

High commercial studies school



**End-of-cycle thesis for obtaining the master's degree in
commercial studies**

Marketing

**The Communication Strategy in The Launch
of a New Product**

Case Study: PRODALEX

Product CARUMA

Presented by:

FARAH BELACHOUI

Tutor:

M. Hichem BABA AHMED

Permanent Teacher at EHEC Algiers

9th Promotion

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Dedication

To the most important figure in my life

To the engine of my success

To my most beautiful mother

I dedicate this work to you my reason of existence, my strength and my motivation

I express my unlimited gratitude to you for your outmost support,

To the sweet beautiful soul

My partner in crime

My sweet rose

To you my sister Ghizelane, I express my gratitude for your encouragement, sweetness and unlimited support.

To you my incredible aunt Yasmine, my older sister I gratefully express my thanks for your presence in my life

To my support system, To My beautiful friends, to those who I have shared with the sweetest funniest and hardest moments of creating this work, Sarah, Chaima, Khouloud, Tina, Lyna, Kouki, Yasmine, Fatima.

To Ayoub, Akram and Hani, my very good friends,

To EB ESQUILOZ, Nadji, Ferial, Khadidja, Wissem, Radjaa, Hakim, Soheib, Ayoub and to my AIESEC family I express my gratitude for your presence and support.

To LiLi, Luna and Pindom

I express my outmost gratitude and thankfulness to you all for your help and your amazingness.

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Abstract

Companies in the process of developing new products, and coming up with new innovations need to pay remarkable attention and focus on the process they adopt to come up with new innovations and release them into the market, output of these innovations need to be suitable to the market its dedicated to, which is why companies cannot ignore the imperatives of marketing, the development of an appropriate communication strategy is not an option but an objective.

The marketing communication of any product during the launching phase is a delicate activity to elaborate and execute, in a way it's the first contact that the customers will be in contact with and so it would be a major factor of impact on customer behaviour and more crucially their purchasing decision.

That's why companies must understand the need that their product is fulfilling and communicate it in the right time to the right target.

In our work of research, we aim to analyse the impact that the communication strategy holds in the launching phase of a new product introduction on the market.

Key words: Communication, strategy, product, innovation, market, company.

Résumé

Les entreprises en développant de nouveaux produits doivent accorder une attention remarquable et se concentrer sur le processus qu'elles adoptent pour proposer de nouvelles innovations et les lancer sur le marché, la sortie de ces innovations doit être adaptée au marché auquel il est dédié, c'est pourquoi les entreprises ne peuvent ignorer les impératifs du marketing, le développement d'une stratégie de communication adaptée n'est pas une option mais un objectif.

La communication marketing de tout produit pendant la phase de lancement est une activité délicate à élaborer et à exécuter, en quelque sorte c'est le premier contact avec lequel les clients seront en contact et donc ce serait un facteur majeur d'impact sur le comportement des clients et plus crucialement leur comportement de consommation.

C'est pourquoi les entreprises doivent comprendre le besoin auquel leur produit répond et le communiquer au bon moment à la bonne cible.

Dans notre travail de recherche, nous visons à analyser l'impact que la stratégie de communication détient dans la phase de lancement d'une introduction de nouveau produits sur le marché.

Mots clés : Communication, stratégie, produit, innovation, marché, entreprise.

ملخص

تحتاج الشركات التي تسعى الى تطوير منتجات جديدة، إلى إيلاء اهتمام ملحوظ والتركيز على العملية التي تتبناها للتوصل إلى ابتكارات جديدة وإطلاقها في السوق، ويجب أن يكون ناتج هذه الابتكارات مناسباً لتسويق مخصص له، ولهذا السبب لا تستطيع الشركات تجاهل مقتضيات التسويق، فإن تطوير استراتيجية الاتصال مناسبة ليس خياراً بل هدفاً.

يعد الاتصال التسويقي لأي منتج أثناء مرحلة الإطلاق نشاطاً دقيقاً يجب تفصيله وتنفيذه، بطريقة أنه أول اتصال سيتواصل معه العملاء، وبالتالي سيكون عاملاً رئيسياً للتأثير على سلوك العميل والأهم من ذلك. سلوكهم الشرائي.

لهذا السبب يجب أن تفهم الشركات الحاجة إلى أن منتجها يلبيها وأن تنقله في الوقت المناسب إلى الهدف الصحيح.

في عملنا البحثي، نهدف إلى تحليل التأثير الذي تحدثه استراتيجية الاتصال في مرحلة إطلاق تقديم منتج جديد في السوق.

الكلمات المفتاحية: التواصل، الاستراتيجية، المنتج، الابتكار، السوق، الشركة

Abbreviation List

B to B: Business to Business

B to C: Business to Customer

IRR: Internal rate of return

MARCOM: Marketing Communication

NPD: New Product Development

NPV: Net Present Value

R&D: Research and Development

RWW: Reality, Winning, Worth Doing

VOC: Voice of Customer

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Introduction

Modern companies develop and succeed in today`s competitive environment for a myriad of various reasons especially innovation that takes a significant place in it.

If you were to look at the organizations that truly stand out from the field today, the first to come to mind are companies that have interred an evolution to markets, due to the evolutive innovations they created.

Nevertheless, multiple companies have developed a fear of innovation, they shifted their efforts in innovation from bold and major, to less ambitious over the years.

Robert Cooper through various works developed an innovative business process that he called Stage Gate, a model designed in purpose of developing new successful products, however the innovation remains one part of introducing a new product to the market, a puzzle that can only be completed by another missing piece, that if executed properly leads to the right penetration.

Marketing communication is our missing piece, it`s the strategy adopted by innovation holders that enables them and grant them the luxury of making product accessibility available, brand awareness achievable, and customer reach attainable.

The marketing communication of any product is a delicate activity to plan.

Especially in launching phase, one of the most challenging situations for the company to be able to communicate the right message to the right target, using the appropriate channels and methods, conducting a budget that for sure if the communication strategy in the launching phase is well and tactically made it pays off,

In this context we have chosen as a theme of thesis to study the communication strategy in the launch of a new product, as we had the chance to acquire an internship in a firm that was indeed in the process of launching, that is PRODALEX.

This theme peaked our interest the moment we encountered the opportunity in the company, as we desired to attest the launching steps and evolution the product passes through the first stages of getting introduced to the market, and having the chance to witness the communication strategy gets created based on which elements, understanding the behaviour of the Algerian consumer towards new products in agri-food sector. And the impact the communication strategy holds in this equation.

Throughout this research we try to figure out the answer to the following problematic:

“Does the current communication strategy executed by PRODALEX company ensure CARUMA product awareness”

For this problematic we encounter the following questions:

- ✓ Is the Algerian market aware of the product existence?
- ✓ Was the innovation value of Caruma product communicated by the company in term of nutritive addition?
- ✓ Does the latest strategy for CARUMA product effect product visibility?

We base our interpretation on the following hypothesises:

- ✓ The Algerian market is not that informed of the product CARUMA
- ✓ The innovative side of CARUMA product has been communicated
- ✓ The latest strategy for CARUMA product is indeed ensuring

For the smooth elaboration of our study, we saw best to adopt two ways of research, we saw best to hold an interview with the co-manager of the company and that was the qualitative research part of our study, to then elaborate a quantitate research through running an analysis on the market using a survey for the collection of needed data, and analysing the collected data via SPSS software.

To properly carry out our work, we have deemed it useful to divide it into two parts first part is a theoretical one and the second a practical one detailing:

- ✓ Our first chapter we will focus on the introduction and explanation of the stage gate model
- ✓ Our second chapter we saw fit to tackle the essential of marketing communication
- ✓ Our third chapter represents our practical case, in which we will analyse the communication strategy adopted by PRODALEX company for the product CARUMA.

**Chapter 01: Stage gate model and launch
Process**

Introduction

“You Can Have Any Colour as Long as It’s Black”,

A strategy established by Henry Ford, and back then that’s how things were handled, products produced, and clients bought. That is until the concept of innovation emerged in business.

It became the main focus for companies and contributed to creating the world biggest leaders in many fields, all thanks to the innovation adopted, and along with-it new development systems emerged.

Innovation is a key success; it opens a whole new market and contributes to the sustainability of any business, so it needs to be done in the right way, using the right system.

This chapter is devoted to an introduction of one of the most successful innovation processes, and all that is to know about it.

In This chapter we shall treat the stage gate model, with its generalities, and the most appropriate way of new product development.

In two sections entitled as follows:

- Stage gate model
- The product launching

Section01: Stage Gate model

The idea of breaking a project down into different phases started in engineering in the 1940s. As time went on, gates were introduced to implement quality control in the then called phase-gate model. It wasn't until the late 1980s that Robert G. Cooper outlined the stage-gate model, which is a refined guideline for the previous phase-gate model¹

1.1 Definition:

*Stage gate is a conceptual and operational map for moving new product projects from idea to launch and beyond a blueprint for managing the new product development process to improve effectiveness and efficiency.*²

Stage-Gate is a value-creating business process and risk model designed to quickly and profitably transform an organization's best new ideas into winning new products. When embraced by organizations, it creates a culture of product innovation excellence, product leadership, high-performance teams, customer and market focus, robust solutions, accountability, alignment, discipline, speed and quality.³

The Stage-Gate model is an organized, structured product development and launch process used to decrease the product failures and increase the success of the companies in launching new products. The Stage gate model is a proven successful method and many international companies have been using it when launching new products.⁴

Stage gate model is represented in a series of stages and gates, the stages (phases) represent the activities that are executed during the NPD process and the gates are checkpoints that are determined by specified criteria on behalf of which companies decide either to continue with the project or not.

¹ <https://airfocus.com/glossary/what-is-the-stage-gate-model/> consulted 25/03/2022 at 3:15pm

² COOPER, (Robert): *Winning at new products* Persus Publishing. Cambridge, Massachusetts, 2001 P113

³ <https://www.stage-gate.com/wp-content/uploads/2018/06/wp10english.pdf> consulted the 15/03/2022 at 10:30pm

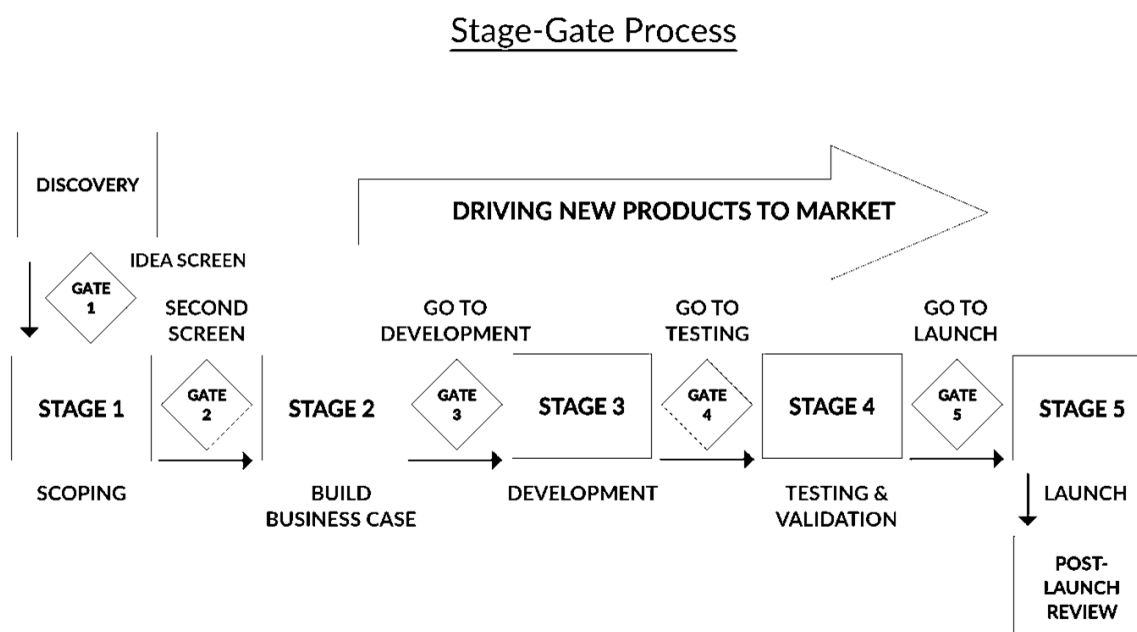
⁴ <https://www.coursehero.com/file/22473266/Developing-a-new-product-development-launch-process/> consulted the 15/03/2022 at 11pm

When using the stage-gate model in new product development, teams will typically progress through five phases that start from a Discovery moving to: “Scoping”, “Build Business Case”, “Development”, “Testing and Validation”, to the fifth phase which is “Launch”.

