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TOPIC:

**The role of the WTCA in the development of
international commercial performance of Algerian
enterprises**

CASE STUDY:

WTC Algiers

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Dedication:

I would like to dedicate this work to both my beloved parents who always encouraged me to move on in my life to my beloved to aunts MALIKA and FATIMA, and all my family.

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Abstract

This study investigates the role of the world trade center Algiers as part of the world trade centers organization in developing the commercial performance of Algerian enterprises in the international market , which is a very important issue for the Algerian economy that suffers from the dependency of hydrocarbon export thus the need for developing non hydrocarbon export on the basis of internationally performant companies. This study therefore asks how does the world trade center Algiers contribute on the development of the international commercial performance of Algerian enterprises?

The literature review and the case study are used to define the core concept of globalization and internationalization in addition to the relation between the two concept as well as the internationalization process and the basis of choosing the international market entry mode moreover the basics components of performance and commercial performance indicators and tools , in addition to the core activities and services of the WTCA alongside with the vision and goals of the organization and the main international activities the affect directly the commercial performance of Algerian enterprises, on the purpose of gaining a better understanding on how the WTCA affect the performance of Algerian enterprises and enhance their capacities to face international market barriers and grow internationally.

KEY WORDS: globalization, internationalization, corporate commercial performance, export performance, world trade center Algiers

Résumé

Cette étude examine le rôle du centre mondial du commerce d'Alger en tant que partie intégrante de l'organisation des centres mondiaux du commerce dans le développement de la performance commerciale des entreprises algériennes sur le marché international, ce qui est une question très importante pour l'économie algérienne, qui dépend de l'exportation d'hydrocarbures. D'où la nécessité de développer les exportations hors hydrocarbures sur la base de sociétés performantes au niveau international. Cette étude demande donc comment le centre du commerce mondial Alger contribue au développement de la performance commerciale internationale des entreprises algériennes.

La revue de la littérature et l'étude de cas servent à définir le concept de base de la mondialisation et de l'internationalisation, en plus de la relation entre les deux concepts, du processus d'internationalisation et de la base de choix du mode d'entrée sur le marché international ainsi que des éléments fondamentaux de la performance et de la performance. des indicateurs et des outils de performance commerciale, en plus des activités principales et des services de la WTCA, ainsi que de la vision et des objectifs de l'organisation et des principales activités internationales qui affectent directement la performance commerciale des entreprises algériennes, dans le but de mieux comprendre comment la WTCA affecte la performance des entreprises algériennes et améliore leur capacité à faire face aux barrières du marché international et à se développer à l'international.

MOTS CLÉS : mondialisation, internationalisation, performance commerciale des entreprises, performance à l'exportation, centre du commerce mondial Alger

نبذة مختصرة

تبحث هذه الدراسة في دور مركز التجارة العالمي في الجزائر كجزء من منظمة مراكز التجارة العالمية في تطوير الأداء التجاري للشركات الجزائرية في السوق الدولية ، وهي قضية مهمة للغاية بالنسبة للاقتصاد الجزائري الذي يعاني من اعتماد تصدير المواد الهيدروكربونية وبالتالي الحاجة إلى تطوير الصادرات غير الهيدروكربونية على أساس الشركات ذات الأداء الدولي. وبالتالي تسأل هذه الدراسة كيف يساهم مركز التجارة العالمي بالجزائر في تطوير الأداء التجاري الدولي للشركات الجزائرية؟

يتم استخدام مراجعة الأدبيات ودراسة الحالة لتحديد المفهوم الأساسي للعولمة والتدويل بالإضافة إلى العلاقة بين المفهومين وعملية التدويل وأساس اختيار وضع الدخول إلى الأسواق الدولية علاوة على المكونات الأساسية للأداء و إلى جانب رؤية وأهداف WTCA مؤشرات وأدوات الأداء التجاري ، بالإضافة إلى الأنشطة والخدمات الأساسية للمنظمة والأنشطة الدولية الرئيسية التي تؤثر مباشرة على الأداء التجاري للشركات الجزائرية ، بهدف الحصول على فهم على أداء الشركات الجزائرية وتعزيز قدراتها على مواجهة حواجز السوق الدولية والنمو WTCA أفضل حول كيف تؤثر على الصعيد الدولي .

الكلمات الرئيسية: العولمة ، التدويل ، الأداء التجاري للشركات ، أداء الصادرات ، مركز التجارة العالمي الجزائر

List of abbreviations:

USA	United states of America
MNCs	Multinational companies
FDI	Foreign direct investment
IMF	International Monetary Fund
GATT	General agreement on tariffs and trade
WTO	World trade organization
WB	World Bank
OCED	Organization for Economic development and cooperation
OLI	Ownership, Location and International advantage
MENA	Middle East and North Africa
BG	Born Global
GDP	Gross Domestic product
SAL	Sales Measures
PRF	Profit Measures
GRW	Growth Measures
SUC	Perceived Success
SAT	Satisfaction
GAC	Goal achievement
WTCA	World trade center Algiers

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General introduction:

The last century is by excellence the century of globalization and international business, due to the high development in transportations and communication technology affected the way of doing business all around the globe and made the world living the biggest integrated economy in the history.

This integrated global economy caused the emergence of many international business organization operating all around the world either in emergent countries or developed countries pursuing the purpose of growing international trade and enhancing cross border activities between nations by offering many services and activities that affect directly the way of doing business internationally in the hosting countries moreover the business regulations and many other aspects.

The focus of this research is on the world trade center Algiers and its role in developing the commercial performance of Algerian enterprise in the international market, particularly this research is about its role in developing the commercial performance in non-hydrocarbon sectors, the concentration of the WTCA as a unique organization of its kind in Algeria and as part of the global WTC association and how does it affect the performance of enterprises on a country known for its dependency of hydrocarbon exports as the key exports and the first international sector.

The purpose of this research is to gain a better understanding on how does international organization such as the WTC affect the performance of Algerian enterprises in the international market and their capacities to be implemented abroad facing a range of international barriers to access the international market.

The choice of this subject was based on its importance and it considers as a topical subject it is also a subject that go along with my study field , the role of international organization such as the WTC Algiers I the development of the commercial performance of Algerian enterprises in the international market is relatively unexamined area despite its importance, originality and its huge impact on the Algerian economy, the understanding of the this topic will help us to find solutions for the different brakes in front of our development.

In order to address this research area, the present dissertation focus on the concept and the process of internationalization of the firm as well as the corporate commercial performance and the direct impact of the WTC Algiers as a world leading organization in growing

international trade on the commercial performance of Algerian enterprises through the organizations services and activities.

The creation of a performant company in the international market is a very complex process because it is related to many factors starting from the motivation of the company to go internationally as well as the choosing of the market entry mode and its adaptiveness to the resources of the organization in addition to the well understanding of the international economic environment and the dealing with country specific barriers moreover the industry and the firms specific brakes are key factors in order to succeed in this operation many authors describe the internationalization process as a gradual process linked to the development of the network of the company such as UPPSALA business model, however others consider that the company can go across borders without passing by many steps within a long period which is the case of the Born Global model, moreover the question of the commercial performance in the international market is a decisive issue for any internationalized or willing to internationalize company due to its direct relation to the sustainability of the company and their capacity to satisfy the needs of its clients which is the basis of any business moreover the success of any company in the international market depends on so many factors of which the capacity of the organization to face commercial, juridical and logistic barriers in order to succeed its implementation in the hosting countries on the basis of high quality management behaviors such as the corporate performance management practices and the well use of commercial performance tools and indicators in order to create a professional ecosystem within the company that allow it to create world class products and services.

Since the rise of globalization many business organizations have been affected the way of doing business all around the globe due to their global implementation and long years' experience in growing trade internationally from which the world trade center organization, which is a well-presented organization in the developing countries as in the emergent countries like Algeria.

The Algerian economy is well known of its dependency on hydrocarbon exports although the many initiatives made by the Algerian authorities to grow exports of non-hydrocarbons as well as the internationalization of Algerian companies those last are still less than sufficient therefore on this context our work treats the following problematic:

how does the world trade center Algiers contribute in the development of the international commercial performance of the Algerian Enterprises?


This principle question needs to be elucidated with the following sub questions:

- How does the world trade center Algiers impact the capacity of the Algerian enterprises to face the international market barriers?
- How does the world trade center Algiers impact the global implementation of the Algerian enterprises?
- What does the world trade center Algiers provide to improve the commercial performance of the Algerian enterprises in the international market?

To respond to this sub questions, we had proposed three hypotheses:

- 1- The world trade center Algiers impacts positively the capacity of the Algerian firms to face the international market barriers.
- 2- The world trade center Algiers impacts positively the implementation of the Algerian enterprises all around the globe.
- 3- The world trade center Algiers provides managerial and financial consultancy as well as worldwide international network to improve the international commercial performance of the Algerian enterprises.

our research is divided into three chapters on which the theoretical part is composed of the two first chapters and the study case was conducted in the third chapter.



CHAPTER1: THE
INTERNATIONALIZ
ATION OF THE
COMPANY

Introduction:

Many intellectuals believe that we are living in the century of the biggest exchanges among humanity when every piece of the world is connected with the globe by all the existing means whether by technology or by the high developed transportation system moreover the cultural exchange by social medias or business growing internationally through multinational companies it's indeed the 21st century, among this new pattern of making the world look like a small village a lot of authors are using the terms of internationalization and globalization in business literature as if they were the same which is a big confusion because internationalization is a direct result of globalization and part of it thus in this chapter we will try to clarify the core concepts of globalization and internationalization in order to procure a better understanding of the links between the two concepts and the nature of the relation between them in order to build a strong theoretical background to elucidate the concept of internationalization moreover we will try to elucidate the process of internationalization as well as to define some key models of internationalization.

1. Section 1: the concept of globalization:

1.1. Definition of the concept of globalization:

1.1.1. Definition and components of globalization:

The term globalization is used to refer to a recent period in international trading and economic activities starting from the late 1980s there is no firm date of when the globalization period started or whether it has ended or not but the 1980s refer to the period when a lot of writings emerged about the subject of globalization.

¹According to the dictionary of Cambridge the globalization is defined as “the increase of trade around the world especially by large companies producing and trading goods in many large countries”.

As it defines it also by” a situation in which available goods and services or social and cultural influences gradually become similar in all parts of the world”.

²According to oxford dictionary the globalization is “the process by which businesses or other organizations develop international influence or start operating on an international scale”.

³Moreover, it is defined as “the emerging of an international network belonging to an economic and social system”.

Most definitions of the phenomena of globalization make reference to openness international integration and flows exchange, openness refers to countries, organizations or individuals participating in an international economic activity.

Integration refers to merging key elements across countries because of the growing cross border activities and the division of production factors.

The flows concern the movement of goods and services by trade, financial transactions through investment and foreign exchange market, furthermore the exchange of ideas and technology and intellectual propriety.

¹ <https://dictionary.cambridge.org/fr/dictionnaire/anglais/globalization/30/02/15.00>

² <https://en.oxforddictionaries.com/definition/globalization/30/02/16.00>

³ Globalization definition process and concept, research paper of sandu coterela phd student, national defence university pp2

1.1.1.1. The components of globalization:

Our study is concerned by the economic components of the globalization elucidated as production, trade, investment, finance competition and trade which represent the factors that show increasing in international integration.

1.1.1.2. Enablers of globalization:

The enablers of globalization are the changed factors in the international economy that permit greater level of integration and flows exchange between countries as the reduction of barriers to international activities.

In general, the elements that enabled globalization encompass technology and innovation, development of transportation and communication, political development and reducing protectionism with the rise of a global trend toward deregulation and development of the financial markets.

The new technologies have increased the ease of relocating production facilities and enabled buyers to supply products globally, the development of transportation and communication have reduced the awareness of time and distance as a direct result lower transportation costs and more sophisticated transport system allowed to move products rapidly while the development in communication have resulted in a better understanding of the consumer market for example it enables the better understanding of the alternative offering and facilitating the sharing of ideas.

In the political side a lot of majors' changes occurred such as ideological shifts and the growth of international institutions.

The end of the cold war and the demise of communism are the biggest two political events that allowed a more globalized world.

The strength of capitalism and the free market forces within the international economy had as a consequence the spread of the private sector activities and the multinational institutions like the world bank, international monetary fund (FMI) and the world trade organization (WTO) moreover a new alliances between countries in order to create the new international system among those alliances the G7 group emerged as the higher level of integration within the international economy.

1.1.1.3. Drivers of globalization:

Globalization was always moved by the economic factors and specifically by the motivation of profit for corporate entities seeking to achieve competitiveness in the international market.

Firms have globalized by spreading their production process all around the world across nation in order to reduce the cost of production by benefiting from lower labor forces and access to cheaper raw material and to reduce the logistics costs in a general strategy of attracting customer from multiple markets to maximize revenues, the seeking of the profit have influenced foreign investments to globally outsource and entering in strategic alliances with global foreign entities.

Some economics consider the multinational companies as a principal agent of globalization with a direct effect of shifting the world economy.

One of the biggest effects of MNCs on globalization is the great movement of labors across the world for example the CEO of Google is an Indian citizen who lived and studied in India which show up the role of MNCs in brain drain and the creation of multicultural business organization who gathers the best workers from all over the world in order to increase performance and to create a special working atmosphere.

The trends toward increasing globalization of market and production is the direct effect of MNCs that operate globally in different countries despite the fact the technological transfer is still a very critical question for analysis thus the MNCs operate in a basis of comparison between home advantage and international advantage in terms of cheap labor and raw material the availability of raw materials and the geographic location in logistic matter moreover the free access to the market and the high demand of goods for example The CEO of face book mark Zuckerberg explained clearly that face book can't be the number one social media in the world without penetrating the Chinese market in other ways he is influencing the American government to end the trade war between the US and china in order to increase the globalization of markets and the free exchange by aborting the commercial barriers between the world countries.

Another impact of MNCs on globalization is the rapid integration of the world economy in a way the decrease the connection within one nation country and increase the interconnectedness of the world economies in a way that help MNCs to operate within

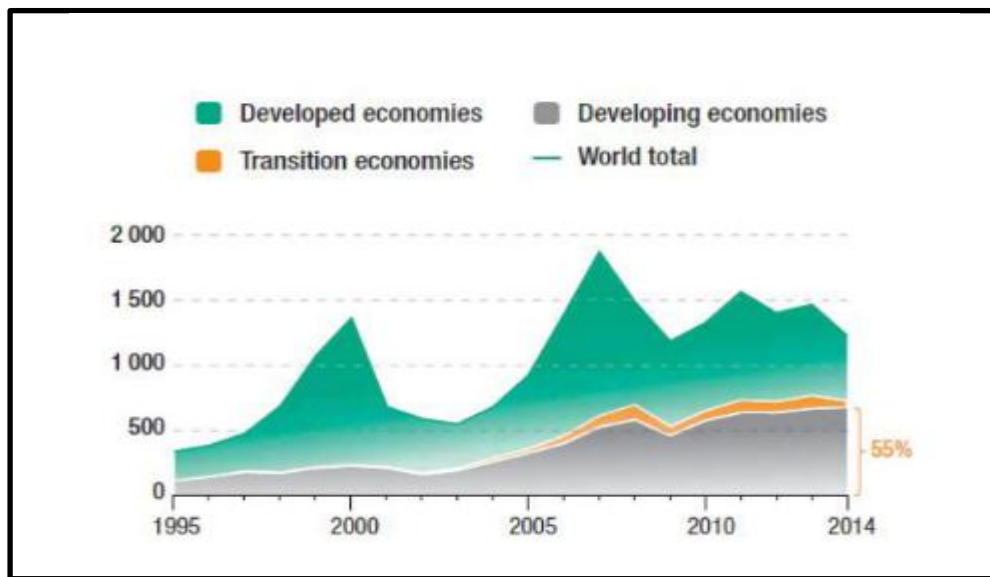
different nation getting the best offers of taxes research and development , in order to come up to the world or in other terms the global market by the best product with the less costs and the best place and within a world class promotion which is the pure production of a global integrated economy.

The other role of MNCs within globalization is the foreign direct investment because operations in the global economy require a lot of investments to boost the local economy for example any operation in a development or under developed country will need the deployment of capitals to build the production infrastructure and to create an economic atmosphere within the organization that enable to execute the business mission in the chosen country moreover the training of the new recruits and the establishment in order to perform at an international level.

This far the world agreed that the MNC represent the engine for globalization as the most important asset for integration of inputs factors and final products markets with the increasing salience of the MNCs in the world economy and the creation of cross-national value chain network.

So the MNCs are both beneficiaries and agents of the globalization which explains the true relation between the two concepts children of the modern world such as the MNCs can't exist without globalization and in the other hand globalization increases as the MNCs exercise their strategies to transform the world values and typically the world economy under a certain vision of no barriers, free exchange and a large economic growth.

FIGURE N°1: FDI inflows, global and by group of economies



Source: UNCTAD, FDI/MNE (www.unctad.org/fdistatistics)

This inflow of the global economy describes how the investments of capitals followed the development of the globalization in the world.

We notice that the higher-level investment capitals are within the developed economies followed by the transition economies and developing economies in accordance with the different levels investments flows in billions of dollars with a higher level reached between 2005 and 2010.

1.2. Definition and components of internationalization:

In this part we will elucidate the concept of internationalization in business in order to have a general framework for the main components of the concept because the two concepts globalization and internationalization are two dependent concepts one on another in other words the internationalization in business is a direct result of globalization which turned to be a strong driver of globalization by spreading business all around the world across border in a general integration that encompasses cultural , technological , and social differences.

The actual context of international business is really different from the model of the past century because of the increasing number of competitors on the markets of goods and services coming from different continents which enable a large access of products and services for clients asking for more sophisticated goods in terms of quality, price, time delivery, selling services...

The new sophisticated and cheap technology represents another factor in term of the offer in the market but in the other hand it demands a well-qualified labor.

The abolition of borders and the reducing of customs constraints furthermore the interdependence of economies forcing companies to adapt a market watch system to be proactive to the fast market changes.

According to BEAMISH” the internationalization is the process by which firms by which increase their awareness of the direct and the indirect influence of international transaction on their future and establish and conduct transactions with other countries”¹

According to JHONSON and MATTSON “internationalization is defined by the three stages suggested: prolongation, penetration and integration. Prolongation means that the first step is started by unifying the network, penetration refers to developing positions of the company within the network and increasing its resources of engagement. integration is an advanced stage where the firm has several international networks”²

According to PERRAULT & ST-PIERRE “it is an active phenomenon, conscious organized in time with different undergo and desire degrees”³

Definition of international business:” consists of business transactions between parties from more than one country”⁴

1.2.1. The dimensions of internationalization:

Strategically the internationalization of companies is going beyond the satisfaction of growth but to ensure the survival of companies against the global competition this perspective is based on the integration of new dimension beyond exportations and market development what ensure the adaptation of the company with the constraints of the global environment in order to conserve and develop its performance.

We distinguish three dimensions:

- Mercantile internationalization

¹ Mondialisation et PME : l'internationalisation des activité comme des solution Par :Josée St-Pierre , Ph.D. Université du Québec à Trois-Rivières, Juillet 2009, p 3

² jhonson and mattson 1986

³ IBID

⁴ Ricky W. Griffin, Mike W. Pustay-International Business_ A Managerial Perspective-Pearson (2014)pp28

- Technological internationalization
- Organizational internationalization

1.2.1.1. Mercantile internationalization:¹

This dimension refers to international activities that have a direct relation with goods flows and concern the capacity of having market shares and distribution channels on distant markets

In accordance with the organization of supplying and purchasing based on all the traditional forms of export and import, distribution, foreign direct investment,

1.2.1.2. Technological internationalization:

The production activities of manufacturing firms are influenced by systems and equipment coming from abroad adapted to the global industrial system, the technological internationalization is about adopting the international norms of production and about investing in world class technologies in order to obtain a flexible high quality production adapted to the international norms of production moreover to satisfy the needs of customers better than the competition.

1.2.1.3. Organizational internationalization:

Companies have to adapt a particular way of organization in order to operate internationally effectively, this dimension of internationalization comes to complete the other dimension because in order to manage international relation abroad and apply the right practices in international risk management all in accordance with the international strategy of the company every international organization have to implement a high quality information system and get the right human resources to grow internationally.

¹ Idem mondialisation et PME : l'internationalisation des activités comme des solution Par : Josée St-Pierre, PhD page 3,4

2. Section 2: the concept of internationalization

2.1. Definition of process:

According to OXFORD DICTIONNARY “the process is a series of actions or steps taken in order taken to achieve a particular end”

According to HIRCH (1991) the process is explained as a concept that relates to action individuals or organizations, as he defines it as a” sequence of events that describe how things change over the time”.

2.2. Motives and limits for internationalization:¹

Many factors can affect the companies decisions penetrate the international market, these factors may play the role of a stimulant for companies internationalization in order to seek ²development and growth in the international market however in business actions are rarely based on one factors because the decision to enter a foreign market is based on a combination of factors which push companies forward into internationalization.

According to CZINKOTA and RONKAINEN and HOLLENSSEN the basic reasons for internationalization can be classified into proactive and reactive motives.

The proactive stimulants are those that make market changes and opportunities however reactive stimulants are those that respond to market changes and act according to the state of the international business environment.

The classification of motives to internationalization can be also divided into internal and external motives due to the fact that the elaboration of the internationalization strategy is respond weather to internal factors such as managerial perspectives or external factors such as market opportunities like a higher demand in a foreign market.

in most of cases the decision is taken because both external and internal motives are complementary for example a company that disposes of enough financial and qualified human resources to accomplish and export operation will definitely seize the opportunity of a foreign market geographically suitable in terms of logistics and culture difference moreover the

¹ (Czinkota & Ronkainen 2009: 278; Hollensen 2011)

² Dang Hoai Hung the internationalization process and entry modes under the upsala model p11

existing of a potential market in grow would present an opportunity to build a world class brand in a foreign market furthermore to take a leading market position to competition and the realization of a pragmatic investment in order to maximize profit and move forward to another level.

2.2.1. Proactive stimuli:

In the initial stage of internationalization, the desire for short term profit is a strong driver to international venture in addition the motivation of international growth is a very important motivation for the rise of the company therefore short-term profit and growth are considered as strong motivations.

According to HOLLENSSEN (2011) the managerial perspective is also a strong reason to internationalization sq a reflection of entrepreneurial motivation and for a desire for continuous growth and market expansion in the way of building an international brand and a world class product however in this particular perspective the characteristic of the manager plays a key role in the decision of penetrating foreign markets.

Furthermore, is the possibility of creating a competitive advantage, the competitive advantage can be noticed weather the firm possess or not the products and services that are not widely available for the other competitors

A competitive advantage can be the possession of a technological advantage in a specialized field in sum many firms receive enquiries from foreign markets in the case of a world class unique or superior product.

Furthermore the foreign market is full of opportunities that motivate companies to internationalize it is clear that the market opportunities act as a motivation when the company possess the appropriate resources particularly the financial resources and the capacity of adapting the production to the market needs moreover the managerial skills to respond to the opportunities available in the foreign market if the firm dispose limited resources the manager may decide to explore the overseas opportunities that are similar to local market in addition the resources that may be necessary for the firm is the knowledge of the foreign market place and the customer behavior moreover basic knowledge of the market place jurisdictions of the firm activity the potential of the market and segmentation of the market the political and the social economic environment of the foreign market which can be provided by international

consulting firms or worldwide organizations such as the world trade center organization (WTC).¹

2.2.2. Reactive stimuli:

in general reactive motivation is a reaction to competitive pressure for example the fear from losing domestic market to competitor who benefited from the economy of scale gained by global marketing activities in addition some companies may react to the fear of losing foreign market for domestic competition therefore a general rule is to be the first mover to a market in order to obtain the biggest share.

In the other hand some companies may internationalize if the sale potential in the local market is under expectation so the excess factor is strong motivation for companies to internationalize furthermore going abroad is the best solution for high inventories if the domestic market is down otherwise when the sales are declining for some products firms may go abroad to extend the life of the product.

Moreover, many firms are aware of opportunities in foreign markets as their products generate enquiries from foreign markets, this unsolicited foreign market orders can result from international exhibitions or by proximity to customer or geographic closeness to foreign market may push to internationalization for example in the European union most firms internationalize because of their proximity to their neighbors.²

TABLE N°1: Proactive and reactive stimuli

Proactive stimuli	Reactive stimuli
Profit and growth goals	Competitive pressure
Managerial urge	Over production or excess in capacity
Foreign market opportunities	Decline in domestic sales
Unique product	Unsolicited foreign orders
	Proximity to customer

Source: Internationalization motives (Czinkota & Ronkainen 2009: 279; Hollensen 2011: 51).

¹Huynh_Thi-2014-initiating_the_internationalization_process_of_Vietnamese_born_global_firms pp25

² Internationalization motives (Czinkota & Ronkainen 2009: 279; Hollensen 2011: 51)

This table regroup the proactive and the reactive motives to internationalization which may be divided into external stimuli such as market opportunities or internal such as managerial urge and the strategy of the company.

