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ORGANIZATIONAL AND ECONOMIC CHARACTERISTICS AND MAIN INDICATORS OF DEVELOPMENT OF «JARIR MARKETING COMPANY IN THE FIELD OF E-COMMERCE

Abstract. This article examines the operations of the Saudi Arabian company Jarir Marketing Company, a leading retailer of consumer goods and electronics in the Middle East. It describes the company's development from a small bookstore (founded in 1974) to a large publicly traded company with a network of over 60 stores in Saudi Arabia and the Gulf. Particular attention is paid to the company's digital transformation strategy, the contribution of online sales to financial results (which increased to 33% by 2024), and social initiatives supporting education and reading. The company's logistics model, HR policy, and plans for expanding the network to over 80 branches by 2025 are analyzed.

Keywords: Jarir Marketing Company; retail; Saudi Arabia; book retail; electronics; online sales; digital transformation; Tadawul; logistics; corporate social responsibility; Middle East.

Jarir Marketing Company is a large joint-stock company in Saudi Arabia, which is firmly established in the retail market for everyday goods and general consumer purposes. Jarir Bookstore has long established itself as a leader in the Saudi market with a wide range of products, from stationery and books of all genres to electronics, computer accessories, toys and sports equipment. Particularly noticeable are the efforts to develop an online destination that combines the convenience of placing orders, fast delivery and choice for urban residents and remote areas.

The firm was founded in 1974 in Riad by a group of partners who started out as a small bookshop with textbooks, literature and office supplies. Sales went up by the end of the 1970s on the wave of young people's interest in education. In 1985, they opened a second store in the Riad in a more accessible location, which doubled their turnover and strengthened their reputation.

The 1990s brought an expansion: in 1998-1999, a store opened in Jeddah, adding computers and printers to the range in response to the technological boom. In 2002, they became a joint-stock company (number 1010032264), opening access to the stock market. In December 2003, the shares were placed on Tadawul under the ticker 4190 - the price soared, funds went to new points and warehouses.

Today, Jarir Marketing Company sets retail standards, balancing the tradition of bookselling with electronics sales and digitalization. The pandemic highlighted the role of the online channel, which helped to maintain its position. The head office in Riad coordinates finance, logistics and strategy - a convenient place to work with authorities and suppliers. The authorized capital for May 2023 is 1.2 billion Saudi riyals, which ensures stability without a debt burden.

Activities are divided into retail (main income through Jarir Bookstore-stores and website) and wholesale. Offline outlets value the opportunity to inspect goods and consult, which is popular with families and students.

The online platform complements this by offering round-the-clock access to the catalog, convenient search by category and delivery services, which has become especially relevant during periods of travel restrictions. The wholesale direction, although smaller in scale, serves corporate clients – schools, offices, enterprises, delivering batches of office supplies, electronics and books at special prices, taking into account the order volume.

Under the direct control of the parent company, there are six wholly owned subsidiaries, where the ownership share is one hundred percent, which ensures uniform quality and management standards. In the United Arab Emirates, two companies operate:United Bookstore CompanyandJarir Trading Company LLC, which duplicate the main product range, adapting it to local preferences, such as a greater emphasis on gadgets and school supplies. Jarir International Central Market for Non-Food Items operates in Kuwait Items, specializing in non-food products such as electronics and toys, with a focus on central markets.Jarir Marketing Bahrain Company Ltd has opened in Bahrain, targeting the local middle class with a growing interest in reading and technology.Jarir United Company for Office Supplies and Stationery operates in Qatar, where priority is given to office supplies

for offices and educational institutions.

Сеть The Jarir chain covers Saudi Arabia with 59 stores in key cities from Riad and Jeddah to Dammam, reaching more than half of the population. Kuwait has 3 outlets in the shopping centers of the capital, Qatar has 3, including the flagship in Doha, the UAE has 2 in Dubai and Abu Dhabi, and Bahrain has 1 central. The location reflects the strategy of entering the Bay markets: branches take into account local customs, while maintaining a corporate design with bright storefronts and children's areas.