Each phase plays a crucial role in launching a successful product, and shortcuts throughout the process only serve to add risk and uncertainty to the development journey.

Before moving from one phase to another, teams should decide whether or not the project is ready to progress — avoiding concurrent development. When a gate is reached, teams will have to decide how to move forward, which can be answered by any of the following decisions: GO, Kill, Hold, Recycle.⁵

Figure 1.1: The typical Stage Gate model – from discovery to launch



Source : https://www.12manage.com/register.asp?PG=methods_cooper_stage-gate_fr.html&AR=&RS=mhd3&LC=menu_fr

As shown in this figure, the Stage Gate model is a formulation of a variety of elements, that starts with the discovery of a new idea/product and ends with its launch into the market, at each step there is a gate and an objective to fulfil. Post-launch testing is recommended after any market launch.

⁵ <https://airfocus.com/glossary/what-is-the-stage-gate-model/> consulted 17/03/2022 at 2.30pm

Robert G Cooper explains in his book that the stage gate model is not a process that needs to be followed step by step, on the contrary the more the company modifies this innovation process the better it gets especially when it gets modified depending on the complexity and size of the project, for instance in a low-risk project the stage one and two can be assessed together, continuing with stages three and four and concluding with the fifth stage. This system would have three gates instead of five.⁶

It shows that any modifications that may occur from any company's side in the aim of changing the Stage gate model as per their necessities are fully supported. In a more limited process, the company would save time, and lesson costs and would be available for all different sorts of products.

One product development or launch process would not be reliable if it is always requiring the same steps. Different products have different characteristics and naturally, they differ in their requirements. Such a claim has been also studied by various authors who have come up with the same conclusion; one strategy does not fit all products.⁷

1.2 The stage-gate model components:

Robert G Cooper talks in his series of winning at new products about the importance of each and every as he called them "Artefacts", of the model he lists five key components that should be in a well-crafted stage gate system.

These five components can be summed up in five major artefacts, giving up any of these components automatically leads to an incomplete stage-gate system.⁸

- **The stages:** stage gate model has well defined stages each labelled with a well-defined purpose

A project leader drives the project through each stage. Each stage is designed to collect specific information to help move the project to the next stage or decision point. Each stage is defined by the activities within it. These activities are completed in parallel (allowing for projects to quickly move toward completion) and are cross-functional. The activities are designed to gather information and progressively reduce uncertainty and risk. Each stage is increasingly more costly and emphasizes collection of additional

⁶ Journal of Product Innovation Management, 19/05/2008

⁷ MacCormack, A., Crandall, W., Henderson, P. & Toft, P. "Do you need a new product development strategy? Research-Technology-Management", p. 34-43. 28 December 2015

⁸ COOPER (Robert) *winning at new products*, Basic Books, New York fifth edition 2017. P410

information to reduce uncertainty. The results of this integrated analysis become a set of deliverables that provide the input to decision meetings (Gates).⁹

- **Deliverables:** the actions and activities that needs to be done in order to reach the needed results, Robert Cooper identifies it according to what the project team seeks to have at the end of each stage the endpoint of the stage and what to deliver to the upcoming stage, it must be clearly defined in the system, as they provide the objectives for the team for that stage, and also the vital information needed by management to make an effective gate decision. Deliverables are often defined by way of short and clear templates.
- **Gates:** Preceding each stage, a project passes through a gate where a decision is made whether or not to continue investing in the project (a Go/Kill decision). Each gate has a different purpose. For example, Gate 1 is a gentle, early screen of new ideas while Gate 3 is a tougher, business rational driven decision gate that approves projects to enter into the more expensive development stage. Each Gate is, however, structured in a similar way.

The work completed in each phase must meet a set of criteria before the project can move forward to the next phase. This set of criteria articulates the maturity, feasibility, and ongoing business case of a project, these criteria are:

- **Quality of execution:** This part of the phase gate review process assesses whether the work produced in the current phase is to a high enough standard.
 - **Business rationale:** This part of the phase gate review process seeks to ensure there is an ongoing business rationale for the project.
 - **Action plan:** This part of the phase gate review process is in place to ensure that there are enough resources available to continue and complete the project.
- **Output:** Gates also have Outputs, namely, a decision: Go/Kill/Hold/Recycle. These decisions must also be defined.
 - **Go** basically, implies the project team has been given the approval to push ahead to the following stage.

⁹ <https://www.stage-gate.com/wp-content/uploads/2018/06/wp10english.pdf> 2 consulted 19/03/2022 at 1:30am

in case of a "Go decision": the action plan for the next stage implementation takes place with required people and money customization, the timeline for the next stage gets agreed on a list of deliverables and date for the next gate are decided.¹⁰

- **Kill** means that the project is dead. During the review, it was determined that the quality, business rationale, or resources did not meet the threshold to justify project continuation.
 - **Hold** means that the project may still have potential but has been put on the backburner to reserve resources or prioritize other projects.
 - **Recycle** indicates that some additional work may need to take place before the project can move forward.
- **Roles:** A number of Stage Gate roles are outlined in this and other chapters, and include:
 - ✓ Project team members: a group of the company's employees from different functions usually from technical, marketing, operations, and sales who are assigned to the project and accountable for commercial results
 - ✓ Project leader: the "captain" of the project team, an entrepreneurial and critical role. He or a member of the project team and has significant authority (obtained at gates), also promotes the project, seeks resources, and handles the external interfaces of the project, especially with senior management.
 - ✓ Project manager (optional): uses project management tools and methods (Gantt charts, budgeting, meeting facilitation) to ensure that the project functions well according to sound project management practices. (For smaller projects, often the project leader handles these tasks.)
 - ✓ Gatekeepers: the senior people who "own" the resources required for the project to move to the next stage, and who make the Go/Kill and prioritization decision; are a cross-functional group.
 - ✓ Process manager: oversees the entire Stage-Gate process, and is responsible for seeing that project teams understand and adhere to the process and its practices; also facilitates gate

¹⁰ COOPER (Robert), *winning at new products*, Basic Books, New York fifth edition 2017. P411

- ✓ Executive sponsor: for larger projects, a member of senior management (can be a gatekeeper) that mentors and guides the project team, and to whom the project leader can turn to for advice and help; is sometimes called "the godfather" of the project.

For further understanding of this model, we proceed to present separately each stage that needs to be followed during a product development.

1.3 Overview of the stage gate stages

1.3.1 Stage00: Discovery or ideation:

Ideation is a proactive and defined set of activities designed to generate breakthrough new product ideas with real competitive advantage.¹¹

The main trigger to the process of developing new products are ideas, many of them.

The ideation activity that a company embraces to create a set of ideas addresses the concept generation. As a stage in NPD the concept generation brings to the organization whatever number ideas as would be prudent, review the ideas and determine the most ideal choices which ought to be considered for additional product development.¹²

A positive or negative product idea can decide the success of the project, as the idea generation will prompt the new products which can be proposed to the clients. There are numerous ideas that a company can deal with, yet all at once it is because usually the quality of ideas proposed on this stage is typically low or bad that it is quite crucial for the company to come up with a well-structured process for new ideas generating that would aid in new successful products creation.

As indicated by Cooper, it is vital to have a product strategy which characterizes the areas of the strategic focus deciding which area you need to look for new development. These unmistakable determinations, will help to come up with all the more clear and successful ideas which are challenging to get from a scattered search.

Many sources and methods exist for generating great ideas, multiple activities can take place in the discovery stage to encourage the creation of a suitable new product ideas.

¹¹ COOPER (Robert), *winning at new products*, Basic Books, New York fifth edition 2017. P474

¹² Kahn, K. B. 2011. *Product Planning Essentials*. M.E. Sharpe, Inc. New York 2015 P68

- **Idea Generation methods:**

A point-by-point ideation study was directed by Cooper and Edgett in 2008, and eighteen ideation methods which are divided in three approach groups were listed; Voice of customer methods (VOC), Open Innovation methods and other approaches. Other authors have been concentrating on the new product development process as well, and distinguished new methods which companies are utilizing while creating new ideas for the NPD process.

Anthropological research used by many companies to identify new product opportunities. This is a VOC method and it is an expensive but very effective method. In this approach, it is important to visit the customer and gain a better understanding of their needs. To understand the needs and wants of the customers, the company must be closer to the customers. In B2B markets, it's important to focus on the customer's workflow, observing how the customer uses the product and the problems they face. A new product is not only an upgrade of an old product, but also a new solution to increase efficiency and effectiveness.¹³

Lead user analysis is another VOC method that has been adopted by many companies. This method was developed by Eric von Hippel in the 80's. The basis of this theory is that working with creative customers will lead to the development of innovative products. Collaborating with innovative customers and discussing new solutions will make them a very effective source for creating new innovative products.¹⁴

Product Value Analysis and **Identifying market trends** are two other methods of using VOCs to develop new products. The first method is a test method developed by Ron Sears. In this approach, customers interact with aspects of the company's product and then voice their concerns, views, and challenges. This method helps companies interact with customers and solve problems that concern them. The second method is to identify market trends and needs by conducting customer surveys or focus groups. After identifying trends and needs, the company sets up a group of experts to discuss problems or possible solutions.¹⁵

Internal search is another method of using a team's knowledge and creativity to generate new ideas. This method is often referred to as brainstorming. In this method, the aim is to generate as many ideas as possible, and generally two general guidelines are set; The first is that all rulings should be deferred and all ideas welcome. The rating is not good and

¹³ COOPER, (Robert): *Winning at new products* Persus Publishing. Cambridge, Massachusetts, 2001 P163-164

¹⁴ PDMA Visions Magazine, "Ideation for Product Innovation: What are the best methods?". 2008. P. 4-5

¹⁵ KAHN (Kenneth), *Product Planning Essentials*, M.E. Sharpe, Inc. New York 2011 P70-71

inappropriate. It helps generate a huge amount of ideas. The second is the bird quality in terms of quantity, the more opinions the better.¹⁶

Competitors Another valuable source for generating new ideas is. The idea is not to copy your competitors' products, but to analyse their products to gather ideas for new and improved products. When using this method, it is very important to analyse each part of a competitor's product and determine what is wrong. It is also important to analyse the quality of the product and what materials are used to position the product.