2.2.3. Other stimuli:

In the case of born global company there are many advantages in entering foreign market such as greater flexibility and adaptability to foreignness moreover quicker decision-making process and time saving moreover the entrepreneur mindset plays a major role.¹

Other key roles may be the globalization trend toward technological innovation, industry characteristics and the importance of international social and business network.

2.2.4. External and internal motives of internationalization:

The decision of internationalization is often dependent on internal and external factors in a way that shows the complexity of the phenomenon for example the managerial urge is an internal factor but the foreign market opportunity is an external factors which lead to another classification of four dimension and in which proactive and reactive factors are classified to internal and external stimulants.

¹ Idem Huynh_Thi-2014-initiating_the_internationalization_process_of_Vietnamese_born_global_firms pp 26

TABLE N° 2: classification of internationalization stimuli

	Internal	External
Proactive	<ul style="list-style-type: none"> • Managerial urge • Unique production • Marketing advantages • Economies of scale 	<ul style="list-style-type: none"> • Foreign market Opportunities
Reactive	<ul style="list-style-type: none"> • Risk of diversification • Extended sales of seasonal products 	<ul style="list-style-type: none"> • Small home market

Source: Adapted from Albaum, Strandkov & Duerr, 1998, p.40)

2.3. The challenges in the international markets and international organizations:

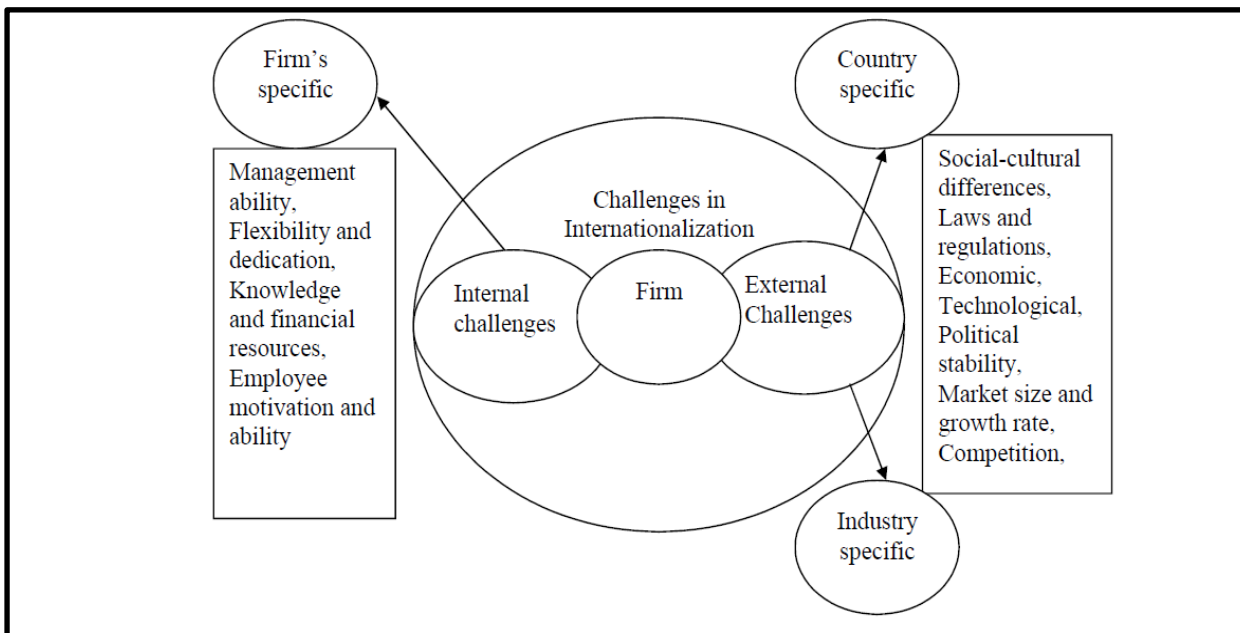
In the international market companies face a variety of challenges, according to the study made by PATRICA and RAJSHEKHAR (2007) the strategic challenges faced can be classified into three categories:¹

- Country specific
- Industry specific
- Firm specific

Industry and country challenges are considered to be external challenges because they have direct relation with the external environment in which the firm is operating and firms have less control on them in the other hand the firm challenges are considered to internal challenges because they are rising inside the firm and the firm has more control on them.

¹ Master dissertation on international marketing by kamlesh bhatt ,halmstad university pp 12

FIGURE N° 2: classification of challenges



Source: Patrica & Rajshekhar, 2007, edited by authors

this figure elucidates the challenges faced by an organization in the international market

2.3.1. Country specific challenges:

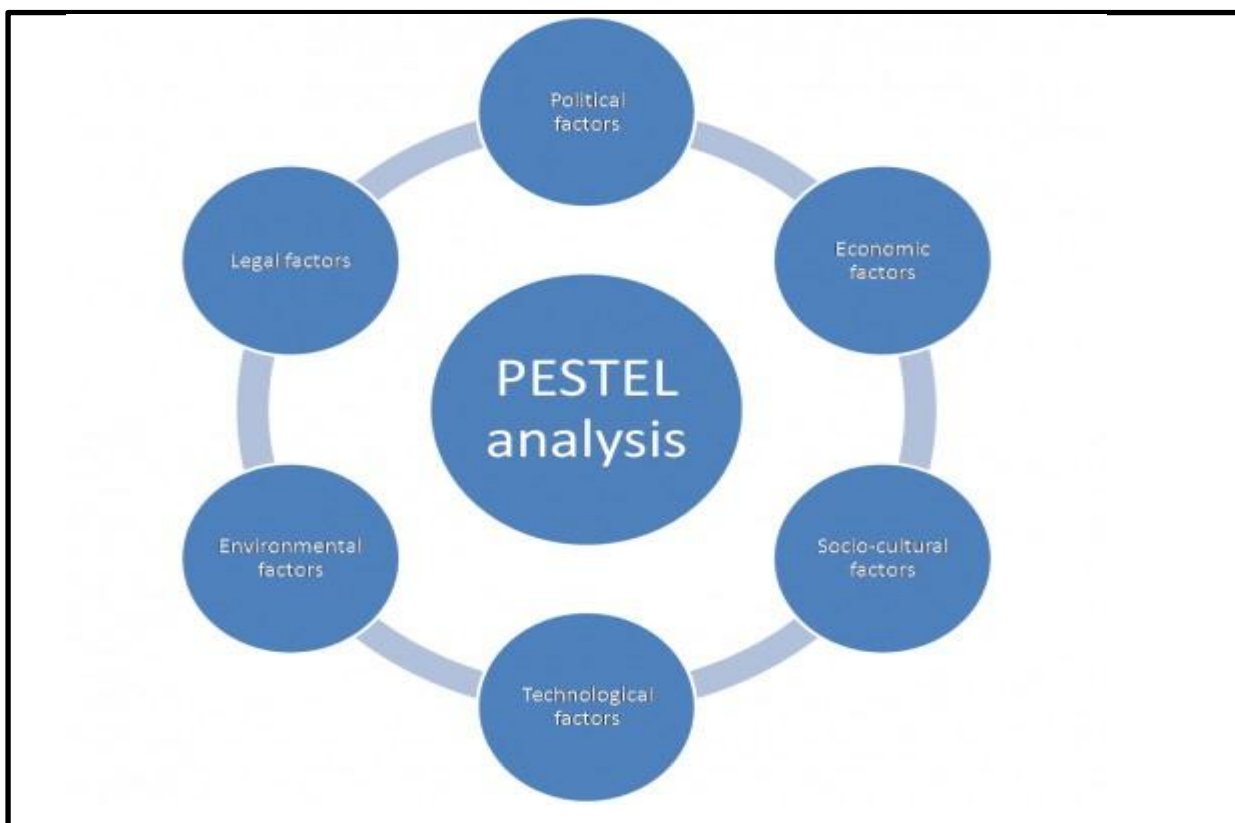
This include all the external environmental factors affecting the company in the case of operating with a specific country, in general those are uncontrollable such as the social, legal, economic, political, regulatory or and technological forces.

In business the environment is all the forces surrounding and influencing the growth and the development of the firm, these forces can be classified into external and internal and the management itself can't have direct control over them however it can use lobbying in order to exert some pressure to change a law in order to promote a new product that need a change in the local culture and so on in sum the external factor are uncontrollable forces such as socio-cultural, socio-economical, legal financial, political ,competitive , distributive ,and technological.

It a very complicated task to establish and run business internationally and operate effectively in a new environment however in order to explain the different unfavorable factors and realize a pragmatic analysis a lot of models have been developed such as the SLEPT model (DOOLE and LOWE, 2004).

SLEPT stands for social, legal, economic, politic, technological factors that influence the company internationalization.

FIGURE°3: SLEPT ANALYSIS



Source: Cobra Beer Strategic business analysis

2.3.1.1. Socio- cultural: ¹

In the international market the social and cultural differences are immense differences in social conditions, religion and culture represent a variety of factors that influence the customer perception and the customer behavior.

According to DOOLE and LOWE the international marketing culture can be defined as” the sum of total of learned beliefs, value and customs that serves to direct consumer behavior in a particular country market”

Cultural and language difference had a direct effect on the way a product can be perceived and used in the global market and it determines the potential for global branding and standardization that’s why is a very important area for international marketers.

¹ Idem Master dissertation on international marketing by kamlesh bhatt ,halmstad university pp 14

The layers of culture:

- A national level that determine the basic of the nation cultural assumptions.
- The religious affiliation as a determinant of the basic culture level.
- The gender level in the nation.
- A generation level ¹that separate grandparents, parents, and the younger population.
- A social class level associated with educational opportunities according to persons professions.

The culture in one country is composed of so many components that include education, technology, and material culture, law and politics, aesthetics, value and attitudes, religion and language which determine the standard behavior of people and organizations in one country and which represent a barrier to an international organization to operate and serve a particular market.

2.3.1.2. ²Legal system:

The variation of the legal system is one of the biggest barriers to firms internationalization because it varies in both content and the interpretation moreover the company in the international market is boned by the law of its home country and the low of the hosting country moreover the international laws that's why it's very important for companies to know the legal system in all of its markets in order to master the rules of the game furthermore the legal environment in the international market is very complicated because it has three components which are the domestic law the hosting countries laws and the international law and each of them varies in content and interpretation which may appear as complication in many cases this variety of law systems affect the marketing mix product, price, promotion, and placement and it represent a double edged sword for the ethical responsibility of the company when dealing with different cultural perceptions and interpretations of the law additionally there are specific areas where every firm should make particular analysis to the law special when it comes to accountability practices, tariffs or duties and taxation in order to avoid major problems .

¹ International Marketing Strategy: Analysis, Development and Implementation,

² International business: introduction and essentials / Donald A. Ball, Wendell H. McCulloch, Jr

- A. Tariffs or duties:** tariffs or import duties are taxes levied on imported goods primarily on the purpose of raising their selling price in the importing nations market to reduce competition for domestic producers' other nations use them to raise benefit from both import and export.
- B. Taxation:** all international business and corporation are concerned with taxes and the tariffs levied on the corporation which lead to the obligation of understanding the fiscal system in hosting countries and weather the conventions of non-double imposition are applied or not to avoid paying a higher rate of taxes moreover the amount of taxes applied in case of international financial transaction in order to repatriate the benefits into home country.
- C. Accounting practices:** accounting practices vary widely from country to country an international organization when dealing with its foreign subsidiaries the holding company must be familiar with accounting practices in the host country it must then translate this result into home country practices so home country investor, creditors and government regulators can understand them.

2.3.1.3. Political environment: ¹

A very important part for any international business is assessing the political environment in which the firm operates, because laws and regulations passed by any level of the government can directly affect the operation of the firm on the hosting country, for example minimum wage affect the price a company must pay for labors, zoning regulation affect the way it can use its propriety, the environmental laws affect the production technology.

Most of the firms are comfortable assessing the political risk of their domestic country however assessing the risk in other countries is a very complicated task.

The political risk assessment is a systematic analysis of the political risks they face in foreign countries and political risk by definition is any change in the political environment that may adversely affect the firm's value.

Most of the political risks can be divided into three categories:

1. Ownership risk in which the propriety of a firm is threatened by confiscation
2. Operating risk in which the ongoing operations of the firm are threatened

¹ Ricky W. Griffin, Mike W. Pustay-International Business_ A Managerial Perspective-Pearson (2014) pp 98

3. Transfer risk in which the government interferes with firm’s ability to shift funds in and out of the country.

TABLE N°3: examples of political risks

Type	Impact on Firms
Expropriation	Loss of future profits
Confiscation	Loss of assets
Campaigns against foreign goods	Loss of future profits Loss of sales Increased costs of public relations efforts to improve public image
Mandatory labor benefits legislation	Increased operating costs
Kidnappings, terrorist threats, and other forms of violence	Disrupted production Increased security costs Increased managerial costs Lower productivity
Civil wars	Destruction of property Lost sales Disruption of production Increased security costs Lower productivity
Inflation	Higher operating costs
Repatriation	Inability to transfer funds freely
Currency devaluations	Reduced value of repatriated earnings
Increased taxation	Lower after-tax profits

Source: Ricky W. Griffin, Mike W. Pustay-International Business_ A Managerial Perspective-Pearson

This table gives examples of many sorts of political risk that affects the firm’s capacity to operate in a foreign country.

2.3.1.4. Technological environment: ¹

Another very important dimension in a country is its technological environment because the foundation of a country’s technological environment is its technological base some countries are blessed with fertile lands other countries with oil gold and other raw material in the other

¹Idem Ricky W. Griffin, Mike W. Pustay-International Business_ A Managerial Perspective-Pearson (2014)pp89

hand some countries changed the shape of their technological environment by investing heavily in their infrastructures as did others invest in the human capital.

By improving the knowledge of their citizens, the countries improve the productivity and the efficiency of their workforce, investment in human capital and infrastructures made available for developed countries to prosper in the market place despite the high wages paid to their workforces.

One of the means of considering the technological environment is technology transfer some countries realized the transmittal of technology by encouraging FDI in the other hand others oblige companies eager to access their resources or to operate in their markets to transfer technology,

Another dimension of technological environment is the protection of intellectual propriety because weak protection for intellectual propriety can have high costs for international businesses; according to the business software alliance the privacy of computer cost its companies 63 billion dollars in revenue in 2011.

Counterfeiting and intellectual propriety can cost companies a lot more than money loss because in some cases the company's most valuable asset is its brand and counterfeited products may damage the reputation of the company. +

2.3.1.5. The economic environment:¹

The understanding of economic development is very important at both a world level when it comes to understand the world trading infrastructures such as the world institutions and the trade agreement made to foster the international trade and at a regional level in terms of regional trade integration and at a country market level.

Firms need to pay particular attention to the economic policies in a market and the way in which the market is developing in order to assess their capabilities to satisfy the market and in the same way take profit and compete with firms that are already there.

There are a lot of economic conditions in the international trade that firms had to take into consideration such as the level of economic development and per –capita income, and the gross national income and other aggregates.

¹ Idem Master dissertation on international marketing by kamlesh bhatt ,halmstad university pp 16

The most uncontrollable forces are the foreign currency exchange risk, national balance of payment, taxation, tariffs, national monetary and fiscal policies, inflation and national business accounting rules.

2.4. International trade institutions and key trade organizations:

2.4.1. The world trade organization (WTO):¹

The World Trade Organization (WTO) is an international institution that oversees the global trade rules between nations. The WTO is based on agreements signed by the majority of the world's trading nations. The main function of the organization is to help producers of goods and services, exporters, and importers protect and manage their businesses.

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Proponents of the WTO, particularly multinational corporations (MNC), believe that the WTO is beneficial to business. Skeptics believe that the WTO undermines the principles of organic democracy and widens the international wealth gap. According to the WTO, as of July 2016, there are 164 member countries in the WTO and 23 "observer" countries.

The WTO is essentially an alternative dispute or mediation entity that upholds the international rules of trade between nations. However, the WTO has fueled globalization with both positive and adverse effects. The WTO's efforts have increased global trade expansion, but a side effect has been a negative impact on local communities and human rights.

Advocates of the WTO consider the stimulation of free trade and a decline in trade disputes as beneficial to the global economy. Critics of the WTO point to the decline in domestic industries and increasing foreign influence as negative impacts on the world economy.

¹ www.investopedia.com/terms/w/wto.asp consulted the 1/04/2019 at 5 pm

2.4.2. The international monetary fund (IMF):¹

The International Monetary Fund (IMF) is an organization of 189 countries, working to foster global monetary cooperation, secure financial stability, facilitate international trade, promote high employment and sustainable economic growth, and reduce poverty around the world.

Created in 1945, the IMF is governed by and accountable to the 189 countries that make up its near-global membership.

The IMF's primary purpose is to ensure the stability of the international monetary system the system of exchange rates and international payments that enables countries (and their citizens) to transact with each other. The Fund's mandate was updated in 2012 to include all macroeconomic and financial sector issues that bear on global stability

The role of the IMF:²

It is established to support the fixed exchange rate system but in the early 1970 its role changed with the collapse of BRITTON WOODS.

And now it provides:

- Long/short loans with condition and restrictions to countries
- Negotiation with countries to make major changes in their institutions and economic policies
- Resolving particular crisis

It became more similar to the World Bank.

2.4.3. The World Bank:³

The World Bank is similar to cooperative, made up of 189 member countries. These member countries, or stockholders, are represented by a Board of Councils, who are the eventual politicians at the World Bank. Generally, the governors are member countries' ministers of finance or ministers of development. They meet once a year at the Annual Meetings of the Panels of Governors of the World Bank Group and the International Monetary Fund.

¹ /www.imf.org consulted the 1/04/2019 at 6pm

² The Role of the International Organisms in the Globalization Process, Dorina Tănăsescu, Felicia Dumitru and Georgiana Dincă, 2012 chapter 04, <http://dx.doi.org/10.5772/50188>

³ <http://www.worldbank.org> consulted 10/03 at 9.00 am

The governors envoy specific duties to 25 Executive Directors, who work on-site at the Bank. The five main stockholders assign an executive director, while other member countries are represented by elected executive directors.

- The World Bank Group President chairs assemblies of the Panels of Directors and is accountable for overall management of the Bank. The President is nominated by the Board of Executive Directors for a five-year, renewable term.
- The Executive Directors make up the Boards of Directors of the World Bank. They normally meet at least twice a week to oversee the Bank's business, including approval of loans and guarantees, new policies, the directorial budget, country assistance policies and borrowing and financial choices.

The World Bank operates day-to-day under the leadership and direction of the president, management and senior operate, and the vice presidents in charge of Global Practices, Cross-Cutting Resolutions Areas, regions, and roles.

2.4.4. The organization for economic cooperation and development OECD:¹

The organization for economic cooperation and development is a unique forum where the governments of 30 markets democracies work together to address the economic, social and governance challenges of globalization as well as to exploit its opportunities.

The organization provides a setting where governments can compare policy experience and seeks answers to common problems; identify good practice and coordinate domestic and international policies.

It is a forum where peer pressure can act as a powerful incentive to improve policy.

2.4.5. World Trade Center Association (WTCA):²

The world trade center association is a not for profit nonpolitical association dedicated to the establishment and effective operation world trade centers as instrument for trade expansion.

Founded in 1970 the WCTA became the world's largest apolitical private international organization that is dedicated to providing services to those who develop and facilitate

¹ www.oecd.org consulted at 8 pm the 10/03/2019

² Carl Nelson-Import Export - How To Take Your Business Across Borders-McGraw-Hill (2008)pp238

international trade with its unique global mission and membership the WCTA has been a world leader in creating innovative services for international business.

WTCA membership comprises 282 centers its centers are located in 170 cities around the world with about 100 more in the planning stages over 750000 companies are affiliated with WTCA members worldwide otherwise the organization is in virtually every major city in the world.

Its principal goals are:

- Foster increase participation in the world trade
- Encourage and support the creation of the world trade centers in every region in the world.
- Stimulate mutual assistance and a cooperative exchange of services and information among members.
- Develop special programs to meet the needs of the world's developing regions.

The role of a world trade center:

A world trade center is a shopping center that puts all the services associated with international trade over one roof it is the first stop for export import ventures.

WTC complement and support the existing services of private and government agencies some of the services are:

- Trade information: provides up to date information about their respective regions including local products and services market conditions government regulations and business culture moreover detailed profiles of local businesses contacts and market research tailored to specific business need.
- WTCA online services: the WTCA web site is a nonstop source for business information through strategic alliances with leading information and services providers it offers quality products representing the best international trade information and services including:
 - ✓ Online trade opportunities
 - ✓ Trade flow pricing system
 - ✓ STAT-USA's national trade data bank

- ✓ Online catalog
 - ✓ World trade library
 - ✓ Directory of world trade center services
 - ✓ Port import/ export reporting services
 - ✓ World trade center global events
-
- World trade center clubs: feature comfortable lounges at central addresses
 - Trade educations programs: practical workshops, seminars and courses for credit on key local and global business issues conducted or sponsored by the local WTC.
 - Trade mission assistance: help business explores new markets by working with their global WTCs to promote their products and services.
 - Display and exhibit services: have world class exhibition facilities with full range of support services.

WTCA services and members benefits:

- Exclusive right to use WTCA service mark and logo
- Exclusive rights to market WTCA online in the members region
- Access to information and services available at WTCs across the world
-

3. Section 3: the process of internationalization:

3.1. Foreign market entry modes:¹

According to YOUNG AND AL: international markets entry modes refers to the methods of business organizations employed by companies to enter international market for the purpose of undertaking value creating activities and they represent the formal mechanism and relationships employed in cross border activities.

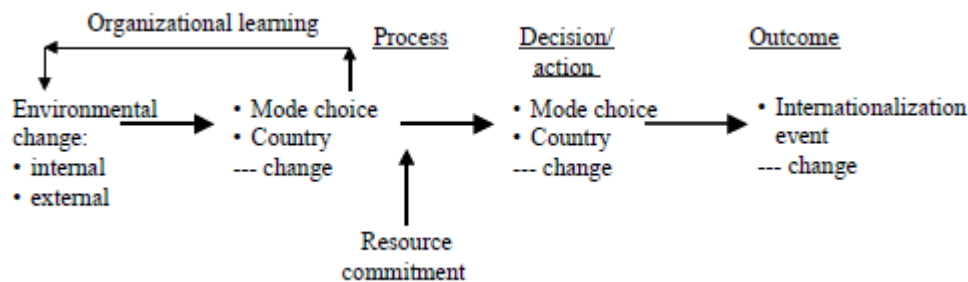
3.1.1. The relation between entry modes and the process of internationalization:

The establishment of entry mode is a very important part to the process of internationalization because it defines the formal organizational arrangements of business practices in accordance

¹ Marian V. Jones, Pavlos Dimitratos, Margaret Fletcher, Stephen Young - Internationalization, Entrepreneurship and the Smaller Firm_ Evidence from Around the World-Edward Elgar Pub (2009)pp7

with cross borders activities and the transfer aspect of business to the host country in addition to the form of return in term of revenue and investment.

FIGURE N° 4: how entry modes relate to the internationalization process



Source: A simple mode of internationalization process (Jones and Coviello 2005)

This model describes the internationalization as a process linked events consisting of organizational learning to mode and country choice in a dynamic of resource commitment and change, this mode is positioned as a formal linking post and antecedent processes.

3.1.2. Motivations for mode selection:

The motivation of company to move to the international have a great impact on the decision of which entry mode to use in the other hand it's a direct linking between the firm's international objectives and the organizational arrangement in order to do cross border business.