In 2024, new locations were opened: July 25 in Riad (Al-Arid, with electronics department), September 16 in Qatar (Doha Mall, for tourists and locals), December 25 in Riad (Al-Mansoura, family format). This raised revenue and the brand as close to customers.

Management is organized in a standard way: the board of directors sets goals

and allocates resources, while the CEO oversees purchasing and marketing operations based on point-of-sale and online data. Regular meetings adjust the course for changes like the online boom. Priorities project office for new discoveries and digitalization, reform of the structure for doubling the network. Increase the share of e-commerce through the website, app, and loyalty with bonuses. The goal is 10 percent growth annually due to stores, assortment and electronics. By 2025, 80+ branches are planned in Saudi Arabia and the Gulf, with investments and personnel-organic growth with risk control.

Финансовые результаты компании Jarir's financial results for 2024, the reporting period for which ended on December 31, show a steady trend. Revenue was 10,830. 9 million Saudi riyals, which is 2.2 percent higher than in 2023 (10,594.9 million saud. riyals), primarily through effective management of trading stocks and seasonal consumption peaks associated with the start of the school season and holiday periods. Gross profit increased to 1,324. 5 million saud. riyals (+3.8 percent to 1,275. 9 million in 2023), which reflects the discipline of procurement policy against the background of rising prices of imported goods.

Operating profit reached SAUD 1,052. 8 million. riyals (+0.74% to 1,045. 1 million), and net profit — 974 million saud. riyals (+0.1% to 973 million), which indicates a modest but stable growth, partially restrained by increased costs for marketing and development of retail space. At the same time, a conservative investment strategy is maintained, focused primarily on expanding and developing operational activities, rather than on speculative assets, which strengthens the stability of the business in the volatile oil sector.

Financial Results of Jarir Marketing Co. ' s financial results reflect resilience, with earnings per share remaining at 0.81 Saudi riyals. Shareholders ' equity decreased to 1,744. 9 million Saudi riyals (-1.51 percent from 1,771. 6 million), mainly due to dividend payments. Revenue increased 0.97 percent to 969.3 million Saudi riyals; net income margin was about 9%, return on assets (ROA) 16.2 percent, which exceeds the average performance of the Saudi retail sector (SNBCapital, 2025).

The dividend policy is consistent: 0.23 riyal in April 2025, 0.26 riyal in November 2024, 0.19 riyal in May 2025, 0.16 riyal in August 2025. These payments provide a return of capital to shareholders and support the interest of investors onthe Tadawul exchange.

Online trading is the main driver of growth. Integration of the site with the retail network allows you to track balances in real time and offer pickup or delivery. As a result, inventory turnover accelerates, its volume decreases, and the geography of sales expands to the provinces of Saudi Arabia and the Persian Gulf countries - with a single catalog and adapted prices.

In 2024, the share of Internet sales in total revenue increased significantly, especially due to popular categories such as smartphones, laptops and tablets, which accounted for the main contribution to the growth. Customers are willing to choose online for these products: here you can compare the characteristics of dozens of models, read reviews from real users, see high-resolution photos, and even watch videoreviews, which is not always enough in regular stores. The growth came in the second half of the year, when the company launched seasonal promotions and discounts on school gadgets and Christmas kits, which attracted families and students. The overall 2.2 percent increase in revenue is partly due to this channel: margins in e-commerce are higher than in retail salesrooms, as the costs of renting large spaces in shopping centers, maintaining lighting and climate control, and paying a large staff of sales consultants are eliminated. Instead, the money is spent on improving the site, servers, and couriers, which pays off with more orders per day - sometimes up to several thousand.