Another source for generating new ideas are technical universities, where the firm can gather information about the latest developments. Establishing contacts with important research centres in different universities in the field of business can be very beneficial in generating new ideas for new products.¹⁷

Searching patents can also help the company stay informed about the latest developments and technologies available. Patents provide rich content that can be used to generate new ideas. Many of these patents are protected for 20 years, and if the company plans to use them, it may have to pay a real estate fee. However, patents are also useful to see which products are covered and should be allowed or avoided.¹⁸

Not all products proposed from ideation will move into development. Due to various reasons such as strategic fit, available resources, insufficient development ideas, etc., the idea was abandoned. For this reason, Robert Cooper came up with the idea of an idea bank where companies could bring in any unused ideas that could be used for reference or further development. One product framework offered by marketing professionals is RWW The basics of RWW are three questions;

- First:

is it real? Does the customer have a real need for a particular product? It is important to analyse whether the product concept is clear and whether it meets the needs of the customer.

- Second:

can we win? It is important to determine if the product provides a sustainable competitive advantage and whether the company has the necessary resources for the product's success.

¹⁶ KAHN (Kenneth), *Product Planning Essentials*, M.E. Sharpe, Inc. New York 2011 P73

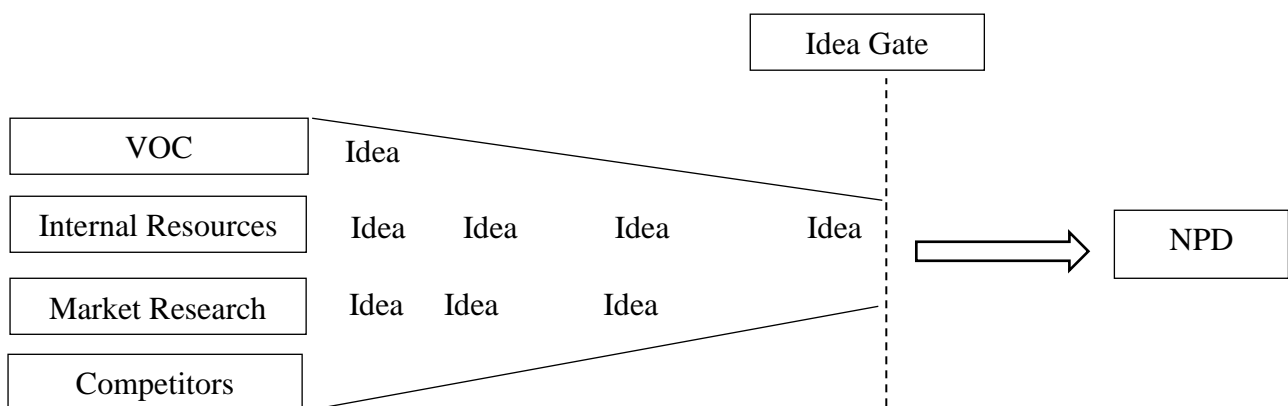
¹⁷ COOPER, (Robert): *Winning at new products* Persus Publishing. Cambridge, Massachusetts, 2001 P176

¹⁸ Ulrich, K. T. & Eppinger, S. P. 2012. *Product Design and Development*. McGraw-Hill. New York 2012 P125

- Third:

is it worth it? In this question, managers must determine whether the new product idea fits the company's growth strategy. Another question that needs to be answered is: is the new product potentially profitable enough? Before embarking on new product development, the company must answer the above questions.¹⁹.

Figure 1.2. Idea generation process, own concept developed based on theories



Source: Ulrich, K. T. & EPPINGER, S. P. 2012. *“Product Design and Development”*, McGraw-Hill. New York 2012. P158

The image underneath is an own idea created by the author which sums up the literature review on the idea generation process prior to beginning the NPD. The sources wherein the company ought to focus ought to be created from four main sources; The decision of-customer, inward assets of the company, a deep market research for the future trend and needs and analysis of the competitor’s product.

1.3.2 Stage 01: Scoping

Scoping marks the first stage of the model known largely as desk research, a light homework that aims to determining the project’s technical and marketplace merits usually done in less than one calendar month and ten to twenty person days of work for a major project.

This stage consists of a series of inexpensive preliminary investigations, the first one is the preliminary market assessment. During the preliminary market assessment, a quick scoping of the market prospects for the product is essential. Such assessment includes; the potential of

¹⁹ KOTLER, P. ARMSTRONG, G., HARRIS, L. C. & PIERCY, N. *Principles of Marketing. 6th ed.* Pearson Education Limited. Harlow. 2013 P148

the product, market acceptance and the requirements for the product. This process is not a detailed market research but desk research which is based only in the existing recourses.

Secondly a preliminary technical assessment is conducted the technical assessment is focused on the conceptual assessment and the technical feasibility, manufacturing process assessment, intellectual properties and technical solutions.

A preliminary financial and business assessment is the final check before the recommendations are given. In this phase only a surficial check of business rationale and financial prospects is done.²⁰

The information gathered from the assessments above will provide the ground to justify the elimination of some projects and acceptance of some others. As After reviewing the results the gatekeepers, should give their decision on the project. When a project has been approved the project team together with the gate keepers should propose an action plan for the continuation of the product development. At the same time the criteria for the next gate are decided by the project team and the gatekeepers.

1.3.3 Stage 02: Build the Business case:

The Build the Business case is considered as the last predevelopment stage, filled of heavy technical work, it's where the business case is constructed.

The Business Case makes the way for full product development, and accordingly Stage 2 is where the Business Case is constructed. This stage is a definite examination stage, which plainly characterizes the product and confirms the attractiveness of the product before weighty spending. It is likewise the critical homework stage the one viewed as so frequently feebly dealt with.

The meaning of the winning new product is a significant feature of Stage 2. The components of this definition include target market definition; delineation of the product concept; specification of a product positioning strategy, the product benefits to be delivered, and the value proposition; and spelling out essential and desired product features, attributes, requirements, and high-level specifications.

Stage 2 sees market examination embraced to decide market attractiveness and market qualities: This investigation is a more detailed than Stage 1, and is intended to decide market

²⁰ COOPER, (Robert): *Winning at new products* Persus Publishing. Cambridge, Massachusetts, 2001 P178-184

size and potential, to characterize market segments and industry structure, and to recognize success factors (what leads to market success).

VoC should also be performed to really understand the details of customer needs, wants and preferences is to help define the new 'successful' product before starting development work in the next phase. While previous VoC and Know-Your-Customer work helps to create the idea, the details of the product requirements based on sweeper VoC work need to be agreed here. Competitive analysis is also part of this phase.

Another market activity is the proof of concept: a representation of the proposed new product is presented to potential customers, their reactions are measured, and the likely acceptance of the new product by the customer is determined, the first of the customer validation spirals.

In stage 2, a detailed technical assessment focuses on the technical feasibility and risks of the project. This means that customer requests and "wish lists" are translated into a technically and economically feasible concept solution.

This translation may even include some preliminary design or laboratory work, but should not be construed as a full development project. An operations (or manufacturing) assessment is often part of the business case development, examining manufacturing issues, shifts, manufacturing costs, and required capital expenditures. If necessary, detailed legal, patent and regulatory assessment work is carried out to obtain resources to increase the risks and to plan the necessary measures.

Finally, a detailed business and financial analysis is conducted as part of the justification facet of the Business Case. The financial analysis typically involves a discounted cash flow approach (NPV and IRR), complete with sensitivity analysis to check the impact of major assumptions. A risk assessment is also part of this business analysis.

The result of Stage 2 is a Business Case for the project, with three main elements

1. the product definition a key to success.
2. a thorough project justification (financial and business rationale, risk assessment).
3. the detailed project plan (the action plan or "go-forward" plan), spelling out the timeline and resources required, especially for the next stage, Development.

Stage 2 involves considerably more effort than Stage 1 and requires inputs from a variety of sources. Stage 2 is best handled by a team consisting of cross-functional members-the core group of the eventual project team.

1.3.4 Stage 03: Development:

A product can exist as a concept passing all the trade tests specified over,

In any case the product concept has to go to the following stage that's the development. In this phase, the R&D team begins transforming the product into a physical prototype.

Development Stage begins the implementation of the Development Plan and the physical development of the product. That is the technical people on the project team undertake the necessary technical work to deliver the prototype and testable product. Source - of - supply and operations issues are resolved. For service products, the detailed service design is finalized and the operating procedure for service delivery with the client and / or the SOP (standard operating procedure) are mapped out in this stage. Alpha tests, in house tests, or lab tests in Stage 3 ensure that the product meets requirements under controlled conditions. For lengthy development projects, numerous milestones and periodic project reviews are built into the Development Plan These milestone reviews are not gates per se: Go / Kill decisions are not made here rather, these milestone checkpoints provide for project control and management, checking that the project is on time and moving forward as planned. However, missing a milestone or two usually signals that the project is off course, which calls for an immediate and emergency gate review.

This stage may be all about technical work but we keep in mind that in parallel marketing and operations tasks are also proceeding.

The main deliverable at the end of Stage 3 is a partially tested prototype, one which the customer has vetted several times, but ready for full customer tests in the next stage. Other deliverables include a full Market Launch Plan; an Operations Plan to provide product or service delivery; the plans for the next stage, namely, Testing; and an updated financial and business analysis.

1.3.5 Testing and Validation:

This stage tests and validates the entire project, the product itself, the production process, customer acceptance, and the economics. Stage 4 requires a number of activities such as

- In-house product tests check product quality and performance under controlled or lab conditions.
- User or field trials verify that the product functions under actual use conditions, and generates customer purchase intent.
- Trial, limited, or pilot production debugs the production process and determines more precise production costs and throughputs.
- Pre-test market, test market, or trial sell gauges customer reaction, measures the effectiveness of the launch plan, and determines expected market share and sales.
- Revised financial analysis checks on the continued economic viability of the project, based on new and more accurate revenue and cost data.

The pre-commercialisation business analysis of Gate 5, the final gate, opens the door to full commercialisation: a market launch and full production or operations start-up. It is the final point at which the project can still be killed. Criteria to pass Gate 5 focus largely on the quality of efforts to date, on the appropriateness of the production and launch plans, and on the financial viability of product. ²¹

1.3.6 launch:

The final phase of the product development and launch process is the launch of product. Marketing and sales roles are very important in this phase.