There are a lot of variables that may determine the entry mode of the company such as:

- Industry consortium
- Technical training
- Supplier/buy back arrangement
- Production/assembly arrangement
- Patent licensing
- Know how licensing
- Franchising
- Management/marketing service agreement
- Non equity cooperative arrangements

FIGURE N° 5: typology of internationalization modes by primary motivations

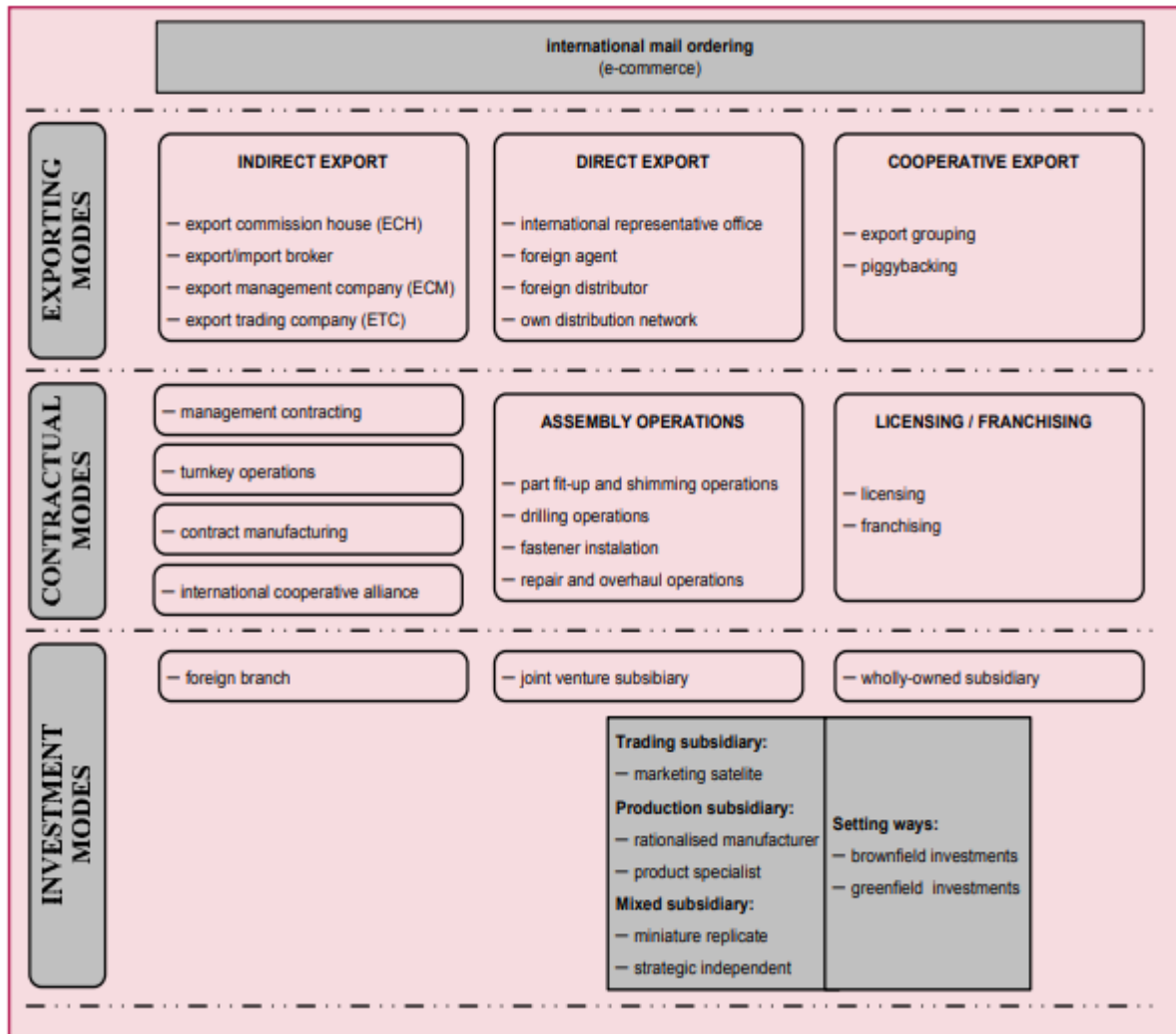
Primary motivation Mode	Resource-seeking	Knowledge-seeking	Market-seeking	Efficiency-seeking
Exporting			<ul style="list-style-type: none"> ● Direct exports ● Indirect exports 	
Collaboration	<ul style="list-style-type: none"> ● Exploration ● R&D ● Development 	<ul style="list-style-type: none"> ● Exploration ● R&D ● Development 	<ul style="list-style-type: none"> ● Management ● Marketing ● Service ● Patent and know-how licensing and franchising 	<ul style="list-style-type: none"> ● Production/assembly agreement ● Supplier buy-back agreement
Investment (equity modes)	<ul style="list-style-type: none"> ● Joint ventures ● Wholly owned subsidiaries 	<ul style="list-style-type: none"> ● Joint ventures ● Wholly owned subsidiaries 	<ul style="list-style-type: none"> ● Joint ventures ● Wholly owned subsidiaries 	<ul style="list-style-type: none"> ● Joint ventures ● Wholly owned subsidiaries

Source: Drawing on Inkpen (2001)

This figure explains the typology of internationalization modes by primary motivations so it classes four primary motivations from resources seeking to efficiency seeking and elucidate each entry mode is best for each motivation.

3.2. Foreign market entry modes:

FIGURE N°6: types of entry modes



Source: research gate

According to this figure entry modes can be divided into three groups: export modes which can be direct or indirect by the use of an intermediary or a cooperative export second mode is contractual mode and the last one is investment mode.

3.2.1. Exporting:

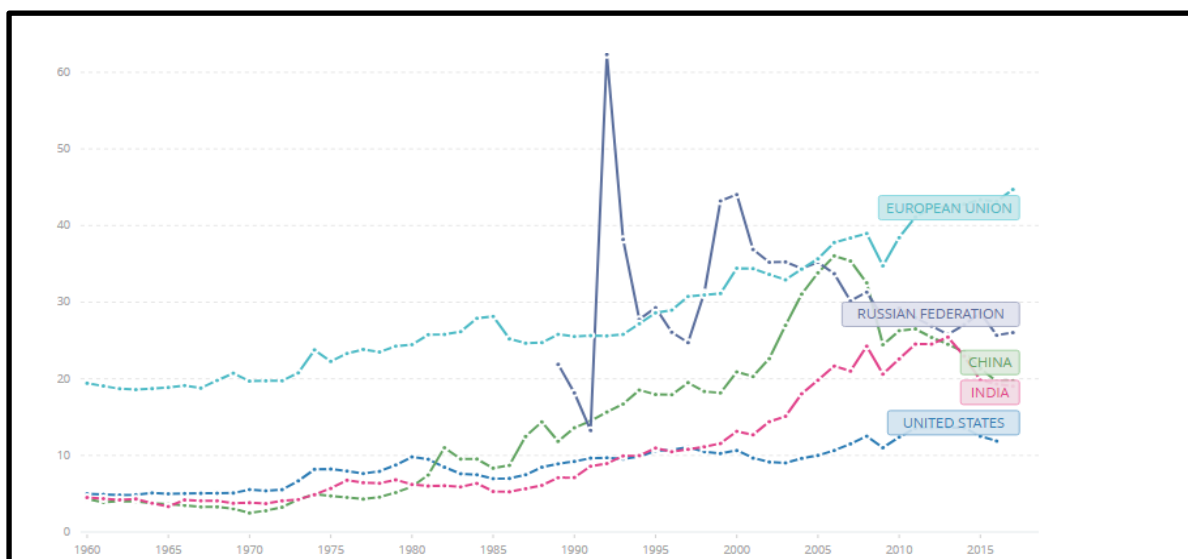
3.2.1.1. Definition: ¹

“An export is a function of international trade whereby goods produced in one country are shipped to another country for future sale or trade. Exports are a crucial component of a country’s economy, as the sale of such goods adds to the producing nation's gross output.

One of the oldest forms of economic transfer, exports occurs on a large scale between nations that have fewer restrictions on trade, such as tariffs or subsidies.”

Exporting is regarded traditionally as the first step to enter in international business serving as a platform of future exchange it is considered to be the most used strategy for SMs because of the lack of knowledge and financial resources; one of advantages of exporting is that the firm avoid the cost of manufacturing in the host country the firm can also gain a substantial scale economy from its global sale volume when it is producing in the home country moreover the firm will gain more knowledge of the host country market however as disadvantage the cost of transport may be high and some countries apply lots of tariffs on exports in order to protect the local market.²

FIGURE N°7: Exports of goods and services (% of GDP)



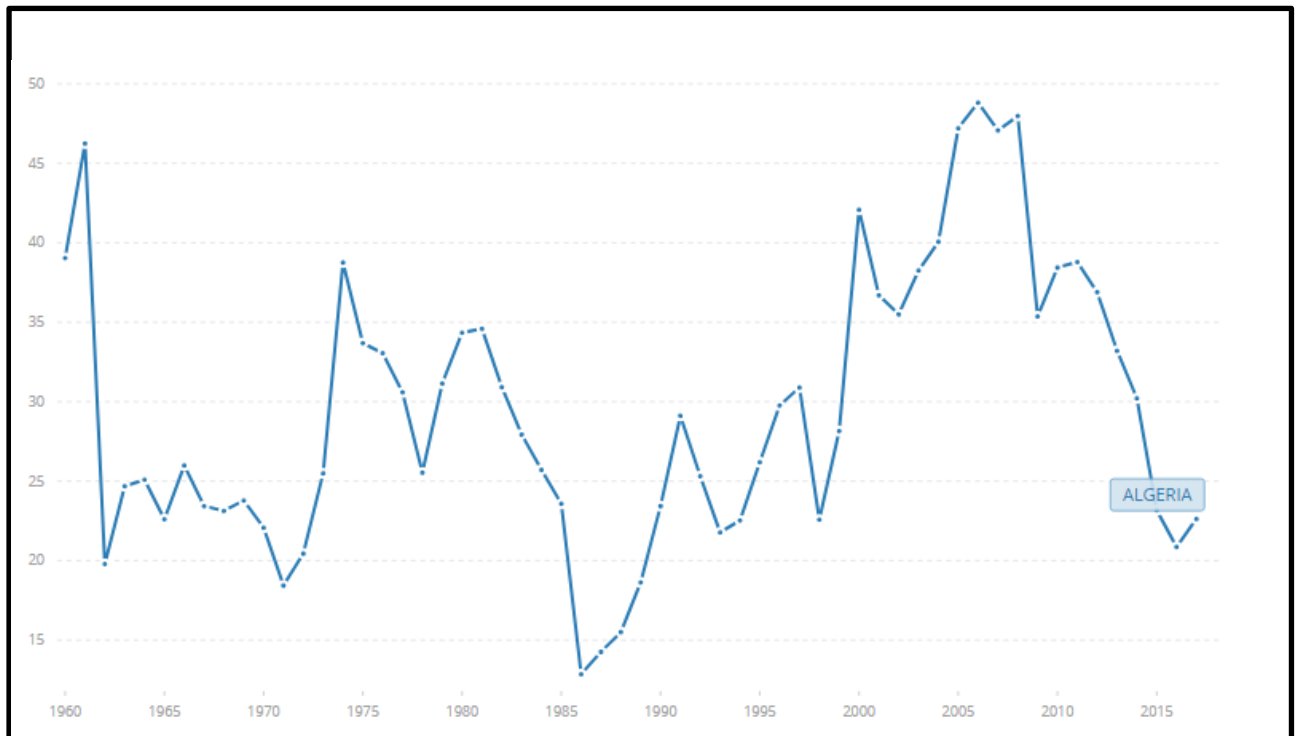
Source: World Bank data

¹ <https://www.investopedia.com/terms/e/export.asp>

² Mohibul Islam Masum Alejandra Fernandez, Internationalization Process of SMEs: Strategies and Methods, 03 June, 2008. Master Thesis in International Business and Entrepreneurship, 10p

The graph shows a stable increasing of exports percentage of the GDP of the world key leading economies.

FIGURE N° 8: Exports of goods and services (% of GDP) of ALGERIA



Source: World Bank Data

The graph shows picks of increasing and decreasing of export percentage of GDP of Algeria which is explained by high dependence on hydro carbons.

3.2.1.2. Exporting barriers for Algerian firms:

A. lack of knowledge:

a lot of companies fail to export in under developed countries because the structure of the organizations is not specialized in terms of adapting the products and the assessment of the necessary resources in order to complete the exporting process in the other hand the export department isn't established yet which bring up the risk of committing many faults.

B. Poor HR management practices:¹

- The nonexistence of qualified export managers and assistance which is vital in order to apply the right norms.

¹ AISSANI, (Mohamed Ramzi) et KHOUKHI (Mounir) : La promotion des exportations hors hydrocarbures en Algérie, mémoire de master en affaires internationales, Ecole des Hautes Etudes Commerciales, Alger, 2014, p.72.

- Poor linguistic knowledge which made communication with foreign buyers very difficult.
- Most of the Algerian enterprises don't have exporting expert in the strategic level and as a consequence there is no internationalization strategy in order to build a stable exporting business.

C. Logistic constraints:

- Delays in ports
- Poor warehousing inadaptable to ports
- long administrative process

D. legal constraints:¹

The exporting company must know the legislations of the buyers countries or those who welcome its investments abroad in order to know how to negotiate and sign the proper contracts such as sales contracts, franchises, distribution or product license transfer.

The legal constraints extend over several fields:

- the law of international contracts, sales contracts and technology transfer contracts
- Tax law: the existence of liberal tax convention between countries.
- Commercial law and the obligation of partnership with locals in order to penetrate the hosting country market moreover the obligation to recruit local managers furthermore the legislations on commercial contracts.
- Economic law:
Health regulation and home use (information, labeling, packaging, after sale-services and warranty consumers) moreover respect of products quality and regulation on comparative advertising furthermore quality control and banned additives.
- Industrial propriety law:
Trademark deposit procedure and law against counterfeiting, in fact enterprises that operate internationally does not benefit from operate in a unified international law because of the sovereignty of the states and the non-existence of supranational jurisdictions that allow the company to evolve in a unique legal context that's why

¹ SEKKAL, (Samir) : La promotion des exportations hors hydrocarbures, mémoire de magister en Sciences Commerciales, Ecole des Hautes Etudes Commerciales, Alger, 2010-2011, p.79.

international companies have to develop a strong knowledge of the treaties and international convention and this is where the obstacle can be made clear because of the different laws interpretations and the complications in case of conflicts and international arbitration.

E. Constraints related to international standards:

In order to export non-hydrocarbon Algerian products, companies have to adapt their production to international standards that varies from state to another, also the company have to comply with international environmental standards related to foreign market particularly those of developed countries, this issue is a true challenge for exporting companies that don't have the necessary means to adapt their production to the host country standards, this particular issue of standardization is linked to insufficient public supervision and assistance for national exporting companies due to the inability of the state to provide credible information related to the evolution and the prospection in foreign countries.

F. The small offer of Algerian exportable products:

In order to sold products internationally companies must have effective supply strategy what most Algerian companies lack due to the absence of a real exports promotion and export development strategy, the few export transactions made are not diversified in reality the challenge is also in the structure of the Algerian economy which is directed toward the satisfaction of the local market and not toward exports.

3.2.2. The turn-key project:¹

This project is about exporting technology and knowledge to countries and this mode is common to expensive and complex technology such as petroleum industries and chemicals, the turnkey project is suitable for countries that have regulations to limit FDI moreover firms that choose this way of doing international business will have less risks than FDI but it will leave there competitive advantage to other companies.

¹ Kittiya Chanmongkolpanich, The Internationalization Process of Telenor: A Case Study of Telenor in Thailand, p14

3.2.3. Franchising:

“Franchising is a method of marketing goods and services which have no limits in terms of business categories”

According to the IFA (international franchise association)

“A franchise operation is a contractual relationship between the franchisor and franchisee in which the franchisor offers or is obliged to maintain a continuing interest in the business of Franchisee in such areas as know-how and training; wherein the franchisee operates under a Common trade name, format and/or procedure owned or controlled by the franchisor, and in which the franchisee has or will make a substantial capital investment in his business from his resources”

3.2.4. Licensing:

Licensing is another mode to enter a foreign market with a limited risk, the process of licensing is simple, and the international licensing firm gives the licensee patent rights, trademark, copyrights or the knowhow on products and processes, in return the licensee the licensor's will produce and market the licensee products in the assigned territory and will pay the licensee fees and royalties according to the volume of sale moreover this mode entry is welcomed by countries because it brings technology to the hosting country.

3.2.5. Joint ventures:¹

Joint ventures are form of cooperative strategy where companies create an alliance in order to combine their resources and capabilities to establish a stronger competitive advantage moreover joint ventures increase the profitability in any industry by reducing competition where both companies are present.

Joint ventures are common entry strategy global companies to inter international market by forming joint ventures with local firms of the hosting country followed by acquisition.

Joint ventures are very useful to enter some markets which restrict inward investment moreover this may be the only way to enter some markets, within joint ventures the partners take clear equity position such as holdings that can vary in size however it is very important

¹ <https://www.researchgate.net/publication/272352896> consulted the 10/04/2019 at 8.00 pm

to establish clear lines on management decision making and control in order to achieve success.

Advantages of joint ventures:

- ✓ For small organizations that don't have necessary resources and management skills joint ventures proved to be an effective strategy to enter a new market.
- ✓ Joint ventures may reduce political friction and local nationalist prejudice against foreign owned corporations.
- ✓ Joint ventures provide specialist knowledge of local market.
- ✓ joint ventures may be formed with state owned enterprises
- ✓ Such alliance allows taking a higher level of projects considered too large for one company.
- ✓ The supply of know how may enable companies to obtain an equity stake in a joint venture when the local partner disposes the necessary funds

3.2.6. Wholly owned subsidiaries:¹

The concept of WOS refers to a company in which the parent company holds 100% of shares and other resources that can be controlled; this operation can be done by two ways:

- i. Brownfield investment which refers to the acquisition of local firms
- ii. Greenfield investments which refers to investing from the beginning

In case of WOS firms don't lose competitive advantage but the international operation will be under tight control however it takes cost risk and cross border cultural problems.

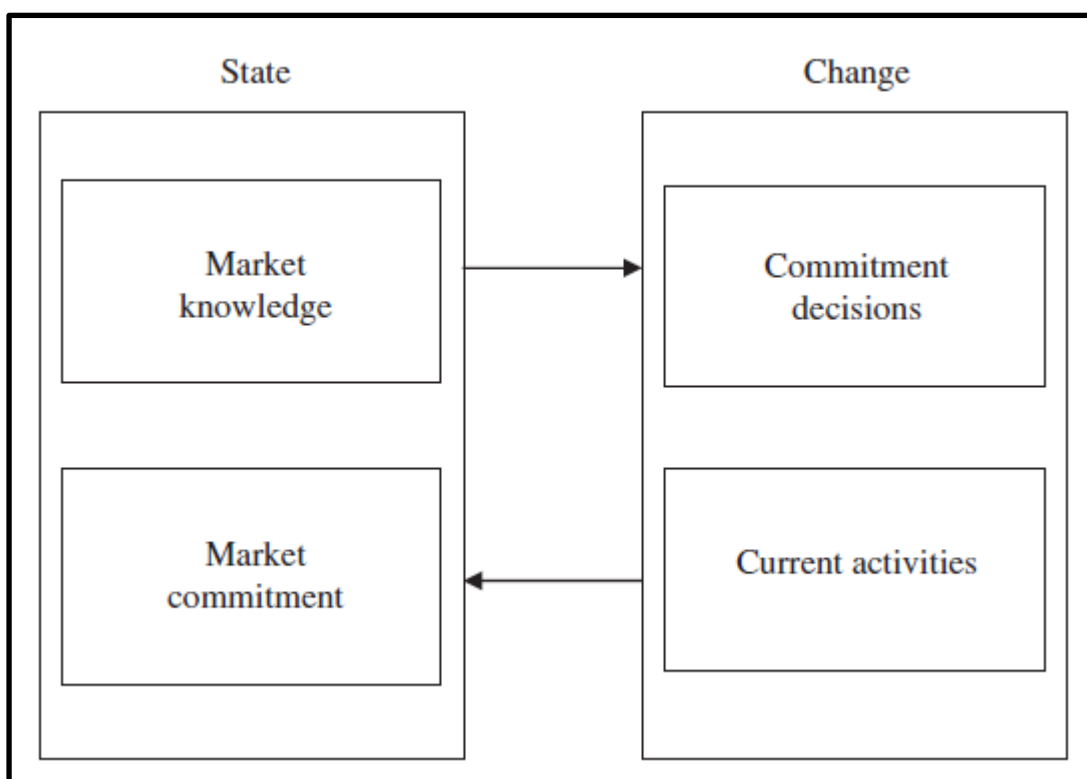
¹ <https://www.researchgate.net/publication/267040494> consulted the 10/04/2019 at 9.00 pm

3.3. The approaches of internationalization process:

3.3.1. The Uppsala model theory:¹

the cross-border operations of the firm have been a critical field of research in international business from many years ago and the UPPSALA model theory of JOHANSON and VAHLNE described the process of internationalization of the firm as a process of experiential and incremental commitment related to the gain of market knowledge and experience over the time.

FIGURE N°9: THE UPPSALA MODEL BASIC CONCEPT



Source : JOHANSON AND VAHLNE ,1977 page 26

According to this model the lack of information is a big obstacle to developing international operations in other words the foundation of the model is about how knowledge is learned and the decision is made in complex organization settings, first commitment decision is made on both general market and market specific knowledge, beside the market specific knowledge can be learned only by personnel experience, by the gradual process of learning and making decisions about the foreign market companies increase their market commitment and the more knowledge they get the more commitment they make in a closed cycle.

¹ The_Uppsala_Internationalization_Process_Model_Review

The Uppsala model can be summarized in four sequential steps:

1. No regular export activities
2. Export via independent representatives
3. Sales subsidiary
4. Production / manufacturing

3.3.2. The born global theory: ¹

The Uppsala internationalization model consider internationalization as a gradual process thus that the slow process is explained by the lack of knowledge of foreign market perceiving risk and uncertainty but in the current years many companies across the globe have managed to internationalize very fast within a few years which make the Uppsala model insufficient to explain the rapid internationalization process of this firms called the born global firms.

The concept of born global firms was first used by McKinsey in the survey for the Australian manufacturing council in which the born global firms are defined as those who see the world as a market place from the outset, the born global firms are described as small firms less than 500 employee with annual revenue less than 100 million dollars, in the initial years of the establishment they tend to export at least 25% of their production within the context of large developed countries however the context of emerging countries the born global firms are described as those with less than 500 employee and a total revenue of less than 500 million dollars moreover attaining the 25% export of their total production in 3 or 4 years of the establishment of the firm which is explained by the time needed to raise the capital, understand the target niche market and develop the network.

The born global companies operate in extreme knowledge market and pay less or no attention to their domestic market therefore the decision of operating in the domestic market is never a part from the firm internationalization strategy thus they are concentrated only with the international market.

There are several motives for the born global companies such as the attraction of the niche market and the greater demand for customized products as one of the most important factors in forming the born global firm another factor is the short product life cycle which urges the

¹ SultanWong2011The success of born global firms-a conceptual model_JGBA

companies to start their internationalization process in an early age regardless of their age seize and market knowledge moreover their resources.

The major advances in communication and production technology and transportation field, the closer global network affect the decision to start internationalization very early.

3.3.3. The eclectic paradigm (OLI frame work):¹

The eclectic paradigm also known as OLI frame (ownership, location and internationalization) of DUNNING explain the internationalization in a basis of market seeking and asset seeking, in this theory the firms possess some ownership advantage in order to invest in order to generate profit, however the same ownership advantage should not be available to their competitors moreover the firm the location advantage is about choosing the market that will maximize their particular ownership advantage or to get access to cheap labor and natural resources, investment policy and technology in case of firms that starts with limited financial resources and knowledge base or capability consequently they will seek the best market where they will be able to maximize their ownership advantage and allow them access to cheap labor.

The second aspect of this theory is the asset seeking, most firms start with core competence and low technology base therefore they can just participate in the low value added , working and making profit through the low retained earnings and they will join the acquisition in both domestic market and foreign market in order to grow their capability.

3.3.4. The entrepreneur perspective:

According to SVANTE ANDERSON entrepreneurs are keys players in enterprise internationalization process according to the way of doing business we distinguish three types of entrepreneurs' technical entrepreneurs, marketing entrepreneurs and restructure entrepreneurs.

The technical entrepreneur is the type that concentrates on product innovation and product development, the internationalization is not their first goal but the innovative product can spread across the globe through exporting or licensing.

¹ <https://www.researchgate.net/publication/254188534>

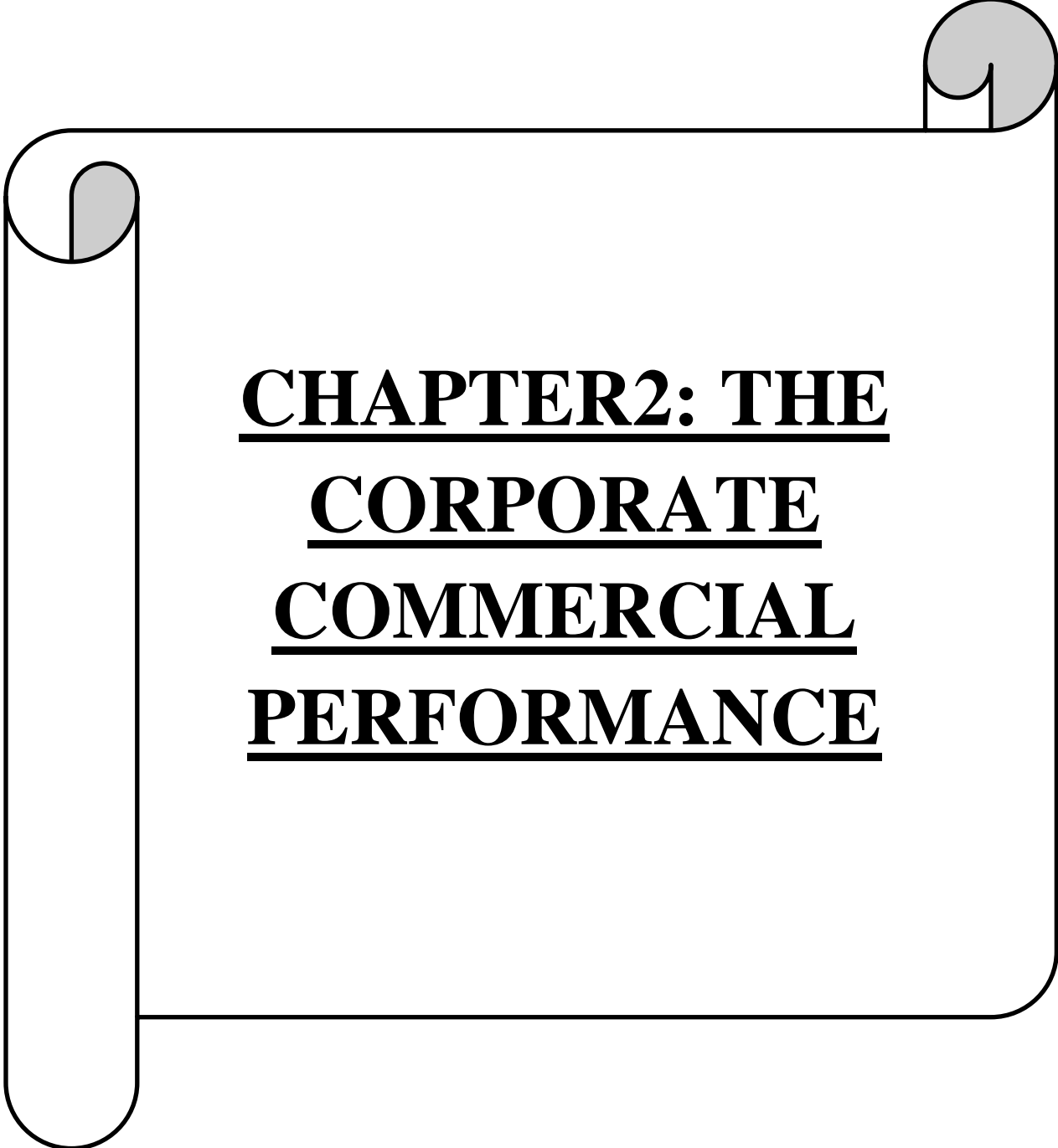
The marketing entrepreneur is the one who find a need in a specific market and provide a product or a service in order to fill the demand so the most important for a marketing entrepreneur, marketing is more important than product innovation therefore this type is dynamic for internationalization and looks for developing new ventures and model establishment.

The third type usually works in the mature industries by implementing the strategy at a corporate level in sum he is not in the operation and prefers to work for mergers and acquisition to increase the capacity of the firm.

Conclusion:

In this chapter we tried to cover the concept basis of globalization and internationalization due to the importance of this theoretical basis in elucidating the internationalization of the company we have seen the relation between globalization and internationalization and how the internationalization is a direct result of globalization that enhanced business global integration due to the development of information technology and transportations all around the globe moreover the rise of MNCs as agent of globalization and strong pillars of business across border , furthermore the concept of internationalization depends of so many aspects starting from the dimensions of internationalization to the motivations of companies to enter the international market which can be divided into external and internal motives in addition to be as reactive responses to changing in business environment of proactive responses made by internal factors of companies to catch up with global business opportunities furthermore we concentrated our analysis to the Algerian case of decency on hydrocarbon exports and the many barriers faced by non-hydrocarbon exporting companies due to many challenges which may be grouped as country related, industry related or company specific challenges in addition we tried to give an overview about international market entry modes and the reason of choosing the right approach to enter the international market alongside with giving some international business model to elucidate the choices made by any company and the drivers of its decisions to make business across borders.

In some during the 21 century the traditional way of doing business had changed and the rise of globalization had built a new framework for economic growth and entrepreneurship culture as well therefore the mastery of those new concepts is inevitable for enterprises to survive in an internationalized world.



CHAPTER2: THE
CORPORATE
COMMERCIAL
PERFORMANCE

Introduction:

In this chapter we will try to elucidate the concept of performance and its dimensions as well as the different components of commercial performance and the used indicators to measure the different aspects of the commercial performance as well as the export performance and how it is measured we will define also some performance tools that can be used in order to assess and develop the performance of the company in the goal to give a general overview about performance and to provide a specific understanding of commercial performance.

Section 1: the basic concept of corporate performance:

The concept of performance is a very complicated concept because many authors may confuse between performance and other similar concept like effectiveness of efficiency in this section, we will try to clear the basic components of corporate performance.

Conception of performance:

1.1. Definition of performance:

According to LORINO “the corporate performance is everything that contributes in the development of the value/cost”¹

According to DIMITRE WEISS “the performance for a salaried, for a chief of enterprise for an executive group may be the overall result, the profit of one or many years measuring the objectivity and the effectiveness of the management”²

According to A. KHEMAKHEM “the performance is the center of productivity that design the effectiveness and the production in which the responsible center reaches the accepted objectives”³

1.2. Performance components:

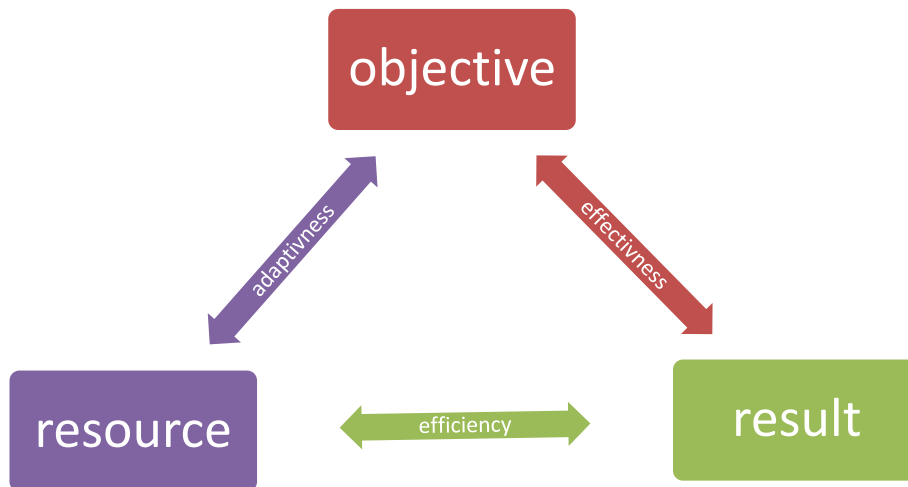
The components of performance are the efficiency, the efficacy, and the pertinence.

¹ HADJAJI (H) et DEHA (R) : Contribution à l'étude de la satisfaction du personnel comme facteur de performance de l'entreprise, mémoire de licence. INC Alger, 2004.p 29.

² WEISS (K.O) : *la fonction Rh*, édition d'organisation, paris, 1988, p675.

³ KHEMAKHEM A., « La dynamique du contrôle de gestion», Edition Dunod, Paris, 1992, P. 311

FIGURE N°1: the components of performance



Source : adapted from *management des entreprises*, édition Hachette Technique

1.2.1. Relation between effectiveness and performance:

Effectiveness concerns the relationship between the result obtained and the objectives to be achieved, and this concept is made on the basis that the objectives had already been defined and the result are measured.

Effectiveness = obtained result / objective to be achieved

1.2.2. Relation between efficiency and performance:

Efficiency makes the relation between the obtained results and the used resources in and operation based on efficiency we use the minimum of resources to obtain the maximum quality and quantity of a product.

“Efficiency expresses the relation between the objectives and the used resources to achieve them”¹

Efficiency pushes companies to achieve their goals with the minimum of resources.

1.2.3. ²Notions related to efficiency:

¹ GAUZENT (C) : *Mesurer la performance des entreprises en l'absence d'indicateurs objectifs : quelle validité Analyse de la pertinence de certains indicateurs*, Université d'Angers, P 7.

² DORIATH (B) ET GOUJET (C) : *Gestion prévisionnelle et mesure de la performance*, Edition Dunod, Paris, 2002, P169.

- **Productivity:** relation between production and the consumed factors.
- **Profitability:** relation between profit and costs.

So, efficiency can be resumed under the following formula:

Efficiency = objectives/ resources

1.2.4. Relation between adaptiveness and performance:

The adaptiveness is defined as the adequacy between the objectives of a project and its environment.¹

- In the domain of evaluation, the adaptiveness measures the correspondence between the objectives of a project and the expectations of those who will benefit of the project in adequacy with priorities.
- We may define the notion of adaptiveness as the capacity to surpass the existing constraints for a project.
- We say that the objectives of a project are adapted if the objectives satisfy the needs of the clients in sum there is a harmony between the objectives of the company and the needs of the clients.

Adaptiveness = the level of client satisfaction / obtained results

1.3. Performance models:²

The economic approach is based on the central notion of notion of achieving objectives, which represent the expectations of managers so they are expressed in financial and economic terms.

The social approach is based on the literature of the human relations school expressed in human dimensions and organization.

The systemic approach is developed in opposition to the economic and the social approach in sum it considers the capacity of the organization as the most important aspect, so we can

¹ Dictionnaire de management de projet, AFNOR, 2010.P.192.

² Idem GAUZENT (C) : *Mesurer la performance des entreprises en l'absence d'indicateurs objectifs : quelle validité*
Analyse de la pertinence de certains indicateurs, Université d'Angers, P 7

define the organizational efficiency as the capacity of an organization as a social system to dispose of the necessary resources in order to achieve its goals without abusing its resources and the human capital of the organization.

1.4. Performance measurement:¹

To measure performance, we often use performance indicators that represent a quantifiable expression of the objectives and results moreover these indicators are used for other purposes such as:

- A starting point for planning and prevision within the enterprise.
- Used for the formulation of strategies, methods and management practices in orders to achieve the objectives and to realize the visions of the enterprise.
- It permits to assess the efficacy of the decisions made by the enterprise moreover to adjust the project of the enterprise and its choices.
- They form a regulator for the enterprise, in other terms when the performance indicator goes up the wages and the bonus distributed to the labors goes up either moreover the enterprise should procure better materials because the performance affect directly the resources allocated by the enterprise for development.
- It represents the basis of the motivation and stimulation system for the human capital of the enterprise.

The performance indicator is playing the role of the receptionist of events and information for enterprise, it plays the role of a link between the enterprise, it's environment and the partners.

1.5. The levels of performance measurement:

1.5.1.1. The internal performance:

It's the performance of the unity that is produced by the resources of the enterprise and it can be divided into three components:

¹ OUACHERINE (H) : *Gestion de la force de vente et performance de la fonction commerciale de l'entreprise*, Mémoire de magistère INC, 2001-2003, p : 32.

- The human performance: it is the performance of human individuals that can be considered as a supply of strategic capability to create a value and to acquire a competitive advantage by the use of competences.
- The technical performance: the capacity of the enterprise to use effectively its material equipment.
- The financial performance: the rational and the effective use of financial resources.

1.5.1.2. The external performance:

“The performance due to the external changes in the environment of the enterprise “¹

The external performance is concerned by the external changes in the environment of the enterprise that may offer an opportunity of development.

1.6. Types of performance:

1.6.1. Social performance:²

It can be defined as an adjustment between the social pressures and the enterprise responses; those social pressures concern the protection of the human capital, the preservation of environment and natural resources, the consumer interests and the respect of business ethics.

1.6.2. The strategic performance:³

In order to ensure its sustainability an organization had to distinguish itself from competitors by setting the appropriate strategic objectives as the development of the quality of its products

And the adoption of an original marketing approach moreover getting a performing technology.

For strategic managers the bigger problem is how to communicate these objectives to the workers and to ensure the transformation of these objectives into operational objectives in order to achieve a long-term performance or a strategic performance.

¹ 1 MARTORY(B) : contrôle de gestion, performance sociale, Ed Vuibert, 2^{ème} édition, Paris, 1999, P 23.

² MERCIER (S) : une typologie de la formalisation de l'éthique en entreprise : l'analyse de contenu de 50 documents » papier de recherche, FARGO/LATEC, Université de bourgogne, 1998, p.7.

³ 1 BARRETTE (A) et BERARD (J) : *Gestion de la performance : lier la stratégie aux opérations* », Revue internationale de gestion, volume 24, numéro 4, hiver 2000, p.15.

1.6.3. The organizational performance:¹

Many conceptions of organizational performance have succeeded after the origins of management control; historically we have passed from a conception that assumes performance and costs optimization, to larger definitions.

As a couple cost/value the performance got many complementary dimensions that should be in accordance with the enterprise strategy.

Evaluation standards of organizational performance:

- The quality of information flow
- Relation between services
- Coordination
- Cooperation
- Control level
- Communication
- Decentralization
- Flexibility
- Integration

1.6.4. The economic performance:²

It's about the profitability and the sustainability of the enterprise and its capacity to achieve the fixed objectives, it can be measured by the variation of activity and the profitability of investments and sales, the understanding of economic performance can be made by the analysis of the income statement, in sum the net benefice is a final measure of the enterprise profitability that allows shareholders to and financial analyst to evaluate the performance of a firm.

Many standards can be used to evaluate the economic performance of an enterprise:

- The productivity
- The quality of products and services

¹ GIRAUD (F) et autres, *contrôle de gestion et pilotage de la performance*, GUALINO, 2e édition, PARIS, 2004, P 63.

² MARMUSE (C) : Performance, *dans Encyclopédie*, Les Editions d'Organisation, Paris, 1997, P 82.

- Resources economy
- Competitiveness
- Profitability
- The turnover
- The profit
- Respect of deadlines

1.6.5. The technological performance:¹

The technological performance can be defined as the effective use of the enterprise resources and the level of innovation of the management system, the process of production as well as the goods and services produced by the enterprise.

1.6.6. The commercial performance:

It's based on the practical aptitude of the company to satisfy its clients by offering high quality products and services in response to the expectations of the clients consequently enterprises had to follow the evolution of the needs and the trends of the market.

1.6.7. The managerial performance:²

The managerial performance is defined as the capacity of the chief manager and the management teams to achieve the fixed objectives and can be measured by many standards such as:

- Entrepreneurship: efficacy, efficiency, pro activity and the use of concept diagnosis.
- Leadership: self-confidence, communication, logical thinking and conceptualization.
- Management of human resources: the use of social power , process and group management.

The managerial performance can be also measured by the capacity of the manager to manage his time and to coordinate the following elements:

- Conception spirit: orientation and endeavor openness
- Execution ability; simple application

¹ KALIKA (M), Op.cit, P 63.

² BOYATISIZ (J), *Efficacité des gestionnaires et des organisations*, Edition de l'organisation, Paris, 1998, P 57.

- Arrangement capacity: conciliation and contradictions management

1.6.8. The financial performance:

It's about the good operation of the enterprise and its capacity to face barriers in order to achieve its goals, the most known form to measure the financial performance is the net benefice and the net loss, this form of measuring financial performance is about calculating a number of ratios that allows to evaluate the profitability of the enterprise by a significant interpretation.

2. Section2: tools and indicators of commercial performance:

Commercial performance may be defined as the capacity of the company to satisfy its clients by offering high quality products and services that respond to client's expectations.

The objective is to master the evolution of the diverse functions of the enterprise on the basis of the past evolutions that conducted to the actual situation and the difference between the fixed objectives and the results, by using this significant information made on the basis of performance indicators the enterprise may make necessary changes in order to develop the level of performance which make it an essential tool of decision making.

2.1. Principal indicators for measuring commercial performance:

2.1.1. The importance of performance measurement:

Performance measurement present a double interest in a way it makes available to verify if the objectives are well achieved or not and in another way it gives new information about the variation of the outcome which enables the company the reassess its orientations and reactivate the process in case of problems.

2.1.2. The commercial function:¹

According to HENRI FAYOL the commercial function is one of the functions that create revenue for the company with both the financial and the technical function.

The conception of the commercial function passed by three steps:¹

¹ *L'administration industrielle et générale*, édition ENAG, 1996.p 97.

- First managers were interested by mass production in response to technical and financial factors.
- Second more importance was given to the commercial function and commercial problems which lead to the adaption of marketing logic.
- Finally, the commercial function evolved to be defined as the preparation, the application and the control of a politic founded on consumer desires by intellectual tools and materiel given by science.

2.1.3. The objectives of the commercial function:

- ❖ Detecting the needs and analyzing the consumer behavior.
- ❖ Knowing the market trends.
- ❖ Being the origin of the creation of new and innovative products.
- ❖ Selling the products of the enterprise and assessing their evolution in the market.

2.2. The dashboard:

Definition:²

The management dashboard is a simple and performing tool, to achieve its objectives it had to contain limited pertinent and adapted indicators that give quantitative and qualitative information that show to manage the actual situation, the tendency and the objectives to be achieved.

According to this definition we understand that the management dashboard is a tool that contains many indicators that allow to measure commercial performance and help in the process of decision making and it's a tool that facilitate the communication and information flows between the different actors of the enterprise.

2.2.1. The mission of the dashboard:³

The dashboard contains actual information that allows:

¹ BUSSENAULT (C) ET PRETET (M) : *Economie de l'entreprise*, Vuibert, paris, 1996, P.39.

² AIM (Roger) : *Indicateurs et tableaux de bord*, édition Afnor, N°02, Saint-Denis Cedex, 2011, p.3

³ BUSSENAULT (C) ET PRETET (M) : *Economie de l'entreprise*, Vuibert, paris, 1996, P6

- ❖ Managing activities and projects
- ❖ Controlling expenses
- ❖ Respecting the budget
- ❖ Analyzing tendencies
- ❖ Exploiting results
- ❖ Measuring gaps
- ❖ Measuring risks
- ❖ Consulting the balance of activities
- ❖ Assessing projects
- ❖ Triggering diverse activities

2.3. The commercial performance:

According to CHESTER the commercial performance is “the field of the commercial action, so the commercial performance of an enterprise may be defined as achieving the commercial objectives of the enterprise in accordance to the relative resources, in another way attaining a certain level of realization cannot be separated from the allocated resources in order to achieve the results “

We may define as the capacity of the enterprise to achieve the commercial objectives in accordance with the allocated resources.

Commercial performance = efficacy + efficiency

2.3.1. Commercial performance indicators:

There are two types of commercial performance indicators: qualitative and quantitative indicators.

2.3.1.1. Quantitative indicators:

They give digital measurements of the enterprise commercial realizations:

2.3.1.1.1. The sold quantity:

The quantity sold constitute a basic indicator of enterprise management in general and a particular one for the commercial function, it is used to know the rate of satisfaction of the market demand and the market share in accordance to competition as a way of comparison.

The evolution of this indicator allows having a clear image of the future of the enterprise by elaborating the commercial strategy.

The performance is measured in this case by the evaluation of the gap between the previsions and the realizations, a lower realization than the prevision demonstrates the non achieving of the objectives.

Performance (p) = realization – previsions

P=0 bad performance

P>0 good performance

2.3.1.1.2. The turnover:

The turnover of the company is the sum of sold merchandises and the sold production; it is the principal indicator of the enterprise activity and represents the global performance.

It composed of the selling price and the sold quantity.

The performance in this case is measured by the comparison between the prevision and the realization using the following formulas:

Turnover = sold quantity * selling price

To measure performance the turnover should be linked to other indicators such as the market share.

2.3.1.1.3. The market share:

“the Market share represents the percentage of an industry, or a market's total sales, that is earned by a particular company over a specified time period. Market share is calculated by taking the company's sales over the period and dividing it by the total sales of the industry over the same period. This metric is used to give a general idea of the size of a company in relation to its market and its competitors”¹

¹ www.investopedia.com consulted the 10/04/2019 at 8.00 pm

The market share is a key indicator to the enterprise and its measurement allows the enterprise to figure out its place in the market, it can be in volume (sold units) or in value (turnover generated by sales) it is calculated by dividing the sales of product on the total market sales.

The market share = turnover of the company / total market sales

However, the most important indicator is the relative market share:

“a company will measure its own market share with that of its competitor to determine relative market share with market leaders have the most, changes in relative market share indicate whether the company is winning or losing behind competitors “¹

The relative market share = turnover of the company / total sales of principal competitors

2.3.1.1.4. Number of new clients:

the prospection is acquiring new customers therefore sellers must have the ambition to enrich the database of customers with new customers so that the turnover of the company is less exposed to the risk of breaking with a particular client.

Clients prospection is an activity that demands high qualities of organization, rigor and professionalism.

This indicator allows to measure the competitiveness of the company.

2.3.1.1.5. Commercial margin:

The commercial margin is the difference between the turnover corresponding to product sales excluding taxes and the cost of purchase excluding taxes.

This indicator is very useful when taking a commercial decision due to its effect on the net profit of the company.

Commercial margin = turnover of sold goods – total cost of sold goods

¹ <http://www.businessdictionary.com> consulted the 10/04/2019 at 8.00 pm

2.3.1.2. Qualitative indicators:

the qualitative indicators describe the quality of results. They are descriptive and based on judgement and perception.

In general, the qualitative indicators traits the company's image and the rate of customer satisfaction, alongside with the customer value.

2.3.1.2.1. Customer satisfaction:

according to KOTLER the customer satisfaction is defined as” a person's feeling of pleasure or disappointment resulting from comparing a product perceived performance or (outcome) in relation to his or her expectations”

this indicator is very important to sales manager in order to measure the degree of satisfaction of his customers gain their loyalty.

2.3.1.2.2. The corporate image:

“ mental picture that springs up at the mention of a firm's name , it is a composite of psychological impression that continually changes with the firm's circumstances, media coverage , performance , pronouncement and it is similar to the firm's reputation or goodwill, it is the public perception of the firm rather than a reflection of it's actual state or position”¹

The corporate image is made by several components: personality, behavior of managers and front office workers such as sales mans because sales men are the ambassadors of the company and they represent the first contact with the clients so they contribute directly on making the corporate image.

The corporate image is an evolutive concept and it's affected by sale managers behavior the publicity and sales promotion.

2.3.1.2.3. Customer loyalty:

The customer loyalty is a strategy that seeks a direct and a sustainable relation with the client and the company in order to satisfy effectively its needs and achieve a higher level of commercial performance.

¹ <http://www.businessdictionary.com> consulted the 20/04/2019 at 8pm

To gain customer loyalty the company have to:

- Offer a products and services of high quality and of a world class quality in the international market.
- It is very important to have a sufficient after sales service
- Know the expectations of clients through client's satisfaction surveys

2.3.2. Tools of commercial performance:

There are many tools of measurement that allow the manager to assess the commercial performance of the company we will try to define some tools that allow the company to take rational decision and to develop its commercial performance.

2.3.2.1. Benchmarking:

“is a process of systematic search for the best practices and innovations in the purpose of adopting them, adapting them, and applying them for a greater performance of the company, benchmarking is a search for the most efficient method of a given activity to ensure superiority over competition”¹

2.3.2.2. The 4A rule of benchmarking:

In any benchmarking process we begin by identifying key functions where the company can excel, in a second step we choose the performance indicators to measure the process and we select the most performing of these processes.

We collect information about the practices and performance of the targeted companies that permit to compare our company's performance to that of the targeted companies

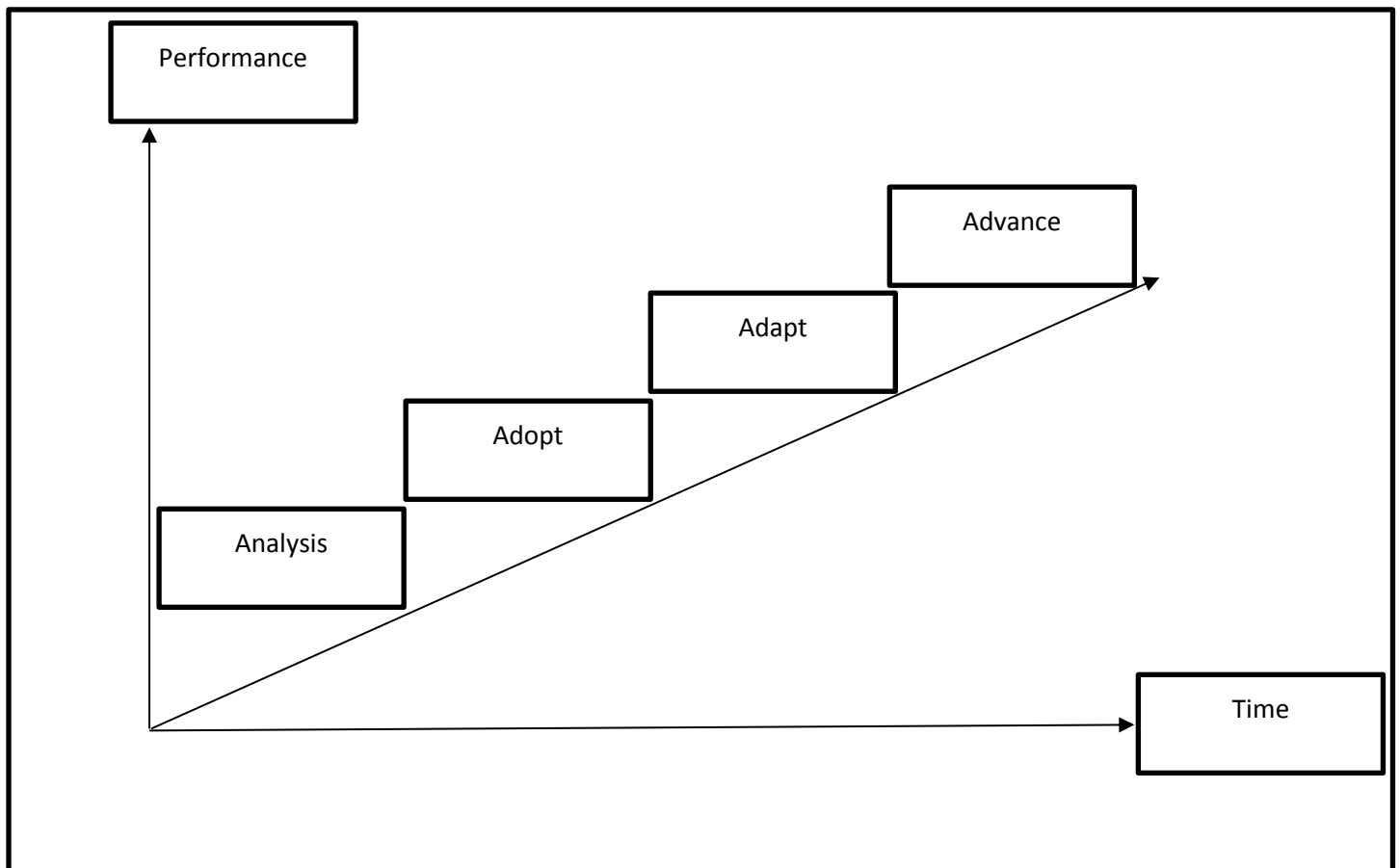
Reliability comes from using the same evaluation criteria and performance gaps are well highlighted as well the actions to be implemented and it only remains to adapt and implement the best practices.

¹ HERMEL(L) et ACHARD (P) : *Le benchmarking*, édition Afnor, Saint-Denis Cedex, 2010, p.3.

In operational terms these steps can be summed in the following four phases:

- Analysis of the market, the levels of performance of your company and compare the results with those who are more performant
- Adopt the best practices in your sector or outside of your sector from the moment when applying them gives your company a competitive advantage
- Adapt the performant process to your teams, company culture and your capacity
- Advance improving to get closer to the best and hold if its possible this position among the leaders

FIGURE N°2: the four operational steps of benchmarking



Source: HERMEL(L) et ACHARD (P), *Le benchmarking*

The benchmarking is a very useful tool for companies who searches to develop their commercial performance.

2.3.2.3. Benchmarking as a measure of business competitiveness:¹

Competitiveness now days is the pillar of any business sustainability in the international market place and benchmarking as a tool occupies a prominent place in quality graduation therefore benchmarking is imperative for performance and essential for successful implementation.

Benchmarking is a technique for comparing key figures, often – fiscal key figures, for the reason of ranking the organization in relation to competitors which is one of the major applications of the benchmarking now days.

The core of existing interpretation of benchmarking is:

- **Measurement** of both own and competitor's performance level.
- **Comparison** of performance level, procedure and practices
- **Learning** from the benchmarking partners for advancement
- **Improvement** which is the goal of any benchmarking study

According to MEADE (1998) despite providing the comparative information about current performance levels, a fitting benchmarking exercise affect the following aspects:

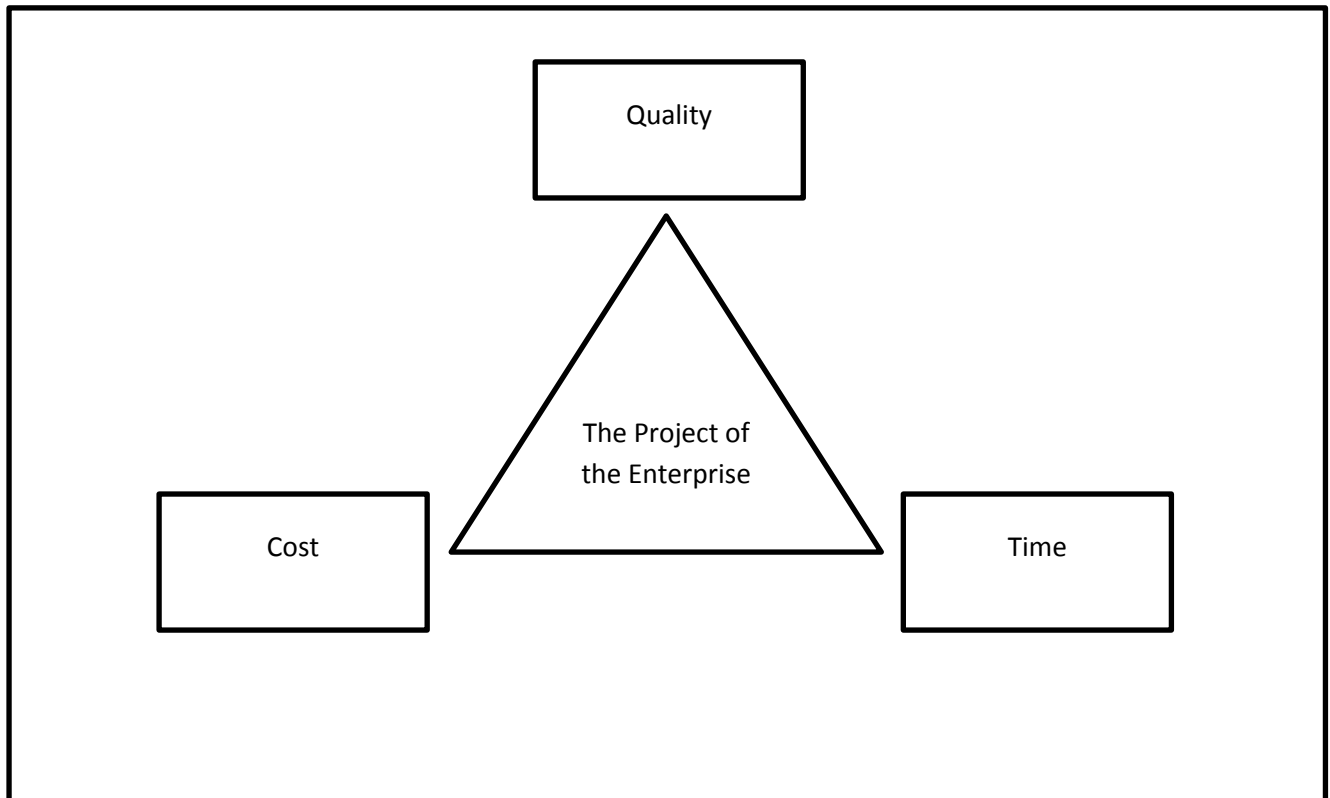
- Advances, practices, services or offerings
- Involves learning about best practices from others
- Rush the rate of progress and enhancement
- Contribute to incessant quality management
- Is an enduring process
- Indorses fresh and pioneering thinking about tribulation
- Makes available hard data on performance
- Focus on what is achieved and how it is accomplished
- Results in setting of precise targets

¹ International Journal of Process Management and Benchmarking

2.3.2.4. The triangle of performance:¹

When we have to choose how to approach, there are three 3 fundamental notions that must know and evaluate: quality, cost and time.

FIGURE N°3: the triangle of performance



Source: made by us

These three points are interdependent, and must be carefully and must be carefully considered, it is necessary to understand that It exist three possibilities:

- Fast and cheap: bad quality

This is what many clients want, without realizing that a project is quickly and with a lower cost will inevitably have gaps. This may be satisfactory for a prototype that must validate a concept. But we must explain the risks that this can make in the long and the middle term.

- Fast and good quality: expensive

If the customer can afford it, this is the perfect solution.

¹ <http://www.geek-directeur-technique.com/2009/07/10/le-triangle-qualite-cout-delai> consulted the 25/04/2019

A very important will be treated in priority to others and will be assigned to more human and technical resources and so inevitably this have a significant cost.

- Good quality and cheap: slow

A well-done project that does not cost a lot will take time to be realized in order to reduce cost the project will take more time because of its lower priority, same for technical resources that are available first for other projects.

What to avoid:

- Fast, good quality and cheap:

It's a fantasy that many "decision-makers" keep dreaming and must be completely disconnected from the realities of world work to believe that one can get an achievement of irreproachable quality, for a low cost and fast delivery.

- Slow, poor and expensive:

Nobody is willing to pay for a bad realization that is not available quickly and yet many projects found to be pushed back without stopping and they are obliged to pay add new developments without which the project can not be finished, and which not fulfill specifications.

This may happen in 2 cases:

- The client doesn't know what he wants
- The specification of the project is not made correctly

The triangle of performance allows to manage three variables: cost, quality and time which allow the enterprise to be performant in realizing its projects.

2.3.2.5. SWOT analysis: ¹

The SWOT metrics (strengths, weaknesses, opportunities, threats) is a diagnostic tool that permit to know the situation of the enterprise and to build a strategy by highlighting its potential and assessing the conditions of its environment.

¹ AIM (R) : *Indicateurs et tableaux de bord*, édition Afnor, N°02, Saint-Denis Cedex, 2011, p 86.

The SWOT analysis is a tool to facilitate the managers relaxions in order to define the right strategies.

It's a very important in the planning process and it is required by decision makers moreover it allows the company to detect its strength and weaknesses and correct them.

3. Section3: export performance:

3.1. Corporate performance management:¹

“Corporate performance management (CPM) is a part of business intelligence that involves monitoring and managing an organization’s performance according to key performance indicators such as revenue and return on investment overhead and operational costs it is also known as business performance management”²

The world is characterized by a huge development of globalization based on the rapid spreading of information because of the high development of information technologies, which make the development of the last decades very hard to be predicted.

Under all this condition the company paradigm is changing as well as the corporate management moreover the significance of non-financial indicators grows in a general context that influence and identify better conditions to influence performance indicators.

Under all these factors the most important factor to succeed in a market is the customer whose satisfaction and loyalty to the company must be measured to be able to create conditions for stable growth corporate performance.

3.2. The barriers to strategy implementation:

The implementation of the strategy within an organization is key factors in order to succeed in reaching the growth objectives and the stable level of performance allowing the company to grow in a new chaotic environment due to the effect of globalization and the high level of market openness and companies internationalization, in general overview what is available today is never available the next day.

¹ BOB PALADINO five key principles of corporate performance management

² searchdatamanagement.techtarget.com/definition/corporate-performance-management consulted 30/04/2019 at 11 am

According to BOB PALADINO most companies face four barriers in terms of strategy implementation.

FIGURE N°4: barriers to strategy implementation



Source: five key principles of corporate performance management p 11

The “vision barriers” most of employees don’t understand their company’s strategy which make it hard to understand the company’s direction in developing strategy maps due to the lack of communication which make it difficult to relate the workers to daily objectives, roles and responsibilities within an organization.

The “management barrier” most of the executive teams spend much time discussing strategies and strategic issues than traditional operating results which make the strategy implementation rate rare because of the non-linking of financial, operating and customers objectives due to the failing of defining and using a CPM system.

The “resource barrier” most companies fail to link budget to strategy because of pursuing financial strategies that is in conflict with operational and customer strategies.

The “people barrier” management incentive link to company strategy only part of time, and most companies reward managers for activities that are not linked to company’s strategic and operational plan.

3.3. The determinant of export performance:¹

3.3.1. Measures of export performance:

¹ The determinant of export performance: a review of empirical literature shaoming zhou

CHAPTER02: THE CORPORATE COMMERCIAL PERFORMANCE

There is no general agreement on how to measure export performance although there many advocated approaches which make it hard to compare and reunite the findings of many studies

There are seven categories of export performance measures that represents three groups of measures: financial, non-financial and composite scale.

TABLE N°1: measures of export performance

Category	Measure
Financial	<ul style="list-style-type: none">– Sales measures SAL– Profit measures PRF– Growth measures GRW
Non-financial	<ul style="list-style-type: none">– Perceived success SUC– Satisfaction SAT– Goal achievement GAC
Composite scale	<ul style="list-style-type: none">– Export sales

Source: The determinant of export performance: a review of empirical literature shaoming zhou p 11

The sales category contains measures of the absolute volume of export sales or export intensity, and the profit category involves absolute measures of overall export profitability and relative measures export profit divided by total profit or by domestic market profit, both are static, the growth measures refer to changes in export sales or profits over a period, the financial measures are more objective than the non-financial measures.

The export sales, profits and composite scale are the most used measures of export performance.

One of the obvious problems of performance measuring is the multifactor and variables that can influence export performance, this large number of factors and variables and the lack of a strong theoretical framework or logic to choose independent factors make it difficult to study the topic in all it's dimensions taking on consideration the sea of complex and confusing findings.

The classification of export determinant into internal and external factors is theoretically justified, as both categories refer to a theoretically justified in particular the internal determinant are justified by the resource-based theory while the external determent are justified by the industrial organization's theory, the resource-based theory consider the firm as

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a unique pack of concrete and incorporeal resources that are under the control of the firm and enable it to implement strategy in order to develop its efficiency and effectiveness moreover according to this theory the principal determinants of the firm's export performance and strategy are the internal organization resources, however the organization theory claims that the external factors determine the firms strategy and therefore its economic performance.

FIGURE N°4: the determinants of export performance

	INTERNAL	EXTERNAL	
CONTROLL-ABLE	Export Marketing Strategy		
	General export strategy	GES	
	Export planning	EP	
	Export organization	EO	
	Market research utilization	MRU	
	Product adaptation	PDA	
	Product strengths	PDS	
	Price adaptation	PCA	
	Price competitiveness	PCC	
	Price determination	PCD	
	Promotion adaptation	PMA	
	Promotion intensity	PMI	
	Distribution channel adaptation	CHA	
	Distribution channel relationships	CHR	
	Distribution channel type	CHT	
	Management Attitudes and Perceptions		
	Export commitment and support	MEC	
	International orientation	IO	
	Proactive export motivation	EM	
	Perceived export advantages	MPA	
	Perceived export barriers	MPB	
UNCONTROLL-ABLE	Management Characteristics		
	Mgmt's international experience	MIE	
	Mgmt's education/experience	MEE	
		Industry Characteristi	
		Industry's technological intensity	ITI
		Industry's level of instability	IS
		Foreign Market Characteristics	
		Export market attractiveness	EMA
		Export market competitiveness	EMC
		Export market barriers	EMB
		Domestic Market Characteristics	
		Domestic market	DM

Source: The determinant of export performance: a review of empirical literature shaoming zhou p 11

According to this table the determinants of export performance are classified into external and internal factors and to controllable and uncontrollable factors, internal factors are made on the basis of the firm's resources, internal controllable factors are divided into export marketing strategy, management attitudes and perceptions moreover management characteristics and firm's characteristics and competences however external factors are related to the market place environment characteristics that affect the firm's export strategy and all of

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them are uncontrollable factors because they are related to the macro environment and grouped into three categories : industry characteristics, foreign market characteristics and domestic market characteristics.

3.3.2. Classification of export performance measures:¹

According to KATSIKEAS and SOUSA export performance measures are grouped into economic, non-economic, and generic measures as a way to operationalize the concept moreover economic measures can be divided into sale related, market share related and profit related as it is represented in the table below:

TABLE N°2: economic measures of export performance

Sales-related	Profit-related	Market share-related
<ul style="list-style-type: none"> • Export sales ratio/ export intensity • Export sales growth • Export sales volume • Export sales transaction size • Export sales per employee • Export sales volume of new products • Export sales growth of new products • Export sales return on investment 	<ul style="list-style-type: none"> • Export profitability • Export profitability growth • Export profit ratio • Export profit margin • Contribution on exporting to profits • Growth of export profit margin 	<ul style="list-style-type: none"> • Export market share • Export market share growth • Market diversification

Source: Adapted from Katsikeas et al., 2000, p. 498, and Sousa, 2004

The non-economic measures can be grouped into product related, market related and various or Miscellaneous

¹ Final Dissertation presented to Catholic University of Portugal to obtain the degree of Master in Marketing page 10

TABLE N°3: non-economic measures of export performance

Product-related	Market-related	Miscellaneous
<ul style="list-style-type: none"> • New products exported • Proportion of product groups exported • Contribution of exporting to product development 	<ul style="list-style-type: none"> • Export country/market number • Rate of new market entry compared to competitors • Export market penetration • New market (s) exports • Contribution of exporting to market development • Markets in which exporting was ceased (%) 	<ul style="list-style-type: none"> • Began exporting • Customer satisfaction • Contribution of exporting to scales economies • Contribution of exporting to company reputation • Years of exporting • Projection of export involvement • Number of export transactions

Source: Final Dissertation presented to Catholic University of Portugal to obtain the degree of Master in Marketing page 11

generic measures can be considered as a more universal approach to the measurement of export performance related to the achievement or the non-achievement of the export objectives.

TABLE N°4: generic measures of export performance

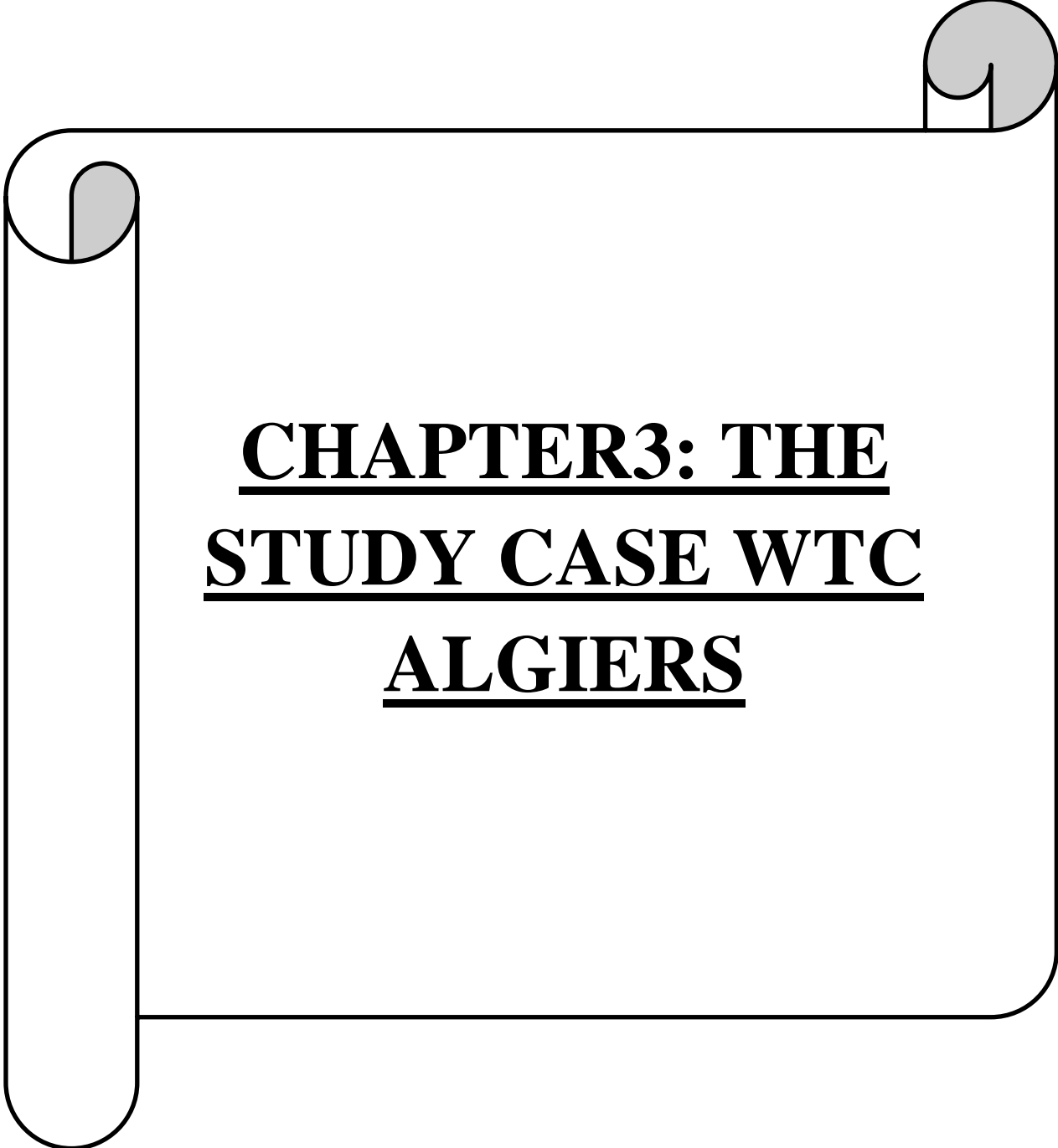
Generic measures
<ul style="list-style-type: none"> • Perceived export success • Achievement of export objectives • Satisfaction with export performance (specified indicators) • Satisfaction with overall export performance • Strategic export performance • How competitors rate firm's export venture

Source: Final Dissertation presented to Catholic University of Portugal to obtain the degree of Master in Marketing page 11

There is a plethora of measures that can be used in order to assess export performance more than the listed above which explain how the topic is complex and related to so many factor which make it difficult to conceptualize a strong theoretical background that may explain all the aspects of the phenomena , however the measures listed above can at least englobe the most affective aspects of the phenomena weather they are approached on the basis of economic related factors or non-economic factors on an objective frame work or a subjective frame work or generic which is more universally particular to specific business relation.

Conclusion:

In some the concept of performance is very complex and important in order to create a world class organization moreover the commercial performance is a key concept for the competitiveness and the sustainability of any business due to the direct effect of the commercial function to the resources that keeps the organization existing furthermore the notion of export performance is a key notion in international business in order to grow internationally on the basis of applying an effective corporate management system that allows the organization to succeed across border.



CHAPTER 3: THE
STUDY CASE WTC
ALGIERS

Introduction:

as known the most important part of any research is the study case according to the importance of the results.

So, in this chapter we will present our method of data collection, we will also discuss different perspectives on research methods and justify why we chose the methods we are using for our study beside methodology we will give a complete presentation of the WTC Algiers and many relative statistics.

1. Section 1: Presentation of the world trade center Algiers:

In the mid 1990 Algeria underwent major economic and social reforms that had a profound effect on the way the country conducted business and the perception of the outside world so much that inward foreign investment flourished and international trade increased manifold, one feature of this reforms was the signing of the agreement with the European union and other similar entities like greater Arab free trade area (GAFTA).

Around the same time frame Nest Investments (holdings) limited entered the Algerian market by establishing a new general insurance company with the intention of establishing strong and lasting roots in a country that had the potential to grow into a major significant market.

As part of its strategy to acquire multiple licenses for world trade center locations in 2002 Nest applied for and was awarded a WTC license for Algiers since then the WTC Algiers is one of 15 licensed locations throughout MENA region under the overall umbrella WTC holdings a wholly owned subsidiary of Nest.

Over the last 10 years the WTC Algiers has amassed a very impressive portfolio of professional services ranging from offering high equipped and serviced office space, conference; exhibition organization; arranging trade missions and business to business introduction to offering business consultancy to incoming business investors such as company registration and a variety of commercial legal consulting.

1.1. International consultancy:

The world trade center Algiers is a reliable partner for both national companies willing to go abroad of international companies looking for opportunities of partnership with local companies in order to set up a business in Algeria, moreover the WTCA provide a variety of services:

- Company set up:
 1. Coordinate with foreign companies during their setting up process
 2. Provide updated information about regulations in Algeria
 3. Supply legal and fiscal assistance
 4. Offer short listing and preselection for skillful staff recruitment
 5. Search for distributor, importers, exporters and partners

6. Arrange appointments with the local administration
 7. Watch over tenders
- Assistance in:
 1. Drawing up work regulations for foreigners
 2. Working out internal legal procedure
 3. Elaboration of employment contract and recruitment assistance
 4. Administrative assistance: bank assistance, customs, fiscal
 5. Organization of media and press conferences
 6. Market analysis and study
 7. Company fact sheets
 - Business plan establishment:
 1. Seeking investors
 2. Conducting due diligence
 3. Follow up until the obtaining of the government incentives
 - The WTC Algiers organize and participate in:
 1. Outbound missions which link local business key target markets abroad
 2. Inbound missions which guide overseas businesses to specific goods and services providers in our region.
 3. A whole package is presented from program management to post trade missions follow up.
 - Services includes:
 1. Business to business meetings
 2. Hotel and travel arrangements
 3. Conference room / reception

1.2. Trade shows and exhibitions:

Hosting trade-oriented events ranks high on every WTC agenda, many WTCs host their own trade shows with year- round display of local products and services.

WTC Algiers plays a significant role in organizing such events and also acts like the community's liaison for participation in:

- Local and overseas trade shows
- Trade exhibitions
- Conferences and forums

Over the years WTC Algiers has gained extensive experience in organizing trade shows both national and international.

It offers companies an opportunity to broaden their networks and develop their economic activities according to their business strategies.

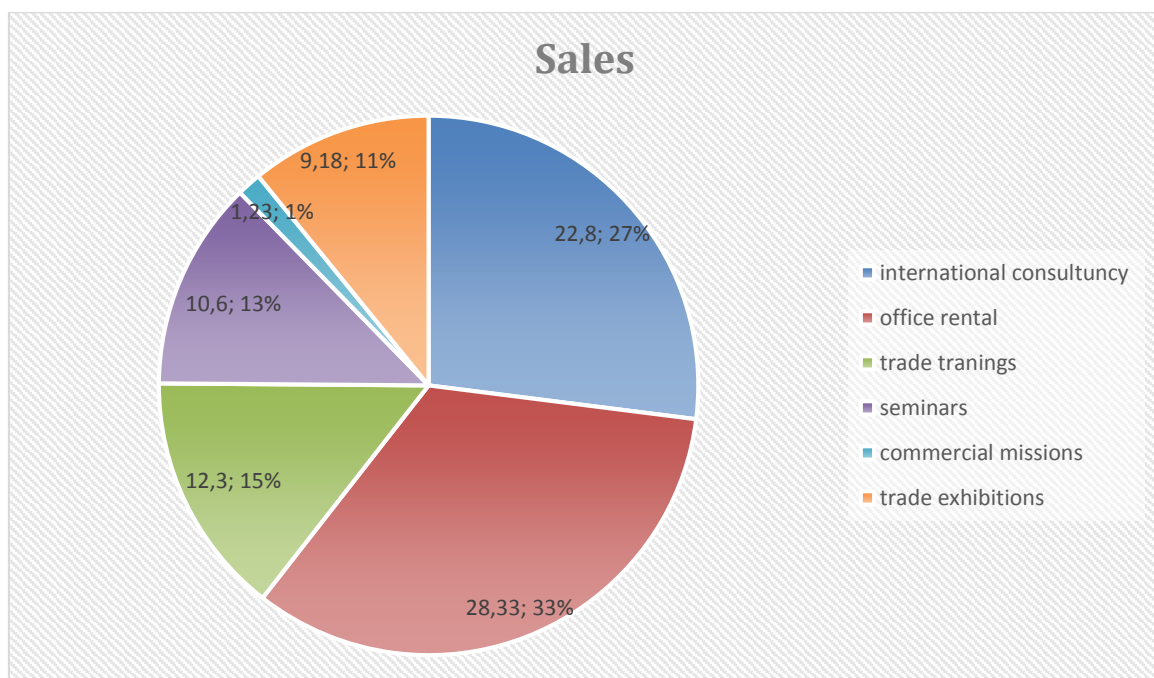
World trade center Algiers organizes the following trade shows and exhibitions:

- ❖ “EVENT EXPO”
- ❖ “EVE” international woman exhibition
- ❖ “ALGEST” international exhibition of sub-contracting
- ❖ “export trophy”

1.3. Business center services:

When looking for a prestigious location without the inconvenience of long-term investment, opening an office or subsidiary branch or just legal base for your company in Algeria, the WTC is the ideal starting point as a world class brand in business services.

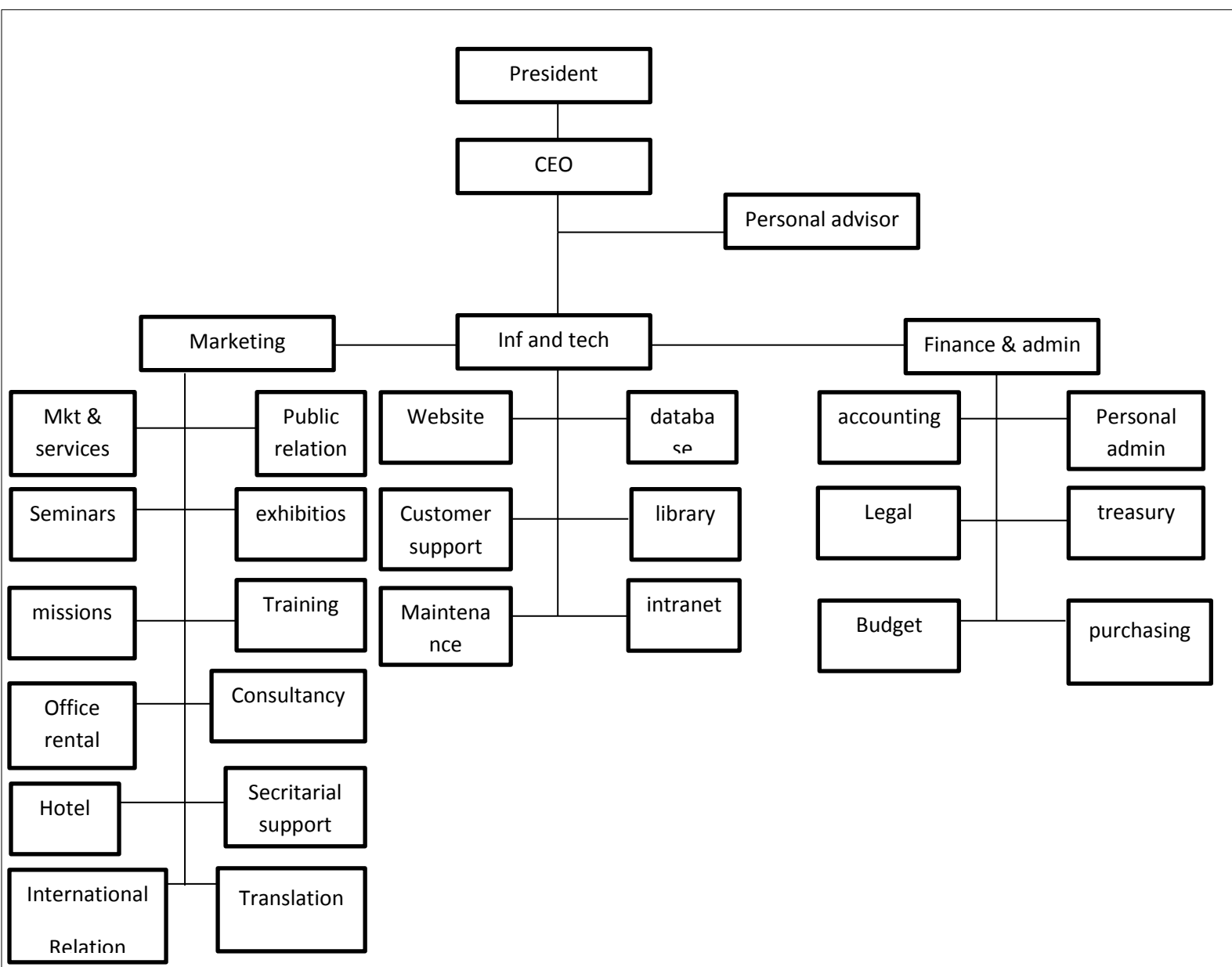
FIGURE N°1: REVENU OF EACH ACTIVITY



Source: WTCA documents

As we can see in this revenue chart there six main lucrative activities of the WTC Algeria ,most of its revenue is coming from trade oriented activities and particularly international trade activities which represent about 60% to 70% of the revenues, which shows the high investment of the WTCA in all the activities that contribute in the development of the international trade in Algeria moreover even the annexed activities are related by one way or another to trade development , in sum this distribution of revenue clarify how this organization is dedicated into their core existing principle which is to grow international trade.

FIGURE N°2: ORGANIZATIONAL CHART



Source: WTCA documents

The organizational chart of the WTCA is made of three divisions:

- The marketing division
- The technique and the IT division
- The administration and the finance division

Every division got many services:

- 12 services of the marketing division
- 6 services for the technical and IT division
- 6 services for the administration and the finance division

2. Section2: research methodology:

We will present in this section the main elements related to the used methodology in order to carry on our research as well as the method of data collecting and analyzing moreover the brakes, we faced all along the research.

2.1. Research purpose:

Our research study is about the role of the world trade center Algiers as part of the global world trade center association in the development of the performance of Algerian enterprises in the international market, this research is about three major aspects which are the impact of WTC Algiers on the capacity of Algerian enterprises to face the international market barriers, moreover the impact of the WTC Algiers on the global implementation of Algerian companies furthermore their commercial performance in the international market.

In general the purpose of any research can be classified into three major categories so it can be exploratory when dealing with a phenomenon that we don't know much about so in this case the objective of the research is to gain a better understanding of the phenomenon, descriptive in order to describe the role of the WTC Algiers in developing the commercial performance of Algerian enterprises in the international market and explanatory in order to explain the general and the particular pattern of the phenomenon of the study to answer the research question.

In our case we look to gain a better understanding of how do the WTC Algiers impact the performance of Algerian enterprises in the international market moreover to give a description of the different activities of such organization, in order to describe the main activities made to grow international trade in Algeria and to figure out the added value for the Algerian enterprises therefore our research is mainly descriptive and exploratory.

2.2. The approach:

In this research we applied both qualitative research approach to gather the maximum of information about the phenomenon of the study and we have also applied a quantitative approach in order to measure statistically the evolution of some factors so we can describe the evolution of the Algerian enterprises according to the subject of the study.

The strategy of research:

The objective of our research is to gain a better understanding of how the WTC Algiers as part contribute in the development of the performance of Algerian enterprises in the international market, we found that interviews and surveys are the most appropriate strategies to conduct our research.

2.3. The data collection method:

2.3.1. The interview design:

We call an interview between two persons when one transmits the information to another about a particular subject; it's an oriented discussion "investigation method using a verbal communication process, to gather information in relation set goals".

The interview consists of a questioning session addressed to a person or to several persons chosen in order to collect information allowing to confirm or to invalidate the research hypotheses, it allows to gather personal and profound information on a given subject or on the personality, the mentality of the conduct of the interviewed person, and requires a direct contact with this one and as the interview relies on an interpersonal relationship, the researcher must take into account the social and cultural context of the interviewee.

2.3.2. Interview types:

There are several types of interviews that can be used depending on the purpose, the stage of search, the depth and type of desired information.

Non-directive interview:

Usually there is a central theme broken down to a few major sub-themes determined in advance and on which one makes talks the interviewees in turns.

This type of interview is a little bit structured and the degree of freedom is smaller, it is used for searching for information or opinions of a fairly general level in order to determine the bases of pre-established hypotheses to check systematically.

It gives a lot of latitude to the interviewee so he can express himself freely on the subject that was presented to him.

This type can help define a topic about which nothing is known.

2.3.3. Semi-directive interview:

it is closer to the previous but the level of freedom is smaller:

the interviewee will have to answer as directly as possible to specific questions (but still remain little bit large) it must not deviate from the frame of each question nor freely associated to according to his inspiration as in the previous type.

This type of interview is as its name suggests, halfway between the non-directive and the directive. In practice it is always a combination of these two forms that we use.

The goal is to be informed, but to check at the same time with the help of questions and particular points related to pre-established hypotheses.

In this type the researcher asks a few questions and leaves the choice for the interviewee and he asks for explanations, arguments and examples.

2.3.4. Directive Interview:

This is the form of interview where the degree of the freedom is the smallest, it is almost a questionnaire that is passed orally. All questions are planned and not mostly improvised over the course of the discussion as in the previous cases.

The goal of this type of interview is the verification of specific points or the collection of specific elements of detailed information.

In this type the researcher manages the communication while asking questions related to his subject of study in order to deepen the knowledge about the subject of the study.

2.4. The course of interviews:

2.4.1. The size of the sample:

The size of the sample depends on the followed objective, in the case of my research it was important to get close to the executives and the officials of the world trade center Algiers and to make interviews with them as a part of a qualitative study to get the maximum of information directly related to my research and being able to understand the role of the world trade center Algiers in development of international commercial performance of Algerian enterprises and to answer the questions that evolve around my study.

The selected sample correspond to my choice to talk with 6 managers in the world trade center Algiers with knowledge about growing international trade and in sustainable contact with leading internationalized Algerian companies through the activities of the WTC Algiers.

2.4.2. The date and the place of the interview:

I have conducted my interviews the on 5, 6 of May 2019 in the world trade center Algiers offices.

The choice of the place of interviews also depends on the objective of the research which is the obtaining of maximum information about the analysis of my case study therefore the interviews took place in the WTC Algiers offices where I have past 6 months internship and were I have learned a lot about the work of the organization moreover the managers made available for me many documents in order to give me more details and to illustrate their answers.

2.4.3. The interviewed managers:

When making the interviews it was important to use simple and clear language in asking specific and relevant questions.

The interviewed managers are:

- The CEO of the WTCA
- The manager of consulting department
- The manager of international relations

- The manager of event department
- The manager of training department

2.4.4. Time:

We organized our questions during the time devoted to us by the interviewed managers.

Each interview lasted 1 hour during which the interviewees answered the various questions asked.

The interview time was divided into three phases; these last ones took place like the following:

❖ Preamble:

The first fifteen minutes were spent to present the theme and the objective of our research, this step was also devoted to the people questioned to present the WTC Algiers and their main missions as part of the organization.

❖ Progress:

Thirty minutes was reserved to begin the subject of our investigation and ask the questions.

❖ End of the interview:

The last fifteen minutes were used to finalize the interview with the questioned persons while giving the next perspective of the WTC Algiers in growing international trade.

Data analyzing method:

In order to analyze the different data collected in the interview and from the documents of the

WTC Algiers we will try to summarize the information delivered by our interviewee in order to treat the essential points of our study, moreover we will add some descriptive statistics to add a quantitative dimension of our research.

2.5. Presentation of the interview guide:

Question1: what are the principal missions of the world trade center Algiers in accordance to the frame Algerian economy and the general position of the Algerian companies in the international market?

- **The vision of the world trade center Algiers:**

The basic job of the world trade centers is to grow international trade, and the world trade center Algiers as one of the most active world trade centers in north of Africa and the MENA region had as a vision to be number one Algerian international trade organization in terms of providing the right frame work to enhance the internationalization of Algerian companies in accordance with the governmental strategy for diversifying the exportation therefore the WTC Algiers lend to attract the maximum of international investors in order to create beneficial partnership between world leader companies and Algerian local companies as well as to enhance the capacity of Algerian companies to perform at an international level by delivering many services such as international consultancy, international relations and access to global international events and economic missions.

- **The goals of the world trade center Algiers:**

The goals of the world trade center Algiers are linked directly to its vision, but in a smaller period of time and more precise steps we can say that the goals of the WTC Algiers are fixed around its core activities:

- To provide world class international consultancy services to Algerian companies
- To create partnerships between international companies and local companies to enhance technology exchange and internationalization of Algerian companies.
- To organize global economic missions in order to introduce Algerian companies to global opportunities.
- To organize local events for both Algerian companies and international companies working in Algeria to enhance the cooperation and to deal real business problems facing Algerian enterprises in the international market.
- To organize local and international exhibition in order to grow awareness about Algerian products and services internationally and also within the local market.

- To provide high class trainings and formations given by world class trainers of international leading companies in order to bring experience and up dated skills to Algerian organizations thus they perform better in the international market.

Question2: according to your analysis what are the main causes of the weak level of internationalization of the Algerian companies and how does the WTCA Algiers contribute in enhancing the position of the Algerian companies in the international market?

- **Environment specific challenges:**

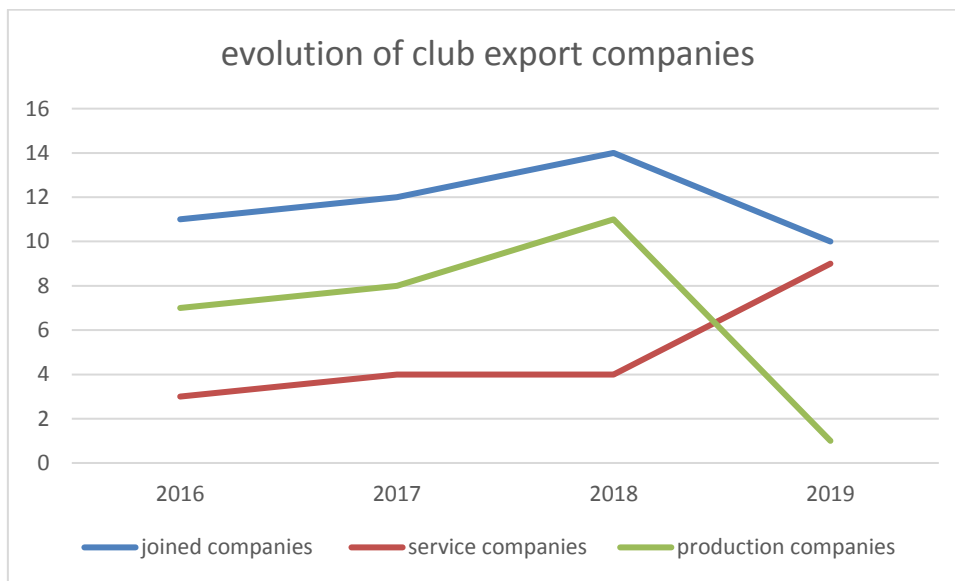
The low internationalization level of Algerian companies can be explained from many dimensions, first the nature of the Algerian economy which is a rentier economy moreover most of exportations are hydrocarbons and most companies are not capable of satisfying the needs of the local market which make it difficult to take the decision to pass for another level in a non-familiar environment while you are not capable of satisfying the local market, furthermore the banking system and the jurisdictions prevent local companies of making international transactions rapidly for example IMC chirurgical materials one of our export club adherents with annual export turnover of 2000000 EURO faced many problems when it comes for money transfer in order to finance their operation of clients prospection in EUROPE however the WTC Algeria in alliance with it's strategy of growing trade had organized many events which gathered high government banking and trade executives with leader exporting companies in order to debate the country specific problems faced by internationalized Algerian companies or those whom are willing to internationalize within the WTC Algeria export club.

Presentation of the EXPORT CLUB:

The export club is a professional club created by the WTC Algiers around the idea of building a network of already internationalized Algerian companies and companies willing to internationalize in order to joined companies that have already succeeded internationally and those willing to succeed to share knowledge and build a strong professional business network furthermore adherent companies benefit from many services such as access to major

international network of 750000 company around the globe , benchmarking, dating events and international consultancy moreover this club provides a unique experience to gain clarity and visibility on the various markets by developing business through the members expertise and getting access to business developing tools in addition member are allowed access to local and international events organized by the WTC and its partners.

FIGURE N°3: The evolution of the export club companies

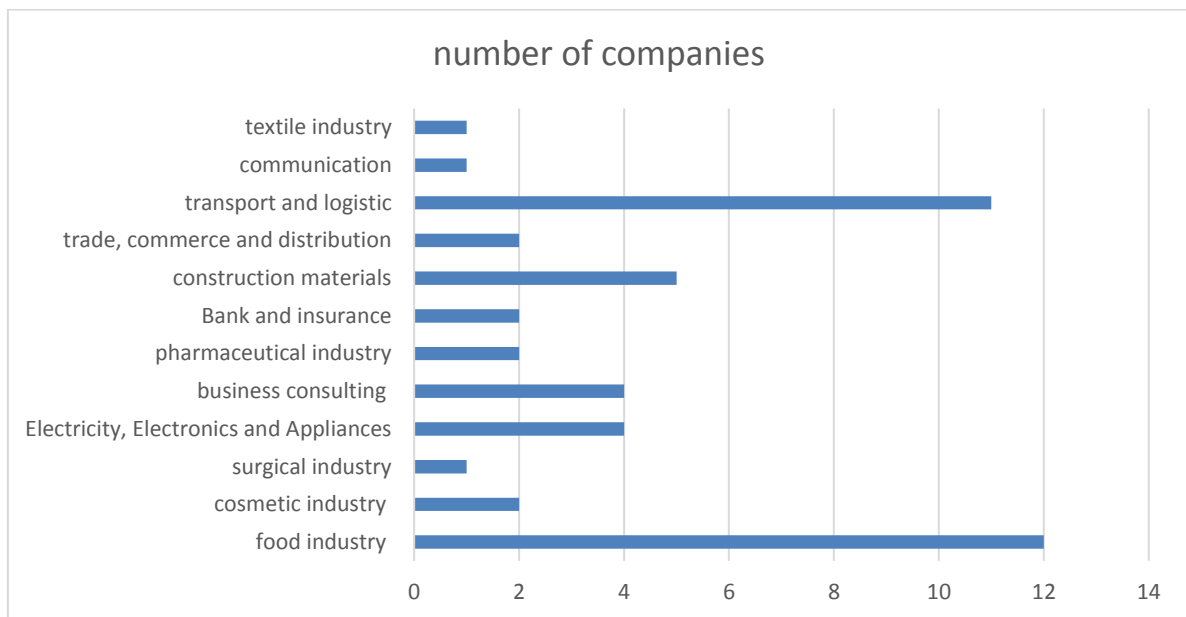


Source: made by us

According to the evolution of the export club companies we can see a stable growing of the adherents every year , the manufacturing companies are more than service companies moreover the evolution of both service and manufacturing adherents can be explained by the annual activities of the club export and client prospection strategies in accordance with actual business challenges faced by the Algerian enterprises thus we can see a fast increasing of service industries from the beginning of 2018 which can be explained by the number of companies operating in logistic and transport who were new members in the club because the WTCA gave huge importance to logistical barriers face by Algerian exporting companies moreover to the place of Algeria in the global logistical performance indicator, according to the world bank Algeria had lost 42 place in the global ranking there for giving much importance for the logistical problem in WTC's schedule of event and business meeting convinced most Algerian logistic and transport enterprises and international transport and logistic enterprises to be part of the export club.

This general vision of linking international successful companies with local partners and logistic and transport companies with manufacturing companies from all the fields is the essence of the club export because of the high interest of growing business network in order to grow international business.

FIGURE N°4: The segmentation of the export club companies by field of activity



Source: made by us

As we can see in the chart the club export got 47 private and public companies divided into twelve business fields, we can see that the food industry is number one field by 12 companies which is logical because most of Algerian exports are agricultural, second we have transport and logistic companies which shows the big importance given by the export club to this field of international business because of its vital importance to the success of international business operation, as we can see the ecosystem of the export club is a unique ecosystem where so many businesses from many fields are gathered in one place.

- **Firms specific challenges:**

Algerian companies face many challenges during their internationalization process and most of firms' challenges are related to the lack of experience despite the high potential of Algerian companies justified by the first indicator which is the high performance of similar Mediterranean companies of other countries particularly in the agricultural industry and the textile industry moreover another indicator is the low cost of the Algerian labor in comparison

to other Mediterranean countries which give another advantage to Algerian companies, however the engagement in liberating the international trade is very recent and date from 1988, furthermore 78% of Algerian exporting companies have started their international trade operations after 1988 which explain the lack of experience of Algerian companies, particularly in terms of firms challenges we can enumerate three main problems which are:

- Clients prospection
- Negotiation
- Production and packaging

The WTC Algiers works alongside with key partners, in order to solve the problem of random prospection the WTCA work toward helping the Algerian companies to establish a true prospection strategy based on primary and secondary market researches by the use of global WTC network.

In terms of negotiation, in most cases it's done by the number one responsible of the company which refers to be non-efficient because of the absence of export structure so the WTC Algiers provide true assistance in this phase by its experts in order to help Algerian companies to establish professional negotiation monitored by experts of many fields.

Finally, in terms of production and packaging we can see that the signature of a contract implicates supplementary investment to adapt the manufacturing equipment moreover most of Algerian companies face problems of packaging and standards when it comes to the European market therefore the WTCA contributes by conducting a total export diagnosis to its clients in order to assess the organization capability to enter the international market moreover to make the necessary adjustment in terms of manufacturing capacity, adaptation of equipment, respect of product standards, financial capacity and staff capacity.

Question3: how does the WTCA Algiers enhance the capacity of the Algerian companies to overcome those barriers in their process of internationalization?

- **The logistical barriers:**

The WTC Algiers in partnership with AIGLE AZUR organized a business meeting about the logistics problems of Algerian companies, in this meeting a convention was signed between the WTCA and AIGLE AZUR cargo to enable Algerian companies to export their

products from Algiers to many new destinations particularly in Africa and other destinations around the world such as Paris-Orly, Lyon, Marseille, Mulhouse, Toulouse, Berlin, Milan, Bamako, Porto, Moscow, Dakar, Sao Paolo, Pekin

With high discounts for the export club adherents and the WTCA discounts moreover according to this convention the cargos will cover EUROPE, ASIA and AFRICA which will open a new businesses opportunity to Algerian companies.

- **The commercial and juridical barriers:**

Alongside with the quality of business services and professional expertise about the different commercial and juridical ecosystems around the globe delivered by the WTCA to assess and enhance the capacity of its Algerian international companies to move forward around the globe, the WTCA in partnership with Ernst and Young organized a business meeting about the deployment of Algerian enterprises to Africa with a detailed report made by Ernst and Young to explain the industrial barometer of Africa WTCA clients alongside with discussing commercial and juridical issues, attractiveness and business approaches.

The report made by Ernst and Young was made for free and explained by the head of the Africa desk in order to inform the Algerian business operators about:

- The best African countries where Algerian companies can do investments
- The question of juridical double taxes imposition and the conventions signed by Algeria in this issue.
- The question of the economic double imposition and the conventions signed by Algeria in this issue
- Success issues of Algerian companies in the African market such as: A2A consulting, FADERCO, AMIMER ENERGIE, AL MOKADEM DISTRIBUTION.

Question4: the commercial performance of a company is defined as the capacity of satisfying the needs of its potential clients with the optimal cost to ensure the sustainability of the company while keeping a competitive advantage how does the WTCA affect the commercial performance of the Algerian companies in the international market?

The WTCA and its partners work to develop six axes that affect the commercial performance of Algerian companies internationally:

- The quality of products and service

- Clients prospection
- Network building
- Partnership building
- entry modes decision making
- Internationalization mode decision making

Moreover, initiated by the WTCA the ‘export trophy’ distinguish Algerian companies operating in non- hydrocarbon sectors for their performance and their exemplary and original approach to export, the export trophy is part of the WTCA overall policy in its promotional role for companies in international trade, the objectives of the event focus on:

- ❖ The development of international trade
- ❖ The dynamization and the spirit of initiative in export
- ❖ Promoting companies of all sizes that have been operating for several years
- ❖ The interest of serving as a model for Algerian companies with a tendency to export

Award criteria:

- ❖ An export dynamic
- ❖ A part of the turnover reserved to export
- ❖ A staff assigned to export operations
- ❖ Advertising actions dedicated to export
- ❖ International market research launch
- ❖ Rate of new customers compared to the last year
- ❖ New countries compared to the last year
- ❖ Participation in specialized fairs and exhibitions abroad
- ❖ Prospecting actions to conquer to new markets
- ❖ The growth rate of export turnover

Question5: according to my researches the any performing company adopt a management system based on key performance indicators in order to clarify its position and to have a tool of decision in order to fill the gaps between the actual position and the fixed objectives moreover the commercial performance is measured by quantitative indicators such as (the turnover, the margins, the sold quantity, the market share, the rate of the new clients) and qualitative such as (the company brand and clients loyalty) does the WTCA organization take

on consideration those indicators on their approach on growing trade if yes ? Can you describe?

- Quantitative indicators and Qualitative indicators:

The WTCA Algiers takes in consideration many performance indicators in their approach of growing trade in order to deliver professional international consultancy and to adopt the right business strategy for Algerian companies therefore we use performance indicators to assess this business indicators and others such as:

- **Created customer value:** perceived customer benefit, brand image, media attraction, price, range and flexibility of the product, regulation- related and non-tangible value.
- **Market segment and market share:** reach and depth of customer relations, customer costs, countries and areas of business, search costs, communication, sales growth, sales volume, customer profitability, average revenue per customer, customer lifetime value, profit/revenue per customer segment/per product, customer loyalty, average order size, opportunity size.
- **Service related:**
 - Service development life cycle:** development time of new service (concept), time to first proposal, customer requested feature added per upgrade.
 - Quality:** conformance to specification, product/service performance, availability, reliability, transparency, product/service defect/failure rate, quality delivery, delivery time service, out of stock position, on time shipments, shipment accuracy, packaging quality.
 - Satisfaction:** service level, satisfaction barometer, cycle time to respond to customer complaints.
 - Sustainability:** viability, loyalty, level of customer retention.
- **Organization:**
 - Number of internal partners:** units and departments, organizational layers involved, number of skilled employees, roles and responsibilities.
 - Access to resources:** access to business network, suppliers, external and internal resources, inventory levels, capacity and expertise.
 - Number of external partners:** core network partners, replaceable providers of products and services, organizational collaboration.

Characteristics of internal network: size, inclusiveness, connectivity, density, centralization, owned versus outsourced manufacturing.

– **Finance:**

Network value: created value

Profitability: return on investment, net profit, profit margins, unit margin, unit pricing, turnover, revenue growth, cash flow, market capitalization, share price, project profitability.

Costs: total expenses, development costs, investments in technology, marketing costs, operational costs, costs efficiency, fixed cost, cost control.

Risks: risk indicators, credit items, credit terms.

- Question6: what are the upcoming projects of the WTCA during the years 2019/2020?

Right now, the WTCA is preparing an economic mission to Ivory Coast (Cote d'Ivoire)

- **General overview of the project:**

This project is made in partnership with the embassy of Ivory Coast in Algeria in order to make business meeting between Algerian and Ivoirian business operators for possible partnership and potential opportunities for exports between both countries.

- Main objectives of the project:
 - Building partnerships between both countries' operators.
 - Locating possible opportunities to export Algerian products to Ivory Coast.
 - Locating possible opportunities to import cocoa and cafe from Ivory Coast with very competitive prices.
 - Assessing the distribution channels available for Algerian companies in Ivory Coast for further business operations.
- The added value of the WTCA in the success of the project

The hole project is made by WTCA in other terms, the WTC Algiers is the initiator of the idea moreover a business meeting took place in 4 of April in which Algerian operators met with the ambassadors of Ivory coast in Algiers and other companies who had already

made it there like EL MOKADE DISTRIBUTION in order to discuss the investment opportunities in Ivory Coast and to grow awareness of potential interested exporting companies about the existing opportunities in Ivory Coast.

3. Section3: evaluation and perspectives

I. The principal missions of the WTCA:

On the basis of the general state of the Algerian economy characterized by a high decency on hydrocarbon exports and high deficit of the commercial balance in addition to the growing imports rate of the country moreover the deficit of the exchange reserve that may generate a difficulty in paying for the needed supplies of the country we find that the principal missions of the WTCA are well set to enhance the position of the international Algerian companies operating in non-hydrocarbon in many dimensions:

- Contributing in building partnerships between leading international companies and local Algerian companies for realizing mutual investments in Algeria in addition to technology transfer and growing international trade.
- Delivering high quality of international consultancy services and cooperating with local Algerian companies to change the basic paradigm of doing business abroad for Algerian companies by setting effective international objectives that goes beyond doing some export operation but for adopting a true internationalization strategy moving forward to conquer the international market by setting long terms objectives that require other market entry modes than export but by licensing, franchising and wholly owned subsidiaries.
- Organizing international trade events, and international economic missions alongside with looking for appropriate global trade opportunities for Algerian operators by the use of the global network of the WTC organization.

II. Environment and firms' specific challenges:

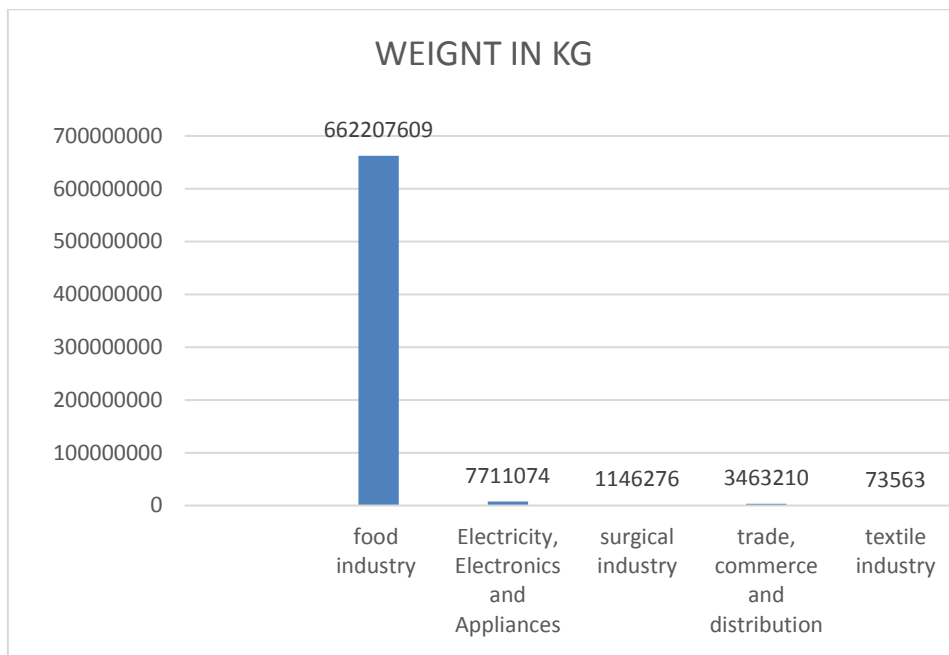
➤ Environment specific challenges:

the export club created by the WTCA contributed in creating a professional business ecosystem to deal with environment specific challenges throw several business meeting with

government representatives and business operators which can be proved by the increasing number of it's members year after year and the considerable results of it's members as shown in the following statistics:

Evaluation of the WTCA Export club:

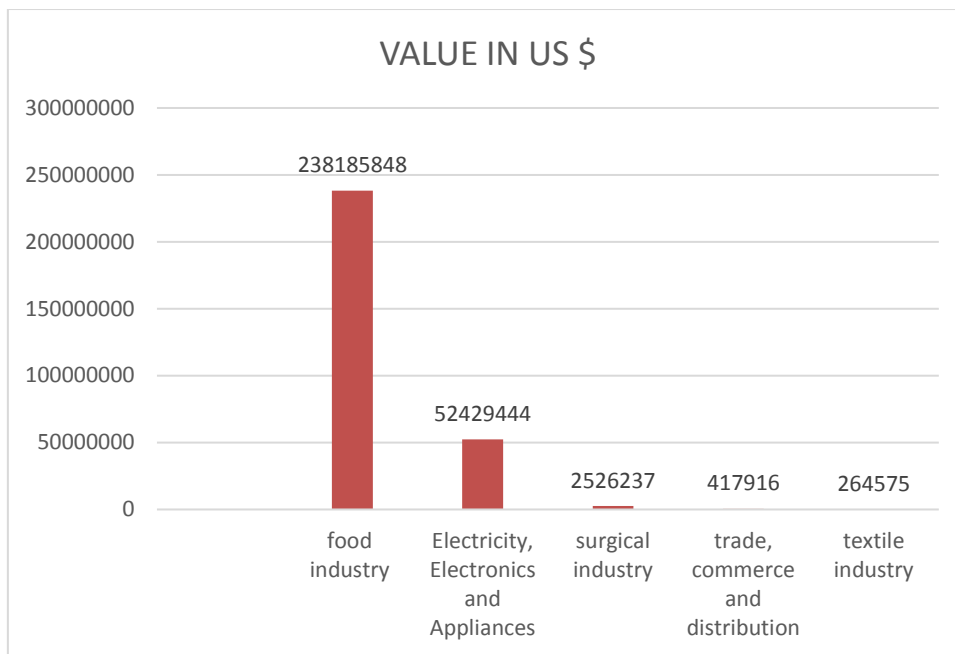
FIGURE N°5: weight of exports of club members during the year 2018



Source: made by us with adaptation of the WTCA data

The members of the WTC export club realized a total weight of 674601732 kg of exports during the year of 2018 which is a considerable number, we can see that the major part is made by food industry operators but still 12394123kg is made on other fields which turns to be technological and manufacturing fields therefore it refers to various and the general overview of the club.

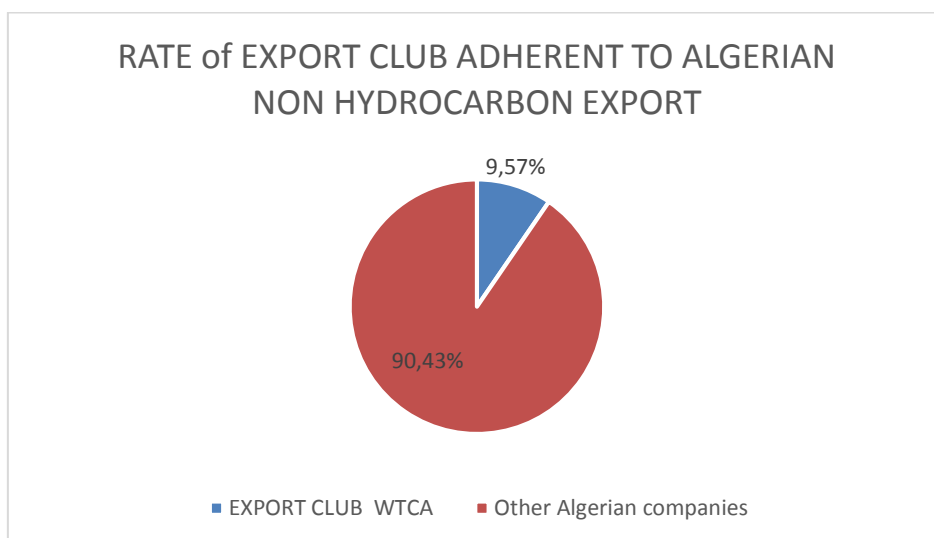
FIGURE N°6: value of non-hydrocarbon exports of club members in 2018



Source: made by us with adaptation of the WTCA data

The members of the WTCA export club realized a total export value of 271029060 million dollars divided between five sectors with a considerable high export level in manufacturing and technology sectors of 52429444 million dollars in electronics and 2526237 million dollars in surgical industry which represent a high level in non-hydrocarbon export in Algeria.

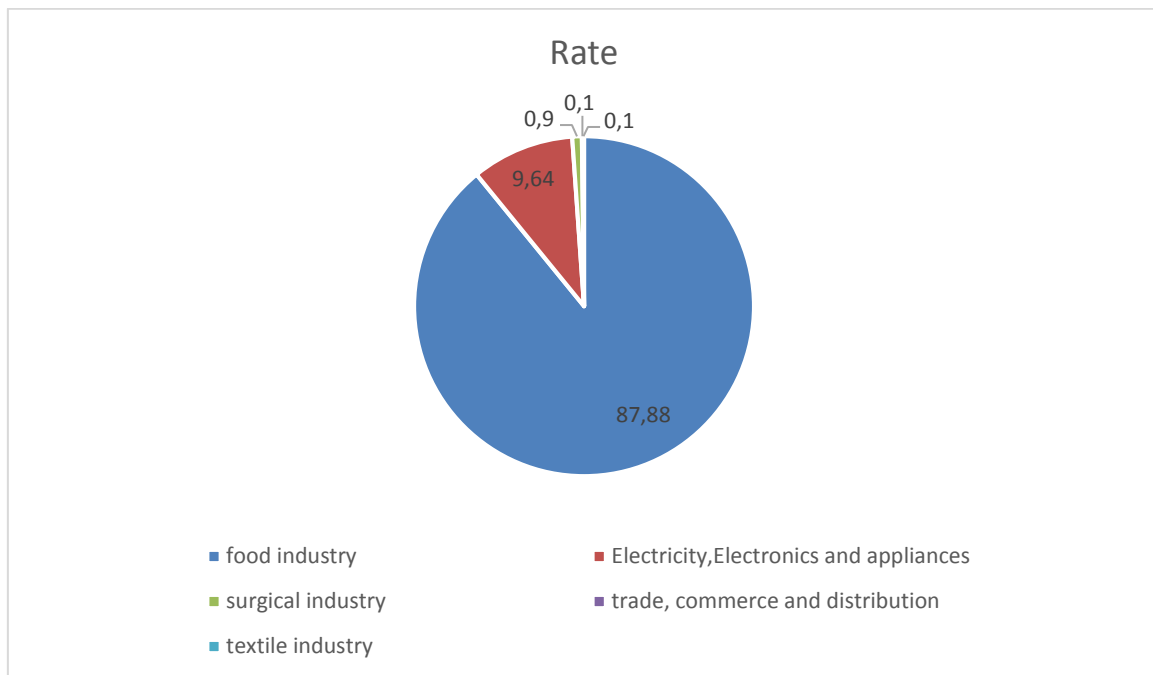
FIGURE N°7: the rate of club members exports of Algeria exports 2018



Source: made by us with adaptation of WTCA data

The WTCA members represent 9.57% of total non-hydrocarbon exports in Algeria during the year 2018, which shows the impact of the WTCA organization in promoting and enhancing the position of international Algerian companies moreover the importance given by the organization to help the Algerian companies to overcome the environment and the firms specific challenges.

FIGURE N°8: exports of export club adherents per field



Source: made by us

According to this chart food industry and electronics represent more than 90% of the members exports which mean that the WTC Algiers had to multiply its activities toward the development of other sectors.

➤ **Firms specific challenges:**

The increasing number of on Algerian companies that have joined the export club during the years proves the efficiency of the WTCA in treating firms' specific challenges in the international market such as:

- Negotiation where the WTCA helped Algerian companies to negotiate better deals and to establish long term partnership.
- Clients prospection
- Production and packaging

- Access to resources
- Internal and external networks

TABLE N°1: evolution of the export club companies

Year	2016	2017	2018	2019
Joined companies	11	12	14	10
Production companies	3	4	4	9
Service companies	7	8	11	1

Source: made by us with adaptation from the WTCA data

III. Commercial, juridical and logistical barriers:

➤ Logistical barriers:

the convention signed with AIGLE AZUR cargo introduced an international logistic operator in the Algerian market due to the lack faced in this field because the Algeria airlines is incapable of covering global many global destinations and got with low transport capacity that makes the company incapable of satisfying the local market.

The WTCA got many partners had many partnerships with the main logistic operators in the local market in addition to its global network which affect directly the capacity of its clients to

List of WTCA logistical partners in Algeria:

- CNAN MED SPA
- ARKAS ALGERIE SPA
- EURL LEXPORT 701
- SARL INTERNATIONAL LOWER LOGISTICS
- ECU-LINE ALGERIE SARL
- MINIROS SARL
- ARKAS ALGERIE SPA

- **ENTREPRISE PORTUAIRE DE SKIKDA**
- **EURL SOUTH STREET TRAVEL**
- **ALTI SA**

➤ **Commercial and juridical barriers:**

The main problem when dealing with commercial and juridical barriers is a knowledge problem therefore the strategy of the WTCA is about having international leaders in business consulting such as Ernst and Yong and Algerian successful businesses in one ecosystem is a very effective process of dealing with this issue , in terms of internationalization many international business model deal with the issue of internationalization as an issue of market knowledge and network building in the way of expanding operations abroad on the basis of those two dimension, for example within the WTCA ecosystem this effective strategy of having Algerians companies already implemented in one area of the world to share their network and their key partners and channels with other companies willing to internationalize in the same area in other sectors alongside with building strong cooperation with international consulting companies that have years of experience dealing with question such as double imposition and market potential development and offering detailed market studies and expertise in terms of product adaptability and norms such as quality norms found to be an effective approach of overcoming commercial and juridical barriers.

IV. Commercial performance development:

the use of performance indicators in order to measure the activities, and the performance of the WTC clients which helps providing professional business advisory therefore the organizations would accomplish their sales objectives in the international market moreover it gives a range of hard data that facilitate improvement and upgrading toward achieving overall goals.

The WTCA activities and services affect positively the sales performance of the organization's clients and partners trough many dimensions such as:

- Forming general export strategy
- Export planning
- Export organization
- Access and use of specific market researches
- Product adaptation

- International promotion intensity
- Distribution channels types, relationship and adaptation

As well as it affects:

- Proactive export motivation
- Perceived export advantages and barriers
- International management experience

The economic mission organized affect:

- ❖ Export sales intensity
- ❖ Export sales growth
- ❖ Export sales volume of new products
- ❖ Export return on investment
- ❖ Growth of export margins
- ❖ Growth of export profitability
- ❖ Export market share
- ❖ Export diversity

All those activities had enabled the WTCA to have as clients and export club adherents the major Algerian exporting companies.

TABLE N°2: club export major exporting members

company	field of activity	weight in KG	Value in US DOLLARS	PART %
NGAOUS CONSERVE SPA	food industry	1709842	815217	0,03
SARL IBRAHIM et Fils -Ifri-	food industry	1283169	516658	0,02
IMC"industries Médico-chirurgicales	surgical industry	1146276	2526237	0,09
SARL LAITERIE SOUMMAM	food industry	1451070	1545695	0,05
CEVITAL SPA	food industry	657763528	235308278	8,31
ELSEWEDY CABLE ALGERIA SPA	Electricity, Electronics and Appliances	7518087	26214722	0,93
SARL BOMARE COMPANY	Electricity, Electronics and Appliances	192987	3419767	0,12
MAGHREB EMBALLAGE SPA	trade, commerce and distribution	3463210	417916	0,01
SPA ALGERIENNE DES CUIR ET DERIVE	textile industry	73563	264575	0,01

Source: adapted of the WTCA DATA

According to this table the WTCA had as clients the major exporting Algerian companies

3.1. The SWOT analysis of the WTCA:

the conduction of SWOT analysis is essential to know the position of the WTCA as an international trade organization alongside with the Algerian economic environment as well as to figure out the strengths and weaknesses of the organization and to identify the opportunities and the threats affecting the organization in order to define how would the organization use its strength to exploit opportunities and how to manage threats by recognizing weaknesses.

TABLEN°3: THE SWOT analysis of the WTCA

Strength	Weaknesses
<ul style="list-style-type: none"> – world class international consulting. – the largest international network in Algeria. – Large experience in growing international trade. – Large local network and good relation with government representative. – Partnerships with leading companies in the world (Ernst & Yong) 	<ul style="list-style-type: none"> – Avoiding dealing with small and medium enterprises – Concentrating on growing exports as the most adapted internationalization form for Algerian enterprises. – A low presence in the social media – Lack of stuff which make it difficult to exploit all the existing opportunities
<ul style="list-style-type: none"> – Outstanding export members – Unique world class events – Effective international economic missions. – International client prospection – Diverse trade dimensions (logistic, consultancy, market entry, global opportunities ...) 	
Opportunities	Threats
<ul style="list-style-type: none"> – the creation of the free exchange area for African countries. 	<ul style="list-style-type: none"> – the growing competition of the international commerce chambers

<ul style="list-style-type: none"> - the launching of 2019 as the year of growing non- hydrocarbon exports by the Algerian governments - the free exchange agreement between Algeria and the EU - being Algeria the foot hold of the Chinese silk road - opening exports by road to Mauritania and other African countries 	<ul style="list-style-type: none"> - existing in Algeria. - the political environment which make it difficult to attract international investment. - Hardness of making international transaction even trough international banks
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Source: made by us

3.2. Recommendations:

- to concentrate more on the growing African market taking advantage of Algeria as an African leading country.
- to take advantage of the growing level of small and medium Algerian enterprises willing to internationalize.
- to enhance the presence of the WTCA in the social medias and take advantage of the digital presence as part of the organizations marketing strategy.
- To coordinate with government representative in particular local banks to facilitate international money transaction in order to seize international opportunities.
- To promote other international market entry for Algerian enterprises in order to move forward of the traditional assumption that exporting is the most suitable entry mode for Algerian enterprises in the actual economic situation.
- To enhance creating partnership between local countries and leading international companies that include technology transfer to mode forward in the process of internationalization of Algerian companies.
- To facilitate access of specific detailed market studies to Algerian companies that face a big lack of international market secondary data to help enhance their position in the international market.
- to look forward for partnerships with leading logistic companies in order to deal with the problem of logistics face by Algerian companies in particular in AIR cargos.
- To establish a local strategy alongside with the government plan to develop some particular sectors such as the automobile sector.

- To work toward the creation of B2B business platform in order to grow sales of Algerian products taking in advantage the large international network of the WTCA.

Conclusion:

the WTCA is a unique organization in Algeria and one of the world leading organization in the field of growing international trade in the world, due to its presence all around the globe and years of experience in the field.

Our research proves that the WTCA had a positive impact on enhancing the capacity of Algerian enterprises to face commercial, juridical and logistic barriers in the international market as well as the organization's activities and services contributes directly in developing the commercial performance of Algerian enterprises in the international market and growing the internationalization of Algerian enterprises alongside with dealing with the different obstacles face by Algerian enterprises in order to perform internationally at all levels.

General conclusion:

The objective of our research is to gain a better understanding of the role of the world trade center Algiers as part of the world trade centers organization in the development of international commercial performance of Algerian enterprises and its impact on the capacity of Algerian enterprises to face commercial, juridical, and logistic barriers in the international market.

The Algerian economy is well known of its dependency on hydrocarbon exports which make it weak against the turbulences of oil prices in the international market, from the beginning of our study we tried to elucidate the internationalization of the company due to its importance in the understanding of our core subject, many authors confuse between the globalization and the internationalization and took both of them as the same thing but in reality the internationalization is a direct result of globalization that turned to be a factor and a true agent of globalization that helped spreading it all around the globe due to the growing capacity of doing business across border effectively , but yet the Algerian economy is far away from been an integrated economy of the world due to the weak level of international performance of Algerian enterprises which can be described by the low level of exports in non-hydrocarbon sectors therefore we focused of the first chapter on the process of internationalization of the firm and the main barriers that may block the access of firms to the global market which can be classified as country specific, industry specific and firm specific moreover each operation of internationalization is based on internal motives related to internal factors such as the entrepreneurship desire or the management approach or external motives related to the environment such as a better opportunities to grow profit or low labor prices, those factors can be classified into proactive and reactive as elucidated in the first chapter, the relation between the market entry modes and the motives to internationalize therefore we tried to give a brief definition to each entry mode moreover the effect of motivation of entry mode selecting furthermore the concept of internationalization is a very complex notion, according to the researches made on field it exist many models that explains the process of motivation each one from different dimension such as the UPPSALA model that explains motivation as a gradual process based on network building of the born global model that elucidate the case of companies that was created to internationalize because they are more effective in the international market than the domestic one, since our study is about the role of an international organization based in one of the African emergent economies in developing the commercial performance in the international market we tried to build a strong theoretical

background about the concept of performance in general and the commercial performance practically, it is clear that the performance is a very complex notion as well that is composed of efficiency, effectiveness and adaptiveness moreover the commercial performance is a key part of any business due to its effect of the sustainability of the organization as one of the function that create value for the enterprises alongside with satisfying the clients and saving competitive advantage over the competition the measurement of commercial performance is usually made by commercial indicators qualitative and quantitative moreover it exist many tools of performance management that can be used within the company to enhance this dimension of business furthermore since our study is about performance in the international market we tried to elucidate the concept of export performance as traditionally the most form of internationalization of Algerian enterprises.

The main problematic of our research is about **how does the world trade center Algiers contribute in the development of commercial performance of Algerian enterprises?** which can be elucidated on many levels, because the core concept of the organization is about growing international trade and as we have seen in our study case the goals of the WTCA Algiers are toward growing international trade whether delivering professional international consultancy or building partnerships between leading international and local companies and many other services and activities directed toward growing international trade.

To answer the general problematic of the study we have formulated three main hypotheses:

The first one is that the **WTCA impact positively the capacity of Algerian firms to face the international market barriers?** Which a confirmed hypothesis as we found in our study that this issue is one of the most important goals of WTCA Algiers therefore the creation of the export club as professional club created by the WTC Algiers around the idea of building a network of already internationalized Algerian businesses and businesses enthusiastic to internationalize in order to joined companies that have already succeeded internationally and those willing to succeed to share knowledge and build a strong proficient business network furthermore adherent companies profit from many services such as access to major international network of 750000 company around the globe , benchmarking, dating events and international consultancy moreover this club provides a unique experience to gain clarity and visibility on the various markets by developing business through the members knowhow and getting access to business developing tools in addition member are allowed access to local and international events organized by the WTC and its partners.

The export club was a success story of the WTCA Algiers that is proved by the results of its members that represents about 10% of Algerian non hydrocarbon exports.

The second hypothesis is that **the world trade center Algiers impacts positively the implementation of the Algerian enterprises all around the globe** which is a confirmed hypothesis as well according to our case study the business ecosystem created by the WTCA is direct toward this only purpose and as elucidated in addition to the export club many initiatives and activities of the organization are toward this purpose as we can mention the partnership with Ernst & Yong and the presentation of the industrial barometer of Africa moreover the organization of the trophy export, furthermore the economic missions organized by the WTCA all around the globe which represent unique opportunities to Algerian enterprises to be implemented all around the globe.

The third hypothesis is that **the WTCA provides managerial and financial consultancy as well as world wide international network to improve the international commercial performance of Algerian enterprises?** which is a confirmed hypothesis as well on the basis of our research the WTCA enhance the capacity of Algerian enterprises to face commercial, logistical and juridical barriers in the international market moreover the WTCA Algiers develop the commercial performance of Algerian enterprises on seven dimensions:

- The quality of products and service
- Clients prospection
- Network building
- Partnership building
- entry modes decision making
- Internationalization mode decision making

As well as the activities of the WTCA impact directly:

- Forming general export strategy
- Export planning
- Export organization
- Access and use of specific market researches
- Product adaptation
- International promotion intensity
- Distribution channels types, relationship and adaptation

- Proactive export motivation
- Perceived export advantages and barriers
- International management experience
- Export sales intensity
- Export sales growth
- Export sales volume of new products
- Export return on investment
- Growth of export margins
- Growth of export profitability
- Export market share
- Export diversity

In sum and after all this research we can say that the WTCA is a unique organization of its kind in Algeria and have a great potential toward enhancing the capacity of Algerian companies to create a world class products and services in order to perform internationally which is more than obligation now days because of the economic crisis caused by the rentier type of the economy and the dependency on hydrocarbon exports.

During this research we have faced many difficulties particularly in gathering data because most of Algerian enterprises refuse to share their information.

This research generates many possibilities for further research, it would be interesting to study the impact of internationalization of the performance of Algerian enterprises as well as the role of the WTCA in the development of the financial performance of Algerian enterprises.

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APPENDIX 1 : interview guide

In the frame work of elaborating a master thesis in commercial science, option international affairs EHEC ALGER our theme “the role of the world trade center Algiers in the development of international commercial performance of Algerian enterprises “in the context of making a research study essentially about how do the WTCA as part of world trade center association contribute in the development of the international commercial performance of Algerian enterprises.

Thank you for responding to our questions in order to complete our research.

Question1: the principal role of the world trade center organization is to grow international trade, what are the principal missions of the world trade center Algiers in accordance to the frame Algerian economy and the general position of the Algerian companies in the international market?

- The vision of the world trade center Algiers
- The goals of the world trade center Algiers
- The midterm and the long term objectives of the world trade center Algiers
- The upcoming projects of the year 2019/2020

Question2: it is clear that the Algerian enterprises face many difficulties in the international market and found to be incapable of developing world class products and services in the international market, because of the high competition and many challenges (environment challenges, firm specific challenges and industry specific) according to your analysis what are the main causes of the weak level of internationalization of the Algerian companies and how does the WTCA Algiers contribute in enhancing the position of the Algerian companies in the international market.

- Environment specific challenges
- Firms specific challenges
- Industry specific challenges
- Access to potential growing markets

Question3: companies face many barriers in the international market that can be classified into logistical barriers, commercial barriers, juridical barriers according to your analysis how

does the WTCA Algiers facilitate the capacity of the Algerian companies to overcome those barriers in their process of internationalization?

- The logistical barriers
- The commercial barriers
- The juridical barriers

Question4: the commercial performance of a company is defined as the capacity of satisfying the needs of its potential clients with the optimal cost to ensure the sustainability of the company while keeping a competitive advantage how does the WTCA affect the commercial performance of the Algerian companies in the international market?

- The quality of products and services
- Clients prospection
- Network building
- Partnership building
- Entry mode
- Internationalization mode

Question5: according to my researches the any performing company adopt a management system based on key performance indicators in order to clarify its position and to have a tool of decision in order to fill the gaps between the actual position and the fixed objectives moreover the commercial performance is measured by quantitative indicators such as (the turnover, the margins, the sold quantity, the market share, the rate of the new clients) and qualitative such as (the company brand and clients loyalty) does the WTCA organization take on consideration those indicators on their approach on growing trade if yes ? Can you describe?

- Quantitative indicators
- Qualitative indicators
- Objectives settings

Question6: many Algerian companies rely on the WTCA on their internationalization process for international consultancy and many other services can you discuss the case of a successful internationalization project of an Algerian company that was made with the participation of the WTCA?

- General overview of the project
- Main objectives of the project
- The added value of the WTCA in the success of the project
- The state of the company in the international market after the project

Question7: there are many tools used by the leader international companies to enhance their global performance and to set up their organization as a world class companies how does the WTCA Algiers affect the capacity of the Algerian companies to adopt a high level organizational structure moreover the use of new management approaches to build a world class Algerian companies?

- Organizational structure
- Key performance indicators
- Global performance

APPENDIX 2: the state of non-hydrocarbon Algerian exports 2018:

ETAT DES EXPORTATEURS HORS HYDROCARBURE

Période : Année 2018

N°	NOM EXPORTATEUR	POIDS KG	VALEUR USD	PART (%)
1	SPA EL SHARIKA EL DJAZAIRIA EL OMANIA LI	2 539 901 815	674 102 064	23,82
2	SONATRACH ACTIVITE COMMERCIALISATION	1 096 031 859	651 331 944	23,01
3	SPA SORFERT ALGERIE	1 645 469 105	457 346 760	16,16
4	SPA CEVITAL	657 763 528	235 308 278	8,31
5	SPA SOCIETE DES FERTILISANT D'ALGERIE *F	785 530 025	232 777 685	8,22
6 X	SPA SIDER EL-HADJAH	124 895 320	61 275 933	2,16
7	EPE/SPA SOMIPHOS	1 069 074 856	50 953 709	1,80
8	SPA MEDITERANEAN FLOAT GLASS MFG	143 274 325	41 946 886	1,48
9 X	SPA EL SEWEDY CABLES ALGERIA	7 518 087	26 214 722	0,93
10 X	SPA CONDOOR ELECTRONICS	4 291 995	25 081 096	0,89
11 X	SPA SAMHA HOME APPLIANCE	6 821 074	22 392 959	0,79
13	SPA HELIOS	810 930	20 597 109	0,73
14	SPA HELISON PRODUCTION	988 600	17 058 397	0,60
15	SPA FRUITAL	25 229 935	14 314 049	0,51
16	SARL CACAO BIMO	1 860 000	9 797 029	0,35
17	SPA SPE SOCIETE ALGERIENNE DE PRODUCTION	64 575	8 765 321	0,31
18 X	SPA SOCIETE DE DISTRIBUTION DE MATEIAUX	223 493 339	7 837 752	0,28
19	SARL BOUBLENZA AGRO ALIMENTAIRE ET PRODU	8 832 640	6 831 413	0,24
20	SPA LAFARGE CIMENT OGGAZ	204 802 928	6 771 992	0,24
21 X	SPA GENERAL EMBALLAGE	25 660 434	6 745 076	0,24
22	SARL FERALGERIA	9 233 600	5 311 571	0,19
23	SPA FADERCO	3 380 280	4 725 308	0,17
24 X	SPA SGT ALGERIE	1 158 820	4 214 286	0,15
25 X	SARL SOBCO	2 667 435	4 180 458	0,15
26	BOUKELLAL MOHAMED TAHAR	2 790 954	3 933 186	0,14
27	BAKIR MUSTAPHA	2 416 050	3 795 884	0,13
28	SPA LAFARGE CIMENT DE M'SILA	113 615 857	3 689 761	0,13
29 X	SARL GOLDEN SEED	2 482 390	3 658 211	0,13
30 X	SPA DANONE DJURDJURA ALGERIE	1 525 375	3 655 700	0,13
31 X	SPA BISKRIA CIMENT	109 791 167	3 633 385	0,13
32	EURL ALMADAR FOR PAPER	20 997 740	3 592 051	0,13
33	SARL CUIRS PLEINS FLEURS	1 010 057	3 470 392	0,12
34 X	SARL BOMARE COMPANY	192 987	3 419 767	0,12
35 X	SARL KAPACHIM ALGERIE	2 435 600	3 342 437	0,12
36 X	GENERAL COMMERCE INTERNATIONAL COMPANY	3 111 615	2 999 935	0,11
37	HADDOUD SALIM	4 054 375	2 977 871	0,11
38	SARL ZIBAN GARDEN	2 587 032	2 644 594	0,09
39	SARL I M C	1 146 276	2 526 237	0,09
40 Y	SPA L'ALGERIENNE DES INDUSTRIES TEXTILES	776 746	2 517 966	0,09
41 X	SPA BRANDT ALGERIE	751 554	2 466 890	0,09
42 X	EURL SATEREX	621 114	2 422 140	0,09
43	SARL AMADHAGH IMPORT EXPORT	1 629 664	2 397 458	0,08
44 X	SPA CILAS	72 209 354	2 314 096	0,08
45	EURL FRERES HELLAL DATTES	4 384 340	2 267 906	0,08
46	SARL GENERAL PLAST	1 175 568	2 170 644	0,08
47	SARL SOCIETE INDUSTRIELLE BOIS ET LIEGE	1 190 600	2 036 173	0,07
48 Y	EURL BELAZZOUG TEX	1 298 286	1 885 333	0,07
49	SARL TANNERIE MITIDJA	556 000	1 851 264	0,07
50	SARL KNAUF PLATRES	13 685 905	1 827 527	0,06
51	SARL HAYAT DHC ALGERIE	1 136 396	1 818 832	0,06
52 X	SARL SMCP	124 504	1 797 411	0,06
53	EURL SAVEUR DU SAHARA	1 262 570	1 770 024	0,06
54	BEN ABDELHALIM MOKADEM FOUZI	1 779 914	1 752 060	0,06
55	SARL AGRODAT	694 167	1 577 443	0,06
56	SARL LAITERIE SOUMMAM	1 451 070	1 545 695	0,05

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Période : Année 2018

57	BOUDRIAT ABDELHAK	552 315	1 425 664	0,05
58	EURL OUASDI INTERNATIONAL	421 945	1 386 874	0,05
59	SARL DISTRICUIR	1 034 465	1 384 501	0,05
60	SPA LES MOULINS DE LA CHORFA	2 358 485	1 301 087	0,05
61	EURL BIODATTES ALGERIE	1 397 364	1 271 604	0,04
62	SPA CONCORDAL	1 802 620	1 257 951	0,04
63	SARL SOCOFEL	525 970	1 161 826	0,04
64	SARL TROIS FRERES EL HAOUARI IMPORT EXPO	6 050 660	1 139 010	0,04
65	SARL SUD DATTES	1 134 446	1 116 779	0,04
66	SARL SOLVENT PAINT	2 938 060	1 111 926	0,04
67	MDN/CFN	6 694	1 103 165	0,04
68	SARL S E D OASIS	2 246 056	1 061 091	0,04
69	SPA CAN HYGIENE	1 048 904	1 057 691	0,04
70	SARL A.A.H.P	78 801	1 057 506	0,04
71	SARL PHENIX IMPORT EXPORT	701 397	1 026 712	0,04
72	EURL SOCIETE FIRST EXPORT	1 589 300	966 805	0,03
73	EURL MEGA-PAPIERS	435 148	955 182	0,03
74	EURL SPLENDID	190 361	948 674	0,03
75	MEITAH RABAH	754 759	939 742	0,03
76	SPA NAFTAL	9 957 618	936 270	0,03
77	EURL BEN ABBES TRANSFORMATION ET CONDITI	1 105 029	919 621	0,03
78	EURL EL NAKHLA EL DJAMILA IMPORT EXPORT	830 891	915 619	0,03
79	ZOUTAT MED	148 843	870 210	0,03
80	SPA NOUVELLE CONSERVERIE ALGERIENNE	1 711 097	861 450	0,03
81	EURL SOCOFLA IMPORT EXPORT	198 078	861 187	0,03
82	SARL STB TOLGA EL BARAKA	544 599	860 849	0,03
83	EURL SALAH BENSALAH IMPORT EXPORT	3 974 000	856 612	0,03
84	EURL GREEN PALM	1 824 021	849 775	0,03
85	SARL NORD AFRIQUE TANNERIE	420 660	844 628	0,03
86	EURL FONCE CYCLE AZZEDINE	1 240 056	835 086	0,03
87	SPA N'GAOUS CONSERVES	1 709 842	815 217	0,03
88	SARL CEDPA	295 566	803 327	0,03
89	REHAOUET HACENE	117 016	793 976	0,03
90	ZIDOUN MANSOUR	213 016	790 804	0,03
91	EURL ALG PLAS RECYCLE	807 000	785 518	0,03
92	KECHROUD KHALED	464 158	757 226	0,03
93	HELMET LAKHDAR	505 777	753 329	0,03
94	SARL YACEF CRUSTASEY IMPORT EXPORT	557 238	741 954	0,03
95	SARL WORLD DRINK	1 367 025	739 299	0,03
96	SARL COLLO CORK	93 405	729 340	0,03
97	SARL SERENA IMPORT EXPORT	1 249 179	705 007	0,02
98	EURL HABIB COMMUNICATION	1 104 000	698 625	0,02
99	EURL MARWA T.L	1 078 944	687 294	0,02
100	SPA SEMOULERIE INDUSTRIELLE DE LA MITIDJ	1 251 700	678 492	0,02
101	SARL TAYBA DATTES	403 180	673 879	0,02
102	ZARAOUI FATAH	110 556	649 017	0,02
103	SARL TOLGA AGRO FOOD	524 947	626 919	0,02
104	SARL STG CIMENTERIE	11 870 000	626 316	0,02
105	MDN/DCT /EMRGMT	552	623 856	0,02
106	ARMENENT BOUDEMACH CHABANE	107 370	618 662	0,02
107	EURL ISSAM EOINE MATALLAH PRODUCTION ET	397 436	609 674	0,02
108	SPA SOCIETE ALGERIENNE DE ZINC - ALZINC	620 966	606 338	0,02
109	SPA PROFERT	24 135	571 374	0,02
110	HALLIBURTON ENERGY SERVICES	10 649	564 838	0,02
111	TABET AOUEL SIDI MOHAMED	535 159	556 308	0,02
112	EURL SEMOULERIE & MINOTERIE DE L'ETOILE	1 015 800	541 378	0,02

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113	ROUIKHA ABDERAHMANE	184 672	539 181	0,02
114	SARL ALGERIA AGRO PROCESS	1 336 410	538 288	0,02
115	SPA BIOPHARM DISTRIBUTION	7 434	533 262	0,02
116	MDN/CFA/EMCA	262	531 833	0,02
117	EURL DATOL EXPORT	424 056	527 943	0,02
118	EURL SEBTEX	520 528	526 897	0,02
119	WEATHERFORD OIL TOOL GMBH	12 395	521 561	0,02
120	EURL ENTREPRISE MENOIR EXPORT	848 783	517 811	0,02
121	SARL NADAF ECORECUP	3 442 240	517 331	0,02
122	SARL IBRAHIM ET FILS IFRI	1 283 169	516 658	0,02
123	SARL ORAN PECHE	411 880	516 167	0,02
124	EURL EL MOSTAKBAL SERVICES AGRICOLES	376 362	510 723	0,02
125	SPA HENKEL ALGERIE	483 056	509 159	0,02
126	SARL LES MOULIN BENAMOR	551 912	497 379	0,02
127	EURL NAIL EXPORT	324 535	492 669	0,02
128	SARL EL MANAKIBE COMPUTER	916 105	489 806	0,02
129	KHENIFAR MESSAOUD	174 890	469 672	0,02
130	LABED ZINEDDINE	334 713	462 482	0,02
131	SARL ITALO ALGERIENNE SIAF	41 206	461 256	0,02
132	SARL MINA.CUIR	1 141 630	460 077	0,02
133	MDN/C F D A T	1 040	459 634	0,02
134	SARL VERRE PACK	224 781	458 723	0,02
135	HALLIBURTON ENERGY SERVICES INC	9 676	450 967	0,02
136	SPA A.T PHARMA	5 013	450 519	0,02
137	BELAL SAMIR	385 450	448 393	0,02
138	BOUDEMAGH CHABANE	125 316	441 320	0,02
139	SARL SEASON FABRICATION ET COMMERCE	4 135 005	439 877	0,02
140	SPA GRANDE RAFFINERIE ORANAISE DU SUCRE	1 000 000	439 641	0,02
141	EURL SOCIETE DES GRANDS CRUS DE L'OUEST	162 020	438 138	0,02
142	BENBOULAID ABDELHAI	124 067	433 373	0,02
143	EURL RECUPACK	3 677 320	432 713	0,02
144	MDN/E M R G M T	510	432 036	0,02
145	EURL HAYATT FOOD	144 000	424 364	0,01
146	SARL LABORATOIRES MERINAL	9 695	422 410	0,01
147	HASNI HACHEMI	69 520	419 661	0,01
148	SPA MAGHREB EMBALLAGE	3 463 210	417 916	0,01
149	SARL F L R	41 174	410 987	0,01
150	EURL TAREXIM	287 100	410 077	0,01
151	SARL R K B M TRADING	865 318	405 847	0,01
152	SARL HAMSH CO	1 199 500	404 314	0,01
153	SARL GE HEALTHCARE ALGERIE	1 366	404 204	0,01
154	ETS DE PECHE INDUST NAMOUNI MOURAD	68 754	401 970	0,01
155	SPA SMAHA HOME APPLIANCE	130 960	401 878	0,01
156	KERBAA ABDELKARIM	254 752	398 462	0,01
157	SPA SACAR	181 560	396 970	0,01
158	SARL HEALTHY FOOD	393 000	393 977	0,01
159	SARL GROUP INDUSTRIEL SIDI BENEHIBA	184 152	384 376	0,01
160	SARL AFC RECYCLAGE	269 080	382 714	0,01
161	SARL WOOLTEX IMPORT EXPORT	1 079 100	381 509	0,01
162	BENBOULAID CHARIF	109 675	380 923	0,01
163	BOULFELFEL MOHAMMED	424 100	373 906	0,01
164	COP SCHLUMBERGER	5 615	371 526	0,01
165	EURL KHALAF BEN SAYAH IMPORT EXPORT	325 000	371 125	0,01
166	SARL HIKMA PHARMA ALGERIE	9 986	363 733	0,01
167	SARL EXPO CUIR	577 544	354 877	0,01
168	SARL M.A.M PLASTIQUE	190 000	352 867	0,01

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169	MANA HICHEM			
170	EURL BOUARFA BUSINESS TRADE	376 520	351 444	0,01
171	SARL ZAHRA AGROAL IMPORT EXPORT	530 400	351 199	0,01
172	SARL TECHNO PECHE	85 480	343 746	0,01
173	HAMMI DJAMEL	96 138	338 711	0,01
174	EURL LIEBHERR ALGERIE	229 000	338 008	0,01
175	SARL LES FRUITS DU DESERT	25 620	330 900	0,01
176	SARL TAOUAB	288 609	328 662	0,01
177	SPA LU ALGERIA	2 508 352	327 605	0,01
178	SARL EL FALAK IMPORT EXPORT	139 134	326 262	0,01
179	EURL BAB EL DJAZIRA EXPORT	190 780	321 119	0,01
180	CHARROUF DJAMEL	956 907	320 147	0,01
181	SARL ZIBAN DATTES	110 195	317 947	0,01
182	SARL AL ARBI ET FILS TRANSFORMATION ET R	110 800	315 246	0,01
183	SARL MERI PLAST	208 100	314 613	0,01
184	SARL REEL STEEL	173 191	314 393	0,01
185	SARL REEL STEEL	311 550	314 245	0,01
185	SARL FIRST FEET	1 306 450	306 900	0,01
186	SERVICES PETROLIERS SCHLUMBERGER	3 700	304 230	0,01
187	EURL KING STREET IMPORT EXPORT	645 000	302 928	0,01
188	SARL SEXIM TRADING	72 957	302 624	0,01
189	EURL EL MOSTAKBAL SERVICES	184 394	300 119	0,01
190	BENGHADEM MOHAMED	82 300	298 384	0,01
191	SARL AGRO DELIGHTS	366 720	297 302	0,01
192	EURL ALESPA PECHE	15 840	296 790	0,01
193	SARL GOLDEN TUNA	83 666	294 698	0,01
194	SARL FANTASTIC FRUIT	213 980	291 907	0,01
195	SARL FRUIKA IMPORT EXPORT	278 718	289 659	0,01
196	EURL EL MOSTAKBEL	174 562	289 222	0,01
197	SARL DATTE SABA	140 672	287 022	0,01
198	EURL ZABIBA IMPORT EXPORT	55 593	284 227	0,01
199	SARL MATEG	258 792	283 714	0,01
200	ABDELMALEK DJAMAL	195 010	281 170	0,01
201	SAADA YUCEF FAROUK	142 540	278 288	0,01
202	SARL SLR	43 931	276 716	0,01
203	SPA AFRIDAT	268 012	276 077	0,01
204	SPA PFIZER PHARM ALGERIE	336	270 171	0,01
205	SARL ALGERIENNE GIOMEMBRANE MECHRI	131 776	268 580	0,01
206	BEN HAMED ABDERRAZAK	138 000	265 571	0,01
207	SPA ALGERIENNE DU CUIR ET DERIVES ACED	73 563	264 575	0,01
208	SARL ALGERIAN GREEN MAITERIALS	1 851 170	253 425	0,01
209	SARL LES FRERES RAHMA	152 837	252 630	0,01
210	HADDOUD MONCEF	315 202	251 607	0,01
211	CHEFIRI ZINEDDINE	98 191	249 336	0,01
212	SARL EL KALA FISH EXPORT	87 111	249 302	0,01
213	EURL BEN AHMED MITAL	544 780	248 738	0,01
214	EURL OMAR KACEM	549 460	242 645	0,01
215	SPA TALEZA LIEGE	209 561	238 904	0,01
216	SARL SOLEIL ALGERIE PRIMEUR	74 134	238 741	0,01
217	SARL ECO PEHE	67 035	236 116	0,01
218	SARL CO DATTES BEN SALEM	268 716	235 869	0,01
219	SARL GROUPE BENHAMADI GERBIOR	490 860	235 721	0,01
220	SARL RAFEXPORT	9 750	234 299	0,01
221	SARL ETOILE PLASTIQUE	130 648	229 730	0,01
222	SARL AGRO QUALITY	393 500	229 629	0,01
223	SARL EXPORT TRADE OF ALGERIAN PRODUCT ET	135 245	229 525	0,01
224	EL ROBRINI ABDELKADER	64 523	227 268	0,01

APPENDIX 3: WTC EXPORT CLUB LIST OF COMPANIES

Nom de l'entreprise	PDG	Email
NGAOUS CONSERVE SPA	AHMED MAZOUZ	
SARL IBRAHIM et Fils -Ifri-	IBRAHIM KACI	k.ibrahim@ifri-dz.com
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BDL	MOHAMED KRIM	
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SARL ELMOKADEM DISTRIBUTION	ABDERRAHMANE MASSAB	abdelmassab@al-mokadem.com

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SARL RYM SERVICE EXPRESS DZ TENDER	TOURAB MOHADEMD SALAH	salah.tourab@dzttender.com

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