Компания «Jarircompany plans to expand its product range plus personalization - history recommendations, chat consultants, loyalty points. A mobile app with voice search and AR viewing of products is planned, which will increase the average receipt (smartphone cases in the shopping cart). Automation in warehouses in Riyadh and Jeddah will allow you to improve logistics processes: delivery in hours to cities, 2-3 days to regions.

In Qatar, online sales are growing by 9 percent a year ($4.18 billion by 2024)
at the expense of the middle class.

Онлайн-продажи компании «Jarir's online sales grew from 10 percent in 2020 to 33 percent in 2024, with a target of 50 percent by 2030. The pandemic has contributed to an increase in the share of online sales; now the priority is payment security, data, and reviews.

In large branches-Riad, Jeddah-a typical team consists of 50-100 employees: cashiers, merchandisers, service workers; outside of Saudi Arabia, the staff is smaller (10-20 people), but they function within the framework of a single standard of service. For Saudi youth, working at Jarir is considered prestigious: it offers a stable salary level, a health insurance system, and well-defined career paths that allow you to move from a salesperson to a manager position within about 2 years.

Staff training is one of the company's key competencies: beginners complete a 2-3-week internship in sales and customer interaction, while experienced employees regularly participate in annual seminars on new products in the range, including products with AI elements, smartphones and smart homes in 2024. Individual programs are focused on online-teams, preparing them for conflict resolution and re-sales; full-time courses
in the Riad and remote modules on the corporate portal, which end with testing, increase staff motivation and retention. Jarir's salespeople enjoy a reputation for

courtesy and high expertise, which directly encourages repeat purchases and positive reviews.

Логистическая сеть Jarir's logistics network is built around a central complex in Riad, a major hub for millions of goods, from office supplies to electronics. Here, automation provides packaging in 1-2 hours. Regional warehouses in Jeddah, Dammam and Dubai complement the system: climate control for equipment, direct communication with online orders. As a result, delivery is 1 day for the Riad, 2 days for the KSA, which reduces the load before exams or holidays.

Regional features are taken into account: Saudi Arabia has its own fleet (vans with GPS, electric bicycles in cities), taking into account sandstorms and trails. In the Gulf countries, the company uses local logistics companies, which allows you to reduce delivery to 1-2 days. Customers are 95 percent satisfied, fines are rare - logistics works for loyalty.

The plans include drones for deserts and an electric fleet for the "green" goals of the KSA. The key to success is the staff in the halls plus automation: this makes Jarir one of the most sought-after copmanias. Investing in human resources directly generates revenue and returns.

Компании «Jarir goes beyond trade: supporting reading and educational programs in Saudi Arabia and the Gulf strengthens the connection with the audience and the brand image.

One of the most popular initiatives is the "Book of the Month" campaign, launched many years ago: every month the company selects a work - whether it is a classic of Arabic literature, a modern bestseller or a book on self-development - and arranges events around it in stores. Visitors get a discount on this issue, can listen to a discussion with local authors, or even win an autographed copy at the raffle. Such a program not only increases sales, but also forms the reading habit of young people: in schools and universities, teachers recommend these books, and parents buy them in whole sets. Another bright event is a short story contest for aspiring writers: participants submit their works in Arabic or English, a jury of staff and external experts selects the best ones, and the winners are published in

a special collection that is distributed free of charge in branches. In 2022, it brought a special resonance: the competition gathered thousands of works from schoolchildren and students, and the best authors received publishing contracts.

Компания «Jarir has signed an agreement with the State Commission for Literature and Art, starting an institutional partnership: the company supplies books to libraries and centers at preferential prices, and the commission promotes its actions at events. Cooperation continues through festivals in Riyadh and Jeddah, where Jarir stands are always popular. The company is actively involved in the "Back to School" campaign: in 2024, the campaign was held in all 59 Saudi stores with distribution of kits to low-income families, master classes and lotteries for tablets. This increases revenue and creates an image of an education partner – 80 percent of parents associate Jarir with supporting their studies, strengthening long-term loyalty.

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