This stage consists of implementing a marketing launch plan, defining an outline of key activities, strategic goals and objectives, equipment for producing get installed and commissioned, and selling begins. Which leads us to the Post launch Review, after about 6 to 18 months from commercialization, by this time the company terminated new product project and dissolution the team members. The product has become a "regular" in the range. At this stage, the management evaluates the performance of the project assess their strengths and weaknesses the product is now a regular in the market the company runs two post-launch reviews: one immediately after launch to provide immediate course corrections and pone to perform a retrospective analysis of project on the continuous improvement exercise in when the memory is still, fresh and the group members are still there; and a final review

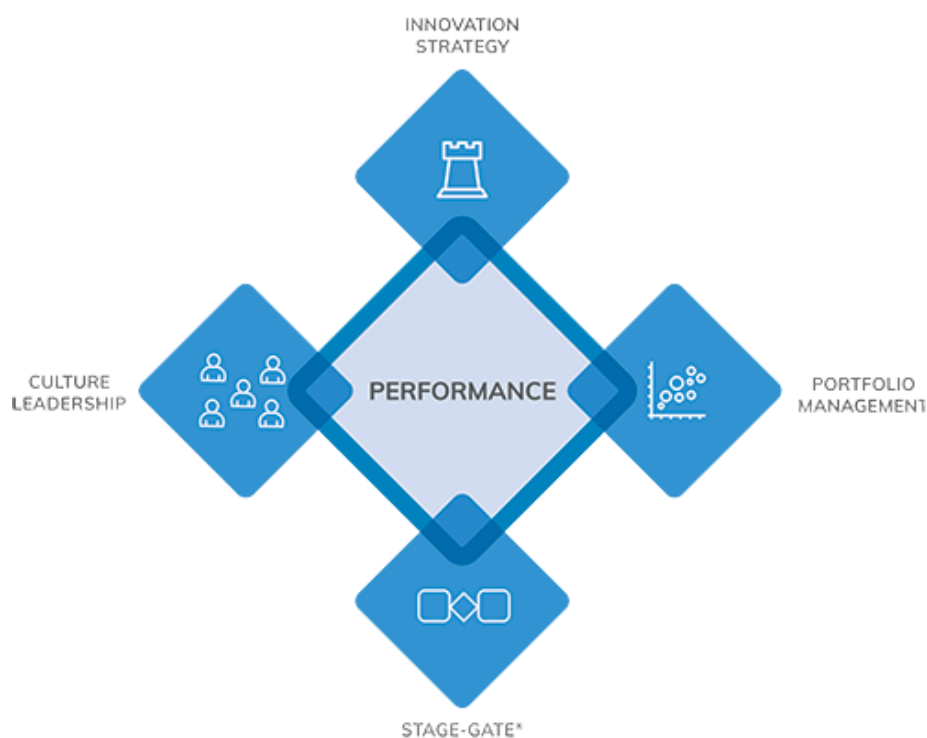
²¹ <https://teaching.healthtech.dtu.dk/teaching/images/3/3c/Stage-gate.pdf> consulted 10/04/2022 1:15pm

approximately twelve to twenty-four months after launch to review actual versus promised results and to terminate the project.

1.4 Stage-Gate Innovation Performance Framework:

The Stage-Gate innovation Performance Framework is a proven science-based approach to enhancing an organization's innovation capacity to drive profitable growth, we have successfully isolated four proven drivers and integrated them into a comprehensive innovation management framework: the Stage-Gate Discovery-to-Launch Process, Product + Technology Strategy, Portfolio Optimization, and Culture Leadership.²²

Figure 1.3: Stage-Gate Innovation Performance Framework



Source : <https://teaching.healthtech.dtu.dk/teaching/images/3/3c/Stage-gate.pdf>

This Exhibit is a result of several studies that illustrate the four major factors or forces that drive a business's new project performance, it shows that the performance of any NPD is represented through a series of points that need to be achieved, tracked, and most importantly executed one after another without the absence of any factors.

These factors are identified as follows:

²² <https://www.stage-gate.com/stage-gate-innovation-performance-framework/> consulted 16/05/2022 at 6:13pm

➤ **Product + Technology Strategy Factor**

Product + technology strategy is the key link between the new product development efforts and the overall business strategy. A company's business strategy defines: key goals, overall direction, priority initiatives, and expected growth rate. Product + technology strategy is what enables companies to rely on innovative new products, technologies and platforms to drive their business strategies to:

- ✓ create value for customers
- ✓ Increase market share
- ✓ enter new market
- ✓ increase profits

and there are six elements that define the efficiency of this factor that are:²³

- **Objectives and Role:** Beginning with the goals! The business's product innovation strategy specifies the goals of the business's total new product effort, and it indicates the role that product innovation will play in helping the business achieve its business objectives. It answers the question:
how do new products and product innovation fit into your business's overall plan?
A statement such as "By the year 2008, 30% of our business's sales will come from new products" is a typical goal.
- **Arenas and strategic thrust:** Focus is key to an effective Innovation Strategy. The company specifies where will and will not attack. The concept of strategic arenas is at the heart of Product + Technology Strategy – the markets, industry sectors, applications, product types, or technologies where the business will focus its efforts. Specifying these arenas is fundamental to defining the strategic thrust of the new product development effort. It is the result of identifying and assessing new product innovation opportunities at the strategic level.
- **Attack Strategy and Entry Strategy:** The arena should also be part of the company's product innovation strategy. For example, the process might be to be an innovator in the industry, marketing first with a suitable player; or highlighting particular strengths, core competencies, or products (the only forces that can be leveraged in the market) along with plans to enter new arenas should be clearly

²³ COOPER (Robert), *Winning at New Products: Pathways to Profitable Innovation*, Product Development Institute Inc, p6

defined. To "go it alone" through in-house product development. enhance their product development and market success.

- **Deployment – Spending Commitments, Priorities and Strategic Buckets:** Strategy becomes reality when you start spending money! How much you spend on new product development and how much focus you place on each strategic area naturally leads to the next important decision to "allocate" resources to each area. Assigning resource pools helps ensure that new product development is strategically aligned with your overall business goals.
 - **The Strategic Product Roadmap – Major Initiatives and Platform Developments:** A strategic product roadmap is an effective way to communicate a series of key initiatives in your plan of attack. Your strategy should identify your key new product development initiatives (and their progress) needed to succeed in a given market or industry. It can also specify the necessary platform developments for these new products.
 - **Tactical Portfolio Decisions – Project Selection:** Using the product execution + innovation strategy approach improves your chances of implementing that strategy successfully. However, given the unique and risky nature of innovation, tracking progress through the overall project schedule is simply not enough. Not every project started is worth ending. As new ideas progress through the Stage Gate process, their initial appeal may improve or diminish as new information becomes available. The Stage Gate model is specifically designed to allow for multiple Go/Kill (Gate) decision points throughout a project's journey. When you give senior executives (gatekeepers) visibility into the entire project portfolio, their individual project selection decisions (Go/Kill) can be more optimized. portfolio and even maximize its value.
- **Portfolio Optimization Factor:**

An effective Stage Gate process will produce a steady stream of high value innovations. In particular, “Gates with Teeth” will surface and prioritize your best bests. Take this performance one step further by viewing the high-quality set of projects as a portfolio and you can optimize results event more. The best set of projects is advanced. Resources are optimally allocated to operationalize the Product and Technology Strategy. Have visibility into the priority of projects. Cross-functional leaders and managers align with priorities.

The 5 Goals of Portfolio Optimisation:

- ✓ Maximize the Value of Your New Product Portfolio
- ✓ Balance Your Portfolio of New Product Projects
- ✓ Align Your Portfolio with Your Product + Technology Strategy
- ✓ Pick the Right Number of Projects
- ✓ Ensure the Portfolio of Projects is Sufficient

➤ **Discovery-to-launch-process Factor:**

This process is the "industry standard" for product innovation management and is used by companies of all sizes around the world. It is a function agnostic business process that coordinates all industries and their respective activities while providing visibility and monitoring over the innovation process. This allows the company's management team to strategically manage innovation. When a company uses the genuine Stage gate discovery to Launch process, they achieve:

- ✓ Best successes for marketing (new product sales and profits)
- ✓ Better return on investment
- ✓ The better success of business projects (speed, scope, priority, and budget)
- ✓ Greater portfolio visibility allows for faster administration improves collaboration across functional teams across the enterprise
- ✓ Improves collaboration with external development partners

➤ **Culture + Leadership Factor:**

Culture + Leadership is about ensuring the human side of product innovation is managed and relevant to support business strategy. Senior management commits and encourages its best people to contribute to product innovation excellence by:

- ✓ creating a culture of innovation and entrepreneurship
- ✓ promote effective collaboration across functions
- ✓ participate in the prioritization and decision-making process for new product innovation

1.5 Stage-Gate model impact:

Table 1.1: Stage Gate model implementation impact

Innovation Culture with a Stage-Gate	Without Stage-Gate

✓ Innovation as a strategic business activity that creates real value	Serendipitous, ad hoc. unplanned innovation
✓ Dynamic selection of projects from a robust portfolio of choices	* Annual, calendarized, static project list (i.e., Waterfall Method)
✓ Retention of organizational learning in a purpose-built innovation process	Starting each project from scratch each time
✓ Right-sizing process rigor to project risk Speed and Productivity	Bureaucratic, one - size - fits -, rigid procedural requirements
✓ Speed and productivity	Rework, trial and error
✓ A steady flow of continuous innovation	Random innovation
✓ All functional capabilities are respected and integrated	One functional approach dominates
✓ Fact-based project and portfolio decision-making (Decision Factory)	Emotional, unstructured decision - making

Source : <https://www.stage-gate.com/discovery-to-launch-process>

This table portrays the impact that a company attests when implementing the culture for fostering innovation; the effect is very much present and seen through the challenges that many companies can avoid simply by running their innovation processes using the stage gate model.²⁴

Robert G Cooper described this model as a very simple in concept yet remarkably effective for new product and innovation creations, for any company that could be adjusted, and that could do a huge deal of saving the company time and effort; elements that play a major role in any actions the company takes.

After any process adopted by the company for product development, there is one of the most critical steps that determine the success or the failure of the innovation. Though this activity is not always a key identifier of the success or failure of the product in the market, launching right at the right time in the right way, has a significant effect on sales and product visibility.

²⁴ <https://www.stage-gate.com/discovery-to-launch-process> consulted 12/04/2022 2:30am

in the next section, we will be abording the launching process and how it affects the whole operation.

Section 2: The product launching

Is the step of introducing the product offered by the company to the market, and the first impression the consumer has on the product, it's a step that the company pays attention to, and in this section, we shall introduce what the launching phase generally consist off?

2.1 Launching Process:

2.1.1 New Product Definition:

The new product will be any product found to be different by customers, according to some important aspects of existing products, it results in the development or modification of product.²⁵

Commonly a new product is one that does not yet exist in the market. New products are quite rare and divided into six new product categories in a range strategy:

- Brand new product.
- New brands.
- Range extension.
- Product improvement.
- Repositioning.
- New cheap product

2.2 Launching Strategy:

New product launch strategies have been adopted in several ways. Bringing new products to market quickly is a crucial success factor for achieving a competitive business advantage; new product launch strategies are expensive, risky, time-consuming, and not suitable for all businesses. Thus, the challenge facing product development managers today is determining

²⁵ LENDREVIE J, J. LEVY, D. LINDON ; « MERCATOR : Théorie et pratique du marketing » 8th edition DUNOD ; Paris 2006 ; P 289.

the specific launch strategy that certain types of companies should follow. Developed four types of systems based on the speed with which a company changes its products or markets in response to its environment, and identified the types of launch strategies that contribute to new product success based on NPD performance. As for Kotler's view, he recognized that market entry timing entry is crucial in commercializing a new product. The company can consider three strategies. First Entry: A company entering a market often enjoys a first-mover advantage by attracting key distributors and customers and gaining a reputation for leadership. Parallel Entry: The company can make its entry coincide with the entry of a competitor, and third, Late entry: the firm might delay its launch until after the competitor has entered.²⁶

Following a literature review of new product launch strategies and interviews with managers, this study was conducted by Robinson et al. (1992) recognized three strategies for launching new products, namely: First Entry (FE), Fast Follower (FF), and Late Entry (LE) in the market.²⁷

Table 1.2: Categories and definitions of new product launch strategies

Launch Strategy	Definition
First Entry (FE)	The first business to develop new products or services.
Fast Follower (FF)	An early follower of the pioneer(s) in a still growing, dynamic market
Late Entry (LE)	A later entrant into a more established market situation

Source :

https://www.researchgate.net/publication/283664999_Integrative_model_for_the_selection_of_a_new_product_launch_strategy_based_on_ANP_TOPSIS_and_MCGP_a_case_study

The previous figure provides reviewers with a basis for scoring a launch strategy based on different criteria. Each is adopted by companies based on the product, their domain of activity, resources, or competitors.

²⁶ MAHMUTLLARI Jonis, *Developing a new product development & launch process Case: Company X*, Degree programme in International Business, HAAGA HELIA university of applied science 2014.P18

²⁷https://www.researchgate.net/publication/283664999_Integrative_model_for_the_selection_of_a_new_product_launch_strategy_based_on_ANP_TOPSIS_and_MCGP_a_case_study consulted 20/04/2022 12:16

2.3 Launch Preparations checklist:

In order to go with the launching process and ensure the smoothly execution of this stage, there is a checklist for preparations that should be followed:²⁸

➤ Marketing Strategy Preparation

Before any commercialization actions of the product, thorough preparation is essential. This phase begins with preparing the critical elements of the marketing strategy that mainly should involve:

- ✓ underlining the market
- ✓ Studying the competitor's offers
- ✓ Determining the segment selected targets and their characteristics
- ✓ Identifying Customer benefits
- ✓ Taking strategic decisions when it comes to price product distribution promotion.

With this information, you will be able to build relevant marketing and sales actions to launch the latest products.

We move to the next point on the checklist, the tactics with this being done.

➤ Tactical decisions

- What target for the launch?

Philip Kotler explains in his book (Marketing Management) that the ideal target would be characterized as follows:

- ✓ Requires low cost to reach potential target customers
- ✓ Composed mainly of regular users
- ✓ Inclined to spread information by word of mouth and including opinion leaders.
- ✓ Ability to quickly adopt innovations.

At the same time, it is helpful to determine which geographic areas will be retained. The goal is not to focus on a single site nor a whole coverage of the territory but to pick one that aligns with the firm's objectives and, more importantly, its capacity to cover the marketing costs and at the same time, increase its impact.

- Choice of the launching time period:

²⁸ <https://www.manager-go.com/marketing/dossiers-methodes/commercialiser-un-nouveau-produit> consulted 04/05/2022 6:12pm

Multiple elements are to take into consideration for choosing the right period of time to launch, it is a really important decision that effects the whole process so while in the process of taking this decision there are many parameters that must be taken into account:

- ✓ sales seasonality
- ✓ competitive maneuvers
- ✓ position in the life cycle of your other products
- ✓ schedule of actions planned for other products
- ✓ sales force manager
- Budget scope:

Prior to taking any action into account it is imperative to create the overall budget for marketing spendings, if budget adjustments are possible, do not hesitate to follow up once the actions have been identified.

- Overall objectives and choice of indicators:

Develop a measurement system whose function is to check if your launch is successful. For example, achieving a new product contribution of 10% of total sales in 6 months. In the case of a test launch (on a reduced range of customers or leads), metrics are valuable in deciding whether to expand marketing. The results may also reveal the need for technical or marketing adjustments to the product or service in question. Or to perform new actions.²⁹

2.4 Launching Decision:

In aim of launching the product in the market in the most appropriate way possible, a certain strategy needs to take place for the assurance of a healthy launching decision four questions require clear answers:

2.4.1 When to launch

The first decision concerns the launch date. If the new product replaces a product that already exists, it may be wise to wait until supplies run out. If the request is seasonal, it is usually advisable to put it on the market before the peak season. With improvements, sometimes it's better to wait a bit for the product to come out Optimum. At the same time, the market entry date must take into consideration the projects of competition. Suppose a company is about to

²⁹ <https://www.manager-go.com/marketing/dossiers-methodes/commercialiser-un-nouveau-produit> 07/05/2022 4:30pm

launch a new product and that it knows that its main competitor is in a similar situation. three solutions are possible:

Launch immediately: the new product gets launched before the competitor but provided that the quality of the product is irreproachable.

Launch at the same time as the competitor: Awaiting the decision of the competitor and then act to neutralize the initiative while limiting, relatively, the risks associated with the product.

Launch later: the initiative is left to the opponent. It will be up to competitors to educate the market and take the risk of rejection.

2.4.2 Where to launch

It is also necessary to decide on the geographic scale to launch the product. The size of the company and the scope of its financial resources play an essential role here. SME usually start with an area and then expand the scope. So big companies launch on the national level, then invest in other countries and sometimes other continents by being able to adjust their products.

2.4.3 From whom the launching starts

The company must now target its distribution and promotion. In general, the steps above will define the target. For a consumer product, an ideal goal has four characteristics:

- To be able to be touched at the lowest cost.
- Have a high percentage of regular users.
- Be at the origin of a favourable word of mouth.
- Quickly adopt the product.³⁰

2.4.4 How To launch

At this level the budget must be distributed among the different elements of the marketing mix. we discuss all the actions to be taken within the tactical framework. Noting that each action is broken down into tasks such as training salespeople, preparing sales pitches for

³⁰ KOTLER. P, KELLER.K, DUBOIS B, MANSEAU. D, "*Marketing Management*», REARSON editions, 12th edition. 2006.P761

salespeople and distributors, prototyping, preparing communication plans, and other elements necessary factors:

- communication target
- audience selection
- positioning application

And so on. Detailing these tasks makes it easier to control and manage the plan.³¹

2.5 Types of Product Launching:

The type of product launching plays a role in the success or failure of the launching process, it differs from a type to another based on the company's field, type of product, the market the budget and many other elements that play a major role in determining the future of this product, we have three main types and are as follows:

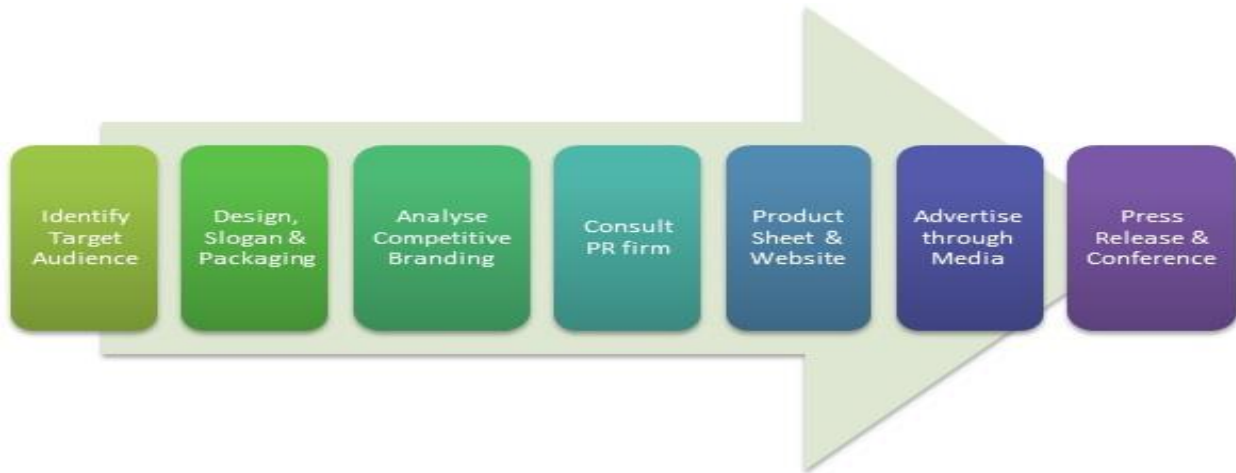
- **Soft Launch:** A soft launch or Beta Launch occurs when the release method is limited to a small target audience or a limited demographic or geographic area and checks to see if any changes need to be made before releasing the product. To the whole market.
- **Minimal viable Product (MVP):** A basic solution with only basic features and functions designed to give you a "taste" of the product. MVP helps bring the product to life and supports product testing with target audience. From these tests, you can see if your product is performing well with your target customers and make changes based on their feedback.
- **Full-Scale:** also known as a hard launch or an official is when the product is launched with comprehensive marketing efforts fully available to the general public, aims to create awareness, excitement to make a big impact and get sales moving fast.³²

³¹<https://www.manager-go.com/marketing/dossiers-methodes/commercialise-a-new-product> consulted 10/05/2022 10:15am

³² <https://www.qualtrics.com/experience-management/product/product-launch/> consulted 10/05/2022 11:30am

2.6 Steps of product launch:

Figure 1.4: Steps of a Launching product process



Source : <https://www.mbaskool.com/business-concepts/marketing-and-strategy-terms/17826-product-launch-process.html>

The Product launch process requires detailed preparation of an effective product launch, this later is composed of a number of steps as represented in the previous figure. If these steps are assured and implemented in the right way throughout the process, we can say that the company is on the right path. These steps are accumulated as follows:

- ✓ Target Segmentation: The first step in the product launch process is to identify exactly who to target in the target market.
- ✓ Packaging: The second step is to design the product packaging so that it is unique and different.
- ✓ Slogan and timeline: The third step in the product launch process is determining the timeline to follow when launching the product. Moreover, it is necessary to prepare effective taglines and marketing slogans to attract customers.
- ✓ Competition analysis: The next step is to understand the competitors' current strategy and marketing effectiveness.
- ✓ Consulting with a public relations firm: The product launch process involves consulting with public relations firms to ensure an effective marketing plan to reach a wide range of customers.

- ✓ Product sheet: Creating a product page containing a list of product features is critical to the product rollout process. This sheet will explain the product to the customer and make it suitable for purchase.
- ✓ Website: Launching a product website (if it doesn't exist). If it exists, it needs to be reorganized and updated.
- ✓ Advertising: This is the most important step in the product introduction process. Placing ads across multiple media to maximize the market reach. Online advertising can also be helpful.
- ✓ Press Conference: Finally, holding a press conference to communicate with the media about the product's features, the business goal behind it, and the need the product is satisfying.³³

2.7 Launch implementation and management:

At this level after determining strategies, making the important decisions, choosing the appropriate launching type and implementing the needed steps we move to the operational part of the launching, in this part there is a dashboard that aids the firm in tracking and making sure that all needed actions are being done, tracked and is achieving the set results

Table 1.3: Dashboard Example

Action	Quantified Objective	Manager	Start Day	End Day	Control Metrics	Result	Comments

Source: www.manager-go.com

- Action: a brief description of the action. This table deals with both external and internal operations (specifically, training for salespeople). To improve the monitoring table, a column indicating the scope of action can be added.
- Quantitated Objectives: a reminder of the measure of success
- Manager: person responsible for managing the action

³³<https://www.mbaskool.com/business-concepts/marketing-and-strategy-terms/17826-product-launch-process.html> consulted 12/05/2022 10:15am

- Start Date: Start Date of Action.
- End Date: finishing date of action.
- Control metrics: to ensure smooth running of the operation and make corrections possible if necessary.
- Result: once action has been taken, record achievement relative to quantified goal.
- Comments: add any useful information: reasons, difficulties encountered, areas for improvement. These details will be valuable for the post-campaign analysis.

Armed with such a tool, the firm can efficiently coordinate tasks and quickly track the progress of the needed actions. Without forgetting about directional (or success) indicators to stay on track. Each action must have its own measures for optimal and appropriate management. Action Tracking Once the boot is complete, the testing phase begins. The first point is whether or not the original goal has been achieved. That is, if the launch is successful. During the preparation phase, we emphasize the importance of defining a metric to confirm the success of the plan. In case of failure or the results are much lower than expected., the firm must determine the reason for this bankruptcy. In the best-case scenario, an action was chosen badly or badly done. In the worst case, the product as planned, designed and manufactured, does not quite correspond to the expectations of the goals. Decisions will then have to be made! If the launch is successful, the new products will be able to integrate the normal lifecycle of the products that make up the company's offering.

2.8 Success and failure Factor during the launch of a new product:³⁴

2.8.1 Difficulties encountered in the launch phase:

The main problem when launching a new product lies in pricing strategy. These tend to be expensive due to cost issues (high above small amount of production, technical problems, high profit margins needed to cover promotional expenses).

The main problem with launching a new product lies in the marketing strategy of pricing, these tend to be expensive due to cost issues (high over low production quantity, technical problems, high profit margin required for cover of promotional expenses).

2.8.2 Key success factors for launching a new product

There are several key success factors:

³⁴ <http://www.memoireonline.com>, consulted on 12/04/2022 7 :45pm

- ✓ The business strategy was clearly defined.
- ✓ Online commercial launch with this strategy.
- ✓ The communication plan is written for the target customer group. it will highlight benefits seen by the customer.
- ✓ Action focused on priority customers.
- ✓ The sales force knows the product, having clear goals.
- ✓ Sales forecasts are set regularly, Customers are tracked,
- ✓ The company seeks and uses customer feedback about the product and how it works. it is marketed.
- ✓ The reactions of competitors are monitored and taken into account.
- ✓ The contract is clearly stated.
- ✓ The company maintains a direct link with customers.

It must be also ensured that:

- ✓ well-understood target market (customers and target market).
- ✓ The product is perfected and meets the needs of the target customer.
- ✓ a consistent and well-defined commercial strategy.
- ✓ The value ratio (new product positioning) is clearly defined. pitches clearly communicate the benefits to the customer and value for customers.

2.8.3 Failure factors for launching new product:

There are Several factors of failure from that we list:

- Not understanding the product or service: the main and simplest reason for missing the launch of a new product or service is a not understood product, its use and the target market
- Missed opportunity of comparison: chances are the most unavoidable cause of a failed launch. Especially when the product Looks like it already exists. The market needs benchmarks to be able to compare.
- Confusing sales and distribution channels: certain products or services completely unsuitable for certain distribution channels. Depends on the product, depends on services, some distribution channels are difficult to master. Sometimes it's enough to change the distribution channel from total failure to complete success.

- Not doing market research well: there is an element of practicality (data, information, perception) on which we build product or service marketing. Market research involves collecting Related information.
- Not understanding the difference in perception: companies and people they products or services for the purpose of having a different perception from the company product launch person.
- Creating a unique product variant: launch a new product or market service requires more than a single product.
- Spending 100% of the promotional budget: investing in media and advertising without considering other failure factors. So, the firm ends up with products, and few funds to correct course and relaunch.³⁵

2.9 Marketing strategies and goals in the launch phase:

Before, During, and After the launch of a new product, the company must put into practice well-aligned goals and strategies to deal with display behaviour of the product in this phase.

2.9.1 Marketing strategy objectives:

It is therefore a matter of first and foremost developing demand and removing impediments slow down demand (we're using tried and tested strategies), then win market share relative to competitors (we work on the competitive advantages of our products brand preference settings), to increase profits, and then decrease costs and get the final profit. Two pricing strategies can be employed when launching a product:

- **Skimming:**

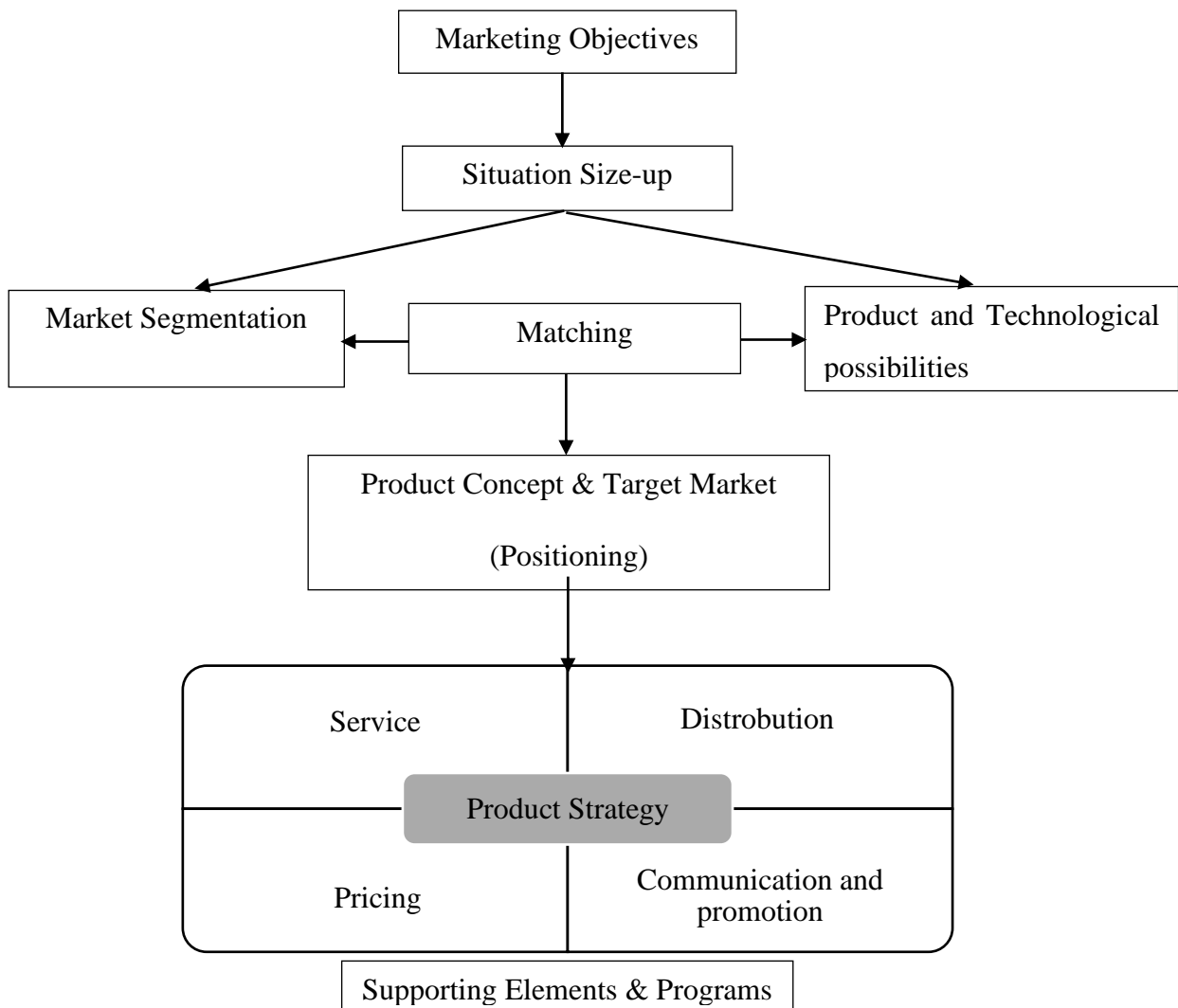
It involves charging high prices to maximize profits on a small number of sales Innovators, often insensitive to price.

- **Penetration:**

It involves lowering the price to the maximum, even if it means making a negative profit, how to get the product to be tried by the most consumers and create a reputation.

³⁵ L.AIT-YOUCHEF, T.AIT ALIOUA, *marketing communication as a new product launch lever banking, CPA*; dissertation, Mouloud Mammeri University, 2016/2017.

Figure 1.5: Creating Market Launch Plan of new product



Source: Cooper Robert, *winning at new products 04th ed.* 2008.P488

The marketplace is the battlefield on which the success or failure gets defined, Cooper G.R portrays this figure as an example for the marketing planning process, that identifies points the company needs to tackle, and activities it needs to execute, the author clearly points that the marketing strategy planning needn't be in the beginning nor the final action to prepare, it is the integral part of the stage gate system, strategies, market research and action plan need to be identified even prior to the idea generation stage if possible for the firm.³⁶

³⁶ Cooper Robert, *winning at new products 04th ed.* BASIC BOOKS, New York. 2008.P488.

Conclusion:

This chapter was an enlightened introduction to a process that is considered the bible of every product development in the business field, and more over the heavy work done for any product development ensured by the company.

Moreover, the first steps to be taken by a firm when launching its new innovations, to meet the targeted client's knowledge, and hopefully acceptance.

Chapter 02: Communication Strategy Essentials

Introduction:

The business environment nowadays becomes a battleground of who's offer is the best in terms of quality, price, and innovation in the product, it became every firm's first priority to offer the best product at a suitable price counting on many departments to get the job done and at the front, the marketing department.

The number one engine of any product development is the marketing department, studying the market share, centralizing the targeted audience, and most importantly, communicating the product to whom it's destined.

In this chapter we unravel many basic generalities of marketing communications, passing on to the way to creating a suitable communication strategy, to communicate the offer the company prepares for its market.

In 2 sections entitled as follows:

- Marketing Communication
- Communication strategy for new product launch

Section 01: Marketing Communication

The marketing communication or “MARCOM” is all about transferring the right message using the right tools and methods to the right target, it plays a key factor in any business activity.

In this section we shall understand and get introduced to MARCOM’s must know information.

1.1 Definition:

“Marketing communications are the means by which firms attempt to inform, persuade, and remind consumers directly or indirectly about the products and brands they sell. In a sense, they represent the voice of the company and its brands; they are a means by which the firm can establish a dialogue and build relationships with consumers. By strengthening customer loyalty, they can contribute to customer equity.

Marketing communications also work by showing consumers how and why a product is used, by whom, where, and when. Consumers can learn who makes the product and what the company and brand stand for, and they can become motivated to try or use it. Marketing communications allow companies to link their brands to other people, places, events, brands, experiences, feelings, and things. They can contribute to brand equity—by establishing the brand in memory and creating a brand image—as well as drive sales and even affect shareholder value.”³⁷

From this, it can be concluded that marketing communication is all and every contact between the customer and the company, whether it concerns the visuality, product, brand, or any other touchpoint between the two.

Every business must effectively market its products and services to survive, grow, and prosper in a competitive global market.

Communication is the first element that enables contact between the client and the company. And it’s not a normal map to follow; the marketing communication changes depending on the activities, markets, resources, and, most importantly, communication methods. In particular, as time changes and competition intensify, the company should use

³⁷ KOTLER P et KELLER K, « *Marketing Management 15th ed*», Pearson, 2016.P580

new and innovative means of communication. From this, we ought to mention its different and, over time, updated forms.

1.2 Marketing Communication methods:

Marketing communications managers must be able to utilise and mix all forms of marketing communications in order to successfully and efficiently reach, entice, and influence the company's audience. And, here are some methods to consider:³⁸

- **Advertising**
- **Sales promotion**
- **Direct marketing**
- **Email campaigns**
- **Newsletter**
- **Personal selling**
- **Public relations**
- **Social media**
- **Interactive marketing**

1.3 Marketing communication Process:

The communication process consists of all the factors involved in producing, transferring, receiving, and interpreting meaning between two parties. The communication Process is an integral component of every advertising or marketing campaign. When a marketer wishes to alert the public that he has a viable product or service, he composes a message and distributes it to potential or present customers.

1.3.1 Elements of Marketing Communication Process:

The marketer must comprehend the essential components of good communication. Sender (source) and receiver are the two participants in a communication process; message and medium are communication instruments, whereas encoding, decoding, response, and feedback are significant communication functions.³⁹

³⁸ [https://www.techfunnel.com/martech/essential-marketing-communication-tools-good-marketing-campaign/10/04/2022 12:10](https://www.techfunnel.com/martech/essential-marketing-communication-tools-good-marketing-campaign/10/04/2022%2012:10)

³⁹ <https://www.yourarticlelibrary.com/international-marketing/the-8-basic-process-of-marketing-communication-in-international-promotion/5948> consulted 10/04/2022 2:30pm

- **The sender:** is the owner of the concept for which he desires to share information; he or she is responsible for designing and sending communications willingly to the intended recipient.
- **The receiver:** Recipient: The target audience or clients who read, hear, or view the communication. Several variables affect how the communication is received. These include the message's intelligibility, the attention produced, the translation, the sound of the words, and the pictures included in the message.
- **Messages:** a message might be spoken, nonverbal, oral, written, or symbolic. It comprises the entirety of the information or meaning the sender wishes to communicate. Messages are formatted for transmission based on the channels of communication.
- **Encoding:** Before a message can be transmitted, it must be encoded. Encoding is the process of putting thoughts, ideas, or information into a symbolic form. Encoding guarantees that the recipient, who is frequently the final client, correctly interprets the message.
- **Decoding:** Decoding is the process of converting the sender's message back into the original concept. The self-reference criteria (SRC), which is an inadvertent reference to one's own culture, has a significant impact on decoding.
- **Feedback:** Customer input is essential for determining the efficacy of the marketing communication. The time required to evaluate the communication's effectiveness is dependent on the sort of promotion employed. Personal selling, for instance, provides instantaneous feedback, but it takes considerably longer to evaluate the communication efficacy of commercials.
- **Medium:** Refers to the channel used to transmit the encoded message to the intended recipient. The following categories apply to this medium:
 - **Personal:** It requires direct interpersonal (face-to-face) contact with the target audience.
 - **Non-Personal:** Messages are transmitted without any interpersonal contact between the sender and the recipient via these routes. Furthermore, the non-personal routes of communication can be roughly classified as follows:
 - a) **Print Media:** Newsprint, periodicals, direct mail, etc.
 - b) **Electronic Media,** particularly radio and television

➤ **Noise:**

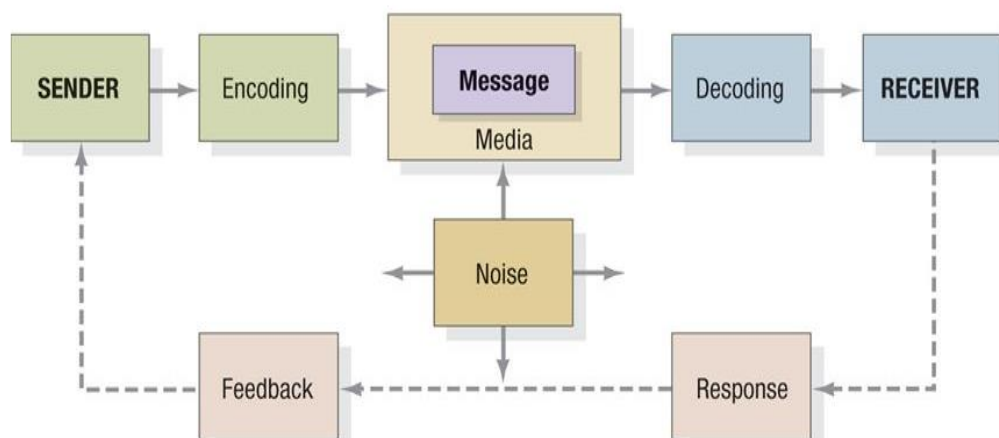
This is the intentional distortion of information that can result from a number of communication-related factors. This approach enables the identification of the prerequisites for effective and efficient communication. The issuer must be aware of his audience and the reaction he anticipates from them, encode his message so that the receivers can decode it as they see fit, transmit the message over the right channels to reach the targeted audience, and implement feedback mechanisms. A message is more likely to be effective if it fits in both the transmitter's and receiver's fields. In a noisy atmosphere, it is challenging for the sender to get his message over to the recipient. Consequently, three obstacles arise:⁴⁰

Selective attention: The individual could be exposed to up to hundreds of messages and advertisements per day. He only consciously notices a few that generate a reaction. Hence the importance of capturing attention by playing on novelty, contrast, the strength of images and titles, and sometimes provocation.

Selective distortion: Receivers hear the message in a way consistent with the belief system. They sometimes add missing elements to the message, hence the interest of favouring simple and clear messages and playing on repetition.

Selective retention: Individuals integrate into their long-term memory only a small share of the messages they perceive.

Figure 2.1: Communication Process elements



Source : <https://eportfolio.utm.my/user/mfa/organizational-behavior-chapter-11-communication>

⁴⁰ GUERRI L and GUEBRIOUA N *La communication liée au lancement d'un nouveau produit Cas pratique : Cevital*, Thesis for 2 year masters, Marketing, University of ABDERRAHMANE MIRA DE BEJAIA

The process of communication may be broken down into its component parts, which are shown interconnected in the figure above. How these parts interact with one another in different contexts is what defines how effectively communication occurs.⁴¹

1.3.2 Marketing Communication Process Steps:

The efficient marketing communication process should incorporate a number of steps. In order to acquire a large number of long-term consumers, the marketing and promotional efforts should emphasize these actions. The stages that make the communication process effective are as follows:⁴²

✓ **Identification of the Target Audience:** Identifying the target audience is the first stage in an efficient marketing communication strategy. Therefore, these audiences may consist of prospective consumers or those who can influence the decisions of these customers. The audience may consist of people, groups, the general population, or a specialized population. Moreover, the audience has a direct impact on communication decisions, such as what to say. What to say? And when should one say it? Etc.

✓ **Determination of Communication Objectives:** In this stage, the marketing communicator should define the communication process's objectives. In most cases a communicator of the offer is needed to make the purchase (sale representative). However, the purchase is made after a critical customer decision-making process. Additionally, the communicators must comprehend the standing position of the consumer. Generally, there are six Stages of Client Readiness that a customer must travel through before making a buy decision that are: Awareness, Knowledge, Liking, Preference, Conviction, and Purchase.

✓ **Designing of the message:** The marketing communication communicator concentrates on the message's design in this stage. As a result, a successfully crafted message is one that has the ability to garner interest, pique curiosity, evoke desire, and elicit an appropriate response. As a result, the AIDA model is the name given to this process, which may be used

⁴¹ KOTLER. P, DUBOIS. B, « *marketing management* », 12th Edition Pearson Education, p640.

⁴²<https://www.businessstudynotes.com/marketing/principle-of-marketing/marketing-communication/> consulted 15/04/2022 4:30am

to increase the effectiveness and potential of every communication. In addition, the marketing communicator is responsible for the message's substance and organisation.

✓ **Content of the message:** In this stage of the marketing communication process, the message's content is determined. If the audience or recipient would respond positively or negatively, a recommended subject or appeal should be used. As a result, the following are three possible avenues of appeal:

- **Rational Appeal:** The self-interest of the audience is focused on the rational appeal in which the benefits availed by the usage of the products or services.
- **Emotional Appeal:** In this case positive or negative emotions are stimulated to encourage the purchase of the product.
- **Moral Appeal:** In this situation morality is included in the message to influence the targeted customers.

✓ **Message structure and format:** When it comes to analysing a message's structure and format, here is where things become very interesting! The conclusion must be included in the message when promoting a product in marketing communications. Keeping an eye on the audience might help you arrive at a conclusion. There are a variety of ways in which a message might highlight the product's virtues as well as its faults. As a result, emphasis is placed on the message's format, including its size and shape, eye-catching colours, and headlines, among other things.

✓ **Choosing media:** Decisions about which media to use are made at this stage of a marketing communications process, which can be either a direct or indirect approach.

✓ **Collecting feedback:** The final phase in the marketing communication process is collecting feedback from the target audience. Consequently, this information may allow the marketer to modify its promotional strategy or other marketing efforts. In light of the new product, the purchasing habits of targeted clients are examined for this reason. Customers may also be asked about their thoughts on the new product's good and negative elements.

1.4 Marketing communication types:

Formal, informal, interpersonal, and nonverbal communication are all forms of communication that exist.⁴³

➤ **Formal Communication:**

When we talk about "formal communication," we're referring to the kind of communication that takes place through established channels. The term "formal communication" refers to communication that flows through the formal chain of command or lines of authority. Information is disseminated via an officially established route or network under this arrangement. Management is in charge of conceptualizing, organizing, and enforcing it.

Formal communication has several advantages.

- ✓ It aids in establishing a sense of accountability and responsibility for oneself.
- ✓ It helps to sustain the organization's hierarchy of command.
- ✓ It aids in keeping oneself in check.
- ✓ Communication can proceed in an organized fashion.

And in parallel Formal Communication Has Its Drawbacks

- ✓ It lacks personal connections and connections.
- ✓ It takes a lot of time. Communication takes a long time.
- ✓ Almost all information is funnelled via a single executive, creating a bottleneck in the information flow.
- ✓ Information cannot be circulated freely and accurately inside a company because of this.

Horizontal, Vertical, and Diagonal are all examples of formal communication.

• **Horizontal Communication**

Horizontal communication occurs when two or more people from the same department or other departments of the company communicate with each other. Horizontal communication is the mode of exchange used when the finance manager speaks with the marketing manager about advertising expenses. horizontal communication is designed to bring together the work of several departments or individuals.

⁴³<https://drexel.edu/graduatecollege/professional-development/blog/2018/July/Five-types-of-communication/>
consulted 12/05/2022 6:30pm

Communication that is horizontally integrated has several advantages.

- ✓ The ability to work well with others.
- ✓ Communication that is more casual and, as a result, more straightforward than that which occurs in a formal setting.
- ✓ Because it gives them an opportunity to check in with one other and compare notes, people in charge of executing department policy find it reassuring
- ✓ Efficient in terms of the amount of time it takes to communicate.

Horizontal Communication's drawbacks

- ✓ The following is a list of the main drawbacks to horizontal communication:
- ✓ It's possible that department heads don't know what division leaders are thinking.
- ✓ It can cause division by encouraging the formation of cliques among those in positions of power.
- ✓ Too much debate about a department policy might cause it to lose its intended meaning and perhaps become inoperative.
- ✓ Division heads may become confused as a result of the informal (verbal) change of official communications.

• Vertical Communication

Vertical communication refers to the transmission of information from the top to the bottom or from the bottom to the top of a hierarchy. As a result, there are two main forms of vertical communication:

a) Communication from below: Downward communication occurs when information is sent down the ranks from one level of authority to the next. It's a term used to describe the flow of information from one level of authority to another. Job instructions, official memoranda, policy declarations, procedures, manuals, and business publications are the most typical downward messages.

b) Communication from Above: The term "upward communication" refers to the transmission of messages from the bottom to the top of an organization's structure. Feedback on how successful downward communication has been is provided here. In addition, it serves as a tool for conveying to upper-level management the views, responses, emotions, and general well-being of the workforce. Suggestion boxes, group meetings, reports to

supervisors, and appeals or grievances are among the most commonly utilised upward communication tools. In democratic and participative management, upward communication is the norm. Employees are better able to have a say if they have access to effective communication channels at the top.

Vertical communication has several advantages.

- ✓ It carries weight and has the stamp of approval from the government.
- ✓ The agreement is binding for everyone involved.
- ✓ It's the best way to get your point across.

Vertical communication has many drawbacks.

- ✓ The following are a few drawbacks to vertical communication:
- ✓ It's a mix of the two.
- ✓ As a result, it is generally slow-moving.
- ✓ As a result, it may hide the underlying purpose of the message it transmits.

- **Diagonal communication**

Diagonal communication breaks beyond departmental boundaries. This type of communication occurs between individuals who are not part of the same department or hierarchy. As a result, supervisors and employees who are not in the same department or at the same organizational level exchange communications. Management and workers in various functional divisions can communicate with each other through "diagonal communication." Despite the importance of both vertical and horizontal communication, these categories no longer fully describe the communication demands and flows of most modern businesses. The new organisational structures, such as matrix and project-based organisations, necessitated the development of the idea of diagonal communication.

Diagonal communication has several advantages.

- ✓ It's the quickest and easiest way to get your point across.
- ✓ Using this way of communication is the most selective.
- ✓ It's one of the fastest ways to get a message through.
- ✓ It appears to be the most necessary and reasonable form of communication in emergency situations.

Diagonal Communication's Disadvantages

- ✓ Lines of authority and conventional chains of command can be dissolved by it.
- ✓ Those above them in the chain of command may not be aware of what their subordinates are up to.
- ✓ It's possible that this will cause even more confusion by causing commands to be given in contradiction.
- ✓ If something goes wrong, it's impossible to track because it's generally verbal.

➤ **Informal Information:**

The term "informal communication" refers to communication between members of a group based on informal relationships. It's a one-on-one conversation, not a group conversation. It is not part of the conventional chain of command or authority structure. Even yet, it is not subject to any set of official guidelines. It's common for members of informal groups to utilise this kind of communication to exchange their thoughts and other information. In the absence of government guidance, communication is difficult. Formal hierarchies in the company have little say in how it is run or designed. As a result, official messages are not sent through it.

Of Informal Communication's Benefits:

- ✓ It's more adaptable.
- ✓ It aids in the process of making more informed choices.
- ✓ Unlike formal communication, informal communication is more efficient.
- ✓ It is a powerful and efficient means of conveying ideas and information.
- ✓ It might provide managers insight into their own behaviours and judgments.

Informal Communication's drawbacks

- ✓ Fixing who is responsible for what information is challenging.
- ✓ Misunderstandings might result.
- ✓ It conveys information that is incomplete, erroneous, or otherwise skewed.
- ✓ It's hard to put your faith in information.
- ✓ As a result, confidential information is leaked.

➤ **Interpersonal Communication**

In other words, interpersonal communication occurs when two or more persons face-to-face communication with each other through any direct route. The fact that the persons involved in the communication meeting in person make it a two-way exchange. The most obvious form of inter-personal communication is when a manager or supervisor gives instructions and counsel to their employees while they are present. Communication between people can be verbal or written.

• **Verbal communication:**

It is called oral communication when a message is conveyed verbally and orally. It can take place in person or over any technological means, such as a phone call, cellular phone, or intercom. It is the sender's job to convey the information to the recipient by the use of oral techniques, such as speaking. For this type of communication, the sender receives immediate feedback.

Oral Communication Has Many Advantages

- ✓ It's faster and more efficient.
- ✓ As a result, it creates a personal connection and fosters better communication.
- ✓ In comparison to textual communication, it is more cost-effective.

Because of this, the messages may be altered to meet the specific requirements of the recipient and get the desired reaction, and in parallel Oral communication has many drawbacks.

- ✓ A tendency to distort occurs.
- ✓ It has a lower level of trustworthiness.
- ✓ For future reference, it does not keep a record of what was done.
- ✓ It doesn't provide enough time to ponder the message before delivering it.

• **The Written Word**

Written communication refers to the process of conveying a message via the use of written words. Groups, charts, diagrams, and photos can all be used to convey information. Writing or sketching can be used to convey information in this type of communication. It's the official way to get in touch. Written communication is the preferred method of transmitting information that will be needed for a long period in the future.

Communication through writing has several advantages.

- ✓ In general, it's thorough, exact, and error-free.
- ✓ Misunderstandings, arguments, and disagreements are less likely as a result.
- ✓ As a result, it guarantees that everyone involved has the same information at their fingertips.
- ✓ It assures that the messages will not be tampered with.
- ✓ It is accepted by the courts as a piece of evidence.

And in parallel written communication has drawbacks

- ✓ It takes a lot of time.
- ✓ It's pricey.
- ✓ Various individuals will see it in different ways.
- ✓ Ineffective and uninspiring if the drafting is bad.
- ✓ It doesn't respond right away.

➤ **Non-verbal communication**

A nonverbal form of communication known as gestural or non-gestural communication and the fourth type of communication, is characterised by body postures and gestures. The use of anything other than words to convey a message is referred to as nonverbal communication. Nonverbal communication, on the other hand, refers to the transmission of information via the use of facial expressions, bodily movements, physical touch, gestures, and the like. In this type of communication, no written or spoken words are exchanged. In order to motivate subordinates, such as shaking hands, blinking eyes, smiling or clapping, it is common practise to utilise this method. It is the most effective technique of conveying ideas and information. When required, good managers routinely employ this mode of communication.

1.5 Marketing communication mix:

1.5.1 Definition:

Marketing communication mix represents a toolkit for marketing communication. The conventional promotional mix consisted of advertising, sales promotion, personal selling, public relations, and direct marketing. This approach is always developing as the growth of technology produces new media to which communication must be adapted.

1.5.2 Marketing communication mix tools:

Table 2.1: Updated marketing communication tools

Advertising	Print and broadcast ads Packaging Cinema Brochures and booklets Posters and leaflets Directories Reprints of ads Billboards Display signs Point-of-purchase displays DVDs
Events and experiences	Sports Entertainment Festivals Arts Causes Factory tours Company museums Street activities
Sales Promotion	Contests, games, sweepstakes, lotteries Premiums and gifts Sampling Fairs and trade shows Exhibits Demonstrations Coupons Rebates Low-interest financing Trade-in allowances Continuity programs Tie-ins
Public relations and publicity	Press kits Speeches Seminars Annual reports Charitable donations Publications Community relations Lobbying Identity media Company magazine
Direct and interactive marketing	Catalogues Mailing Telemarketing Electronic shopping TV shopping Fax E-mail Voice mail Company blogs Web sites
Word-of-mouth marketing	Person-to-person Chat room Blogs Online customer review Social media
Personal selling	Sales presentations Sales meetings Incentive programs Samples Fairs and trade shows

Source: KOTLER. P. and KELLER. K, "A Framework for marketing management" 4th ed, 2009. P290

This approach is always developing as the growth of technology produces new media to which communication must be adapted. This figure above summarises five traditional units of marketing communication mix enlarged by three additional tools, Packaging, word of mouth, and brand identity and image and some updating in direct marketing by merging with

it interactive marketing. The figure contains the specific communication platforms used. Furthermore, the model is adjusted to the current situation and platforms.⁴⁴

➤ **Packaging**

Packaging refers to the act of enclosing and containing items in a box or other material for display and sale. Nonetheless, packaging may also apply to presentation folders for service-based businesses.

➤ **Word of mouth**

Word of mouth marketing is perhaps the least expensive form of advertising a business can engage in, that's because it's free! It can also be the most challenging form of advertising and that's because you are not in control of who says what to whom about your business. However, there are some factors that you can employ that can help generate a favorable word of mouth campaign:

Because it is free, word-of-mouth marketing is perhaps the least expensive sort of advertising a firm can engage in. It can also be the most difficult type of promotion since you cannot control who says what to whom about your firm. However, there are a number of things you may apply to produce a favorable word-of-mouth campaign:

- ✓ Encouraging consumers to test your goods or service. If they do not know what your firm offers or sells, they cannot talk about your business.
- ✓ Providing exceptional customer service and respecting consumers. The company desires that consumers feel comfortable in your location of work. It is often told each of the clients that the company in their industry that wins at the customer service game is the company that will be the most successful and that's because their customers will tell others, who will tell others, and so on.
- ✓ Permitting consumers to participate in the company's decision-making process. This can be accomplished through in-store or online questionnaires.
- ✓ Maintaining contact with consumers.
- ✓ Provide them with news about your company or special offers on a regular basis. This can be done through traditional direct mailings or via email newsletters.

⁴⁴ <https://www.process.st/marketing-communicationmix/#:~:text=The%20marketing%20communication%20mix%20is,message%20using%20various%20communication%20channels.> 19/04/2022 11:25am

➤ **Brand identity & image**

The brand identity or corporate image refers to the company's visual appeal. The firm identity is communicated through the company logo, colours utilised in the logo, and marketing materials. Businesses that have a consistent look throughout their marketing collateral tend to be viewed more favourably. Customers tend to see these businesses with a consistent image to be more serious and organized over their counterparts who tend to be eclectic in their marketing collateral design.

Understanding the generalities and the big elements of marcom is non optional for any company, especially in the launching phase. The firm has certain points that need to focus on at this stage, and that is what we shall elaborate on in the next section.

Section 02: Communication Strategy for new product launch

In the case of a new product, a company's ability to communicate effectively is critical to its success in the marketplace. New product launching need to pay special attention to the communication strategy. There is only one opportunity for the launch, hence it is considered a costly and dangerous undertaking.⁴⁵

The development of the launch strategy similar to the marketing strategy requires decision-making on both strategic and tactical levels.

2.1 Development of communication strategy:

