainly revolves around three axes determined by exchanging commercial information and creating commercial alliances (Sqalli Houssaini, 2020).

Electronic commerce represents a strategic plan assigned as a means of selling products and/or services remotely through digital media, especially for those corporations that seek to expand their operations to international markets, considering significant profits and lower costs and expenses (Bouayad Amine & Tabyaoui, 2022; Cordova-Buiza et al., 2022a). In this sense, after applying a digital recommendation system enabled by electronic commerce, customer loyalty is finally achieved due to an outstanding shopping experience on websites, allowing them to quickly choose the products that interest them (Havrlant & Kreinovich, 2017).

According to Sierra Arias et al. (2022), electronic commerce is crucial in constant growth and development in different corporate scenarios. Incorporating digital trend elements improves the traditional business structure to achieve a profitable business model. Furthermore, companies are under increasing pressure to improve their business capabilities and cope with the demands of the global value chain (Orji et al., 2022).

Barberán Arboleda and Pozo Ceballos (2019) allude that the electronic commerce tool ceased to be passive since it adapted to the rise of constant technological innovation by offering functions with greater interaction. In this sense, electronic commerce companies must have interactivity solutions to increase consumer satisfaction compared to traditional physical stores since there are no face-to-face interactions (Sallemi Hrichi & Ben Rached, 2018). In this sense, e-commerce websites and online marketplaces are expected to use a social presence system to increase trust in online shopping and simultaneously build loyalty among netizens. Thus, it becomes an essential support for the success of multiple businesses (Tong et al., 2020; Guzmán Pérez et al., 2019).

According to the model designed by Londoño Arredondo et al. (2018), electronic commerce, based on the use of technology, manages to make processes, costs, and expenses more efficient, in addition to helping improve organizational performance. Under this order of ideas, three dimensions of electronic commerce are distinguished: technologies, community interactions, and commercial activities.

The technology dimension refers to all the activities carried out in an organization, turning it into a consolidated and determining tool of competitiveness. The constant business variations modify the levels of productivity and systems (Ahmedov, 2020). In this context, information and communication technologies represent devices, tools, equipment, and electronic components that manage information, which support the development and economic growth of any company, leading to the detection and prevention of fraud in business management (Kumar et al., 2020).

The interactions with the community dimension is a substantial element in customer relationship

management (Pongpaew et al., 2017). In this sense, it refers to the interactions of the community to achieve favorable consequences. They include identification of the client's brand, the commitment, and the link with the brand's community (Luo et al., 2016; Casalo et al., 2017; Heinonen et al., 2018), where customers frequently engage in various online platforms to interact with companies and their brands (Cheung et al., 2021).

Finally, commercial activities make a company's service operations more sustainable from the start, as they relate to all the specific support activities companies provide to their customers to maintain their loyalty. Thus, every company that carries out commercial transactions also carries out a defined level of service (Thuy Tran, 2021).

Sfenrianto et al. (2018) specify the correlation between the influences of social networks to maintain the loyalty of their members. The sample was 257 registered Facebook users determined via the multiple linear regression method. The results show a significant relationship between the use of social networks and attitudinal loyalty. Likewise, the use of social networks affects the repurchase intention, and, finally, it can be affirmed that the use of social networks does not affect the increase in word-of-mouth community members.

Borja Castillo (2020) sought to evaluate the application of electronic commerce adapted to commercial microenterprises. The methodology was based on a non-experimental design, with a descriptive level and a quantitative approach, and the sample included 380 Peruvian retail stores. Based on the Rho-Spearman test, a high correlation was found between Peruvian micro enterprises and electronic commerce. Finally, it was concluded that it is feasible for Peruvian microenterprises to adopt electronic commerce in their businesses and take risks to achieve customer loyalty in the face of expanding international franchises in a convenience store format, which has a higher share market each year.

Chávez Santivañez et al. (2020) studied the relationship between social networks and customer loyalty in the Kopish Pet Store. The applied methodology was non-experimental, under a mixed approach and explanatory level, with a sample of 318 Kopish clients. It was concluded that there is

a moderate correlation between social networks and customer loyalty.

Fitriyanti et al. (2021) analyzed the effect of electronic commerce and the quality of the products of multinational companies on satisfaction and its impact on consumer loyalty. The applied methodology was based on a non-experimental design, descriptive level, and quantitative approach, with a sample of 155 respondents who consumed EMN products. The results showed that each variable influenced the other. E-commerce has a positive effect on customer satisfaction. Product quality has a positive effect on customer satisfaction. Satisfaction has a significant effect on loyalty. On the other hand, electronic commerce has a negative effect on consumer loyalty.

Al-Ayed (2022) examined the factors that affect the value of e-commerce in the Saudi environment and explored the impact of these factors on e-customer loyalty. The methodology was determined by a non-experimental design with a quantitative approach. The sample consisted of 247 e-clients determined under simple random sampling for this study. The results showed that the factors had a positive impact on the construction of attention, character, choice, convenience, personalization, and the cultivation of e-customer loyalty.

Lilian et al. (2021) analyzed the correlation between the recommendation of online products and customer loyalty, with the efficiency of product intermediation as a mediator, using convenience sampling of 179 Sociolla customers. Their results show that the enabler in recommending online products was positively correlated with customer loyalty. At the same time, the inhibitory dimension in this variable was not significantly correlated with customer loyalty. It is concluded that the recommendations must be comprehensive, clear, and satisfy the client's needs since they will facilitate the latter in making purchasing decisions, ultimately leading to customer loyalty toward the products.

Ertemel et al. (2021) studied the incorporation of the customer satisfaction dimension by analyzing the direct and indirect effects of co-construction phenomena using structured equation models. The

applied methodology had a non-experimental design and a quantitative approach. Thus, the sample consisted of 538 Turkish university students. The results showed that the online flow status perceived by the trust of university students in Turkey indirectly influences their satisfaction and loyalty to e-commerce websites through customer experience.

Nair et al. (2022) analyzed the relationship between service quality and customer loyalty in online hotel reservation applications. The applied methodology was a non-experimental design, at a descriptive-analytical level, through a quantitative approach. The sample was 130 consumers in Kerala. The results showed a significant relationship between service quality and customer loyalty among online hotel booking applications.

Hani et al. (2018) researched the influence of social networks on the behavior of luxury goods consumers and the plausibility of being replaced by traditional marketing strategies. The applied methodology had a non-experimental design, with a quantitative approach and a cross-sectional, descriptive study level, with a sample of 120 consumers of luxury items. The method of structural equations based on the maximum was used for the parameter likelihood and estimation. The result determined a positive influence of social networks on brand valuation, product loyalty, and consumer purchase intention.

Excellent Mofokeng and Tan (2021) examined the effects of online shopping attributes on customer satisfaction and loyalty to web stores in South Africa moderated by e-commerce experience. The methodology was based on a non-experimental design, quantitative approach, and descriptive level, while the sample was determined by 287 complete responses from clients using structural equation models. The results showed that the e-commerce experience had a significant interaction effect on the impact of customer satisfaction on customer loyalty.

In this context, the need to accelerate the digital transformation of the global business environment, leading to a new and better way of adding value and generating higher levels of customer retention, is crucial. Thus, this study aims to determine what actions are applied by the man-

agement to promote e-commerce among Latin American corporations in the telecommunications sector.

This study justifies e-commerce for the digital modernization of large corporations due to the restrictions and blockades imposed by the Covid-19 pandemic. These circumstances forced companies to allocate their budgets toward digitization, taking advantage of new business opportunities to generate digital business. The analysis adds value to the analysis of the evolution strategies implemented by Latin American organizations, changing the focus toward customer retention and expansion and generating higher levels of loyalty through electronic commerce.

2. METHODOLOGY

This study uses a qualitative approach through documentary analysis and non-experimental design of three annual reports corresponding to the consumer loyalty actions applied in O Globo, Claro, and Tigo companies. Data collection was carried out through descriptive analysis. A data collection guide was applied to extract the necessary and specialized information. Regarding data analysis, the information collected was synthesized through data reduction, involving the separation, identification, classification, and grouping of units.

Concerning the unit of analysis, it is characterized by keeping the top places in the Kantar Ranking based on the list of the 50 most valuable Latin American brands in 2020, taking into account customer retention and loyalty, and, as the inclusion criterion, all those companies that ranked at the top places in the telecommunications sector in the year 2020. On the other hand, the exclusion criterion applied was the consideration of those companies that do not belong to the telecommunications sector despite ranking first in the Kantar Ranking and being out of the 2020 period.

3. RESULTS

The companies in the telecommunications sector that were located in the first places of the Kantar Ranking due to the commercial relationships cre-

Table 1. Sample characteristics

Source: The information is retrieved from the Katnar Ranking distribution according to the telecommunications sector.

Country	Company	Place in the ranking
Brazil	O Globo	1°
Brazil	Claro	2°
Colombia	Tiago	1°

ated as a result of electronic commerce are identified (Table 1).

Based on the evaluation of the application of consumer loyalty indicators through e-commerce, and according to the 2020 annual report published on the official websites of three telecommunications conglomerates, it was possible to verify the execution of respective activities, as it allows identifying the distribution of economic efforts of 100% of the activities performed by each dimension.

Table 2 shows the consumer loyalty strategies applied in the O Globo corporation within the e-commerce framework. The results highlight the

presence of the communication dimension, seen through actions encompassing 30% of resources aimed at strengthening the use of digital media to offer products or services and training personnel to affiliate customers properly through contracts. In the marketing dimension, 42% of the strategies adopted in the design of the marketing plan are perceived in the structure of the company's official website. In the incentives dimension, special offers on commemorative dates or special events scheduled by the company were emphasized with 31%. In the experience dimension, 32% were attributed to encouragements based on the purchases made on the website. Finally, 46% were attributed to compliance with the supplier's duty of suitability

Table 2. Percentage of compliance with indicators in terms of consumer loyalty dimensions generated by the application of e-commerce in O Globo

Source: The dimensions are taken from the model developed by Brito Velarde and Pacheco Vega (2017).

Dimension	Indicators	Compliance percentage
Communication	Corporate communication policies	25%
	Use of digital communication channels	30%
	Training and adaptation to a digital communication standard for the signing of contracts	25%
	Efficient use of communication resources	20%
	Total	100%
Marketing	Design of marketing plan applied to the official website	42%
	Brand management and customer retention	20%
	Advertising management according to the needs of the cyber consumer	18%
	Control and management of diffusion networks	20%
	Total	100%
Incentives	Special offers on commemorative dates	31%
	CSR factors applied at the corporate level	14%
	Carbon footprint reduction	30%
	Offers by consumption habits	25%
	Total	100%
Experiences	Recognition for the digital shopping experience	32%
	Qualification for the virtual service	10%
	Feedback spaces for service improvement	14%
	Security in the digital commercial activity	44%
	Total	100%
Information	Compliance with the duty of suitability	46%
	Explicit detail of the product or service to be offered	20%
	Immediate connection with digital customer support consultant	14%
	Details of the purchase procedure	20%
	Total	100%

regarding the offer of products or services in the information dimension.

Table 3 shows the statistics for the Claro Corporation. The communication dimension shows a deployment of resources (54%) to comply with the corporate communication policies related to acquisitions foreseen in e-commerce. In the marketing dimension, with 57%, this company implements the guidelines established for the corporate digital marketing plan. In the incentives dimension, the strategies applied are based on special offers during national and international dates of massive discounts. In the experience dimension, with 48%, the purchase experience is recognized by evaluating the frequency of product or service acquisition. At the same time, a customer is granted a higher number of offers and points equivalent to redemptions. Finally, in the information dimension, with 41%, the company is cautious to ensure the correspondence between the product or service observed and what is expected to be received.

Table 4 shows the results for Tigo. The strategies with the highest relevance and allocation of resources were directed at consumer loyalty in the context of e-commerce. In the communication dimension, with 38%, management encouraged business personnel to apply interconnection policies between user and supplier, i.e., a digital customer service protocol. With 40%, the marketing dimension prioritizes the design of a marketing plan to face the competition and gain a position in the market. In the incentives dimension, with 54%, the strategy of creating offers according to the annual seasons predominates. In the experience dimension, 61% of the measures adopted as the leading consumer loyalty factor are the incentives for customers concerning their shopping experience. Finally, the information dimension, with 47%, indicates that it is necessary to comply with consumers' rights since their purchase must be within the parameters set out in a digital offer space.

Table 3. Percentage of compliance with indicators in terms of consumer loyalty dimensions generated by the application of e-commerce in Claro

Source: The dimensions are taken from the model developed by Brito Velarde and Pacheco Vega (2017).

Dimension	Indicators	Compliance percentage
Communication	Corporate communication policies	54%
	Use of digital communication channels	10%
	Training and adaptation to a digital communication standard for the signing of contracts	21%
	Efficient use of communication resources	15%
	Total	100%
Marketing	Design of marketing plan applied to the official website	57%
	Brand management and customer retention	15%
	Advertising management according to the needs of the cyber consumer	12%
	Control and management of diffusion networks	16%
	Total	100%
Incentives	Special offers on commemorative dates	32%
	CSR factors applied at the corporate level	18%
	Carbon footprint reduction	24%
	Offers by consumption habits	26%
	Total	100%
Experiences	Recognition for the digital shopping experience	48%
	Qualification for the virtual service	27%
	Feedback spaces for service improvement	16%
	Security in the digital commercial activity	9%
	Total	100%
Information	Compliance with the duty of suitability	41%
	Explicit detail of the product or service to be offered	29%
	Immediate connection with digital customer support consultant	16%
	Details of the purchase procedure	14%
	Total	100%

Table 4. Percentage of compliance with indicators in terms of consumer loyalty dimensions generated by the application of e-commerce in Tigo

Source: The dimensions are taken from the model developed by Brito Velarde and Pacheco Vega (2017).

Dimension	Indicators	Compliance percentage
Communication	Corporate communication policies	38%
	Use of digital communication channels	16%
	Training and adaptation to a digital communication standard for the signing of contracts	26%
	Efficient use of communication resources.	20%
	Total	100%
Marketing	Design of marketing plan applied to the official website	40%
	Brand management and customer retention	20%
	Advertising management according to the needs of the cyber consumer	20%
	Control and management of diffusion networks	20%
	Total	100%
Incentives	Special offers on commemorative dates	54%
	CSR factors applied at the corporate level	15%
	Carbon footprint reduction	21%
	Offers by consumption habits	10%
	Total	100%
Experiences	Recognition for the digital shopping experience	61%
	Qualification for the virtual service	10%
	Feedback spaces for service improvement	9%
	Security in the digital commercial activity	20%
	Total	100%
Information	Compliance with the duty of suitability	47%
	Explicit detail of the product or service to be offered	13%
	Immediate connection with digital customer support consultant	28%
	Details of the purchase procedure	12%
	Total	100%

4. DISCUSSION

The study sought to determine whether electronic commerce allows a greater reach of users to purchase both products and services since applying strategic actions to achieve customer retention and loyalty ensures a new way of recognizing opportunities in the market.

The results show that e-commerce platforms increase the probability of purchasing behavior by registered members. Therefore, the prerogatives of use must be comprehensive, clear, and focused on policies that meet customers' needs, making it easier for users to decide to repurchase.

Based on the communication dimension, it is found that the company O Globo, from Brazil, maintains a percentage of 54% concerning the indicator of corporate communication policies to improve corporate reputation and customer loyalty. These research results coincide with those of Sfenrianto et al. (2018). They indicated that the

digital medium allows Internet users to buy online through websites within the framework of electronic commerce conveniently, influencing the interactivity of communication and quality of service on social networks to build loyalty. Thus, it is possible to estimate repeated buying behavior, which increases sales and profits.

Regarding the marketing dimension, the prioritized efforts are identified in the strategic actions for the marketing plan, which are visible on its official website, and whose percentage is 57%, disseminated in the current fragmented market environment. So, the strategic restructuring of websites should appeal mainly to the unconscious purchasing decisions of consumers. This finding is consistent with the theoretical assumptions of Borja Castillo (2020): electronic commerce platforms have allowed the development of digital marketing, which contributes to strengthening the relationship between companies to make communication with customers more effective.

On the other hand, in the incentives dimension, a percentage of 54% related to the indicator of special offers on commemorative dates is maintained, highlighting the notable strategies based on special offers or events led by the company to attract users and make them feel committed to purchasing. These results coincide with Excellent Mofokeng and Tan (2021) when concluding that a customer experiences a series of emotions when buying online, referring to product or service offers, especially if the promotion is a discount and/or free shipping.

In addition, in the experience dimension, reference is made to the indicator called digital shopping experience recognition, which specifies that e-commerce actions concerning this dimension reach 61% of the investment. In contrast, customer requests to acquire products and/or services are made through the website. In this sense, webpages should be characterized by the simplicity of the visual content, which influences the moment of purchase and ensures trust when browsing online. The results agree with Al-Ayed (2022), who indicates that electronic commerce is notable for the current era based on the need to achieve customer trust, approval of satisfaction, and quality of communication through user interface design.

Finally, in the informative dimension, the strategic actions of electronic commerce show 47%

compliance with the duty of suitability since it is imperative to ensure the correspondence between what is offered and what is received as a product or service. This will demonstrate warranty, customer satisfaction, and increased loyalty. These results agree with Fitriyanti et al. (2021), highlighting the importance of a consumer receiving the good or services offered on the website under such conditions.

This study has several limitations. Due to the Covid-19 pandemic, it was difficult to reinforce the research through interviews with the general managers of the companies studied. Thus, the analysis was based on the theoretical development compiled in the corporate annual reports of the year 2020, using the respective strategic actions destined as a company in the administration of activities directed in electronic commerce since they lead to consumer loyalty.

Future research can expand the dimensions studied based on other indicators, such as the satisfaction factor, since a relationship based on the fulfillment of expectations favors the increase in distance transactions, allowing a significant result in a brand-product relationship and the modernization of internal administrative processes. Moreover, it is proposed to survey telecommunications companies with a greater geographical breadth for generalizability.

CONCLUSION

The study's objective was to determine the actions implemented by the administrative management of international corporations within the e-commerce framework in the telecommunications sector of Latin American countries. An efficient design of administrative processes in companies guarantees a satisfactory experience for the clients, which contributes to their loyalty. It is concluded that electronic commerce helps to retain consumers in the telecommunications sector.

In this sense, the demand standards of the current market recognize that a company must use secure digital channels, facilitating the design of the communicative interaction toward an excellent consumer experience, establishing a stable relationship between the client and the interested business parties. Likewise, the consumer experience promoted by marketing strategies and incentives is relevant, for which its consideration and impact on the veracity of the information disseminated on online sites and its effectiveness are raised, thus increasing the retention rate and corporate positioning.

AUTHOR CONTRIBUTIONS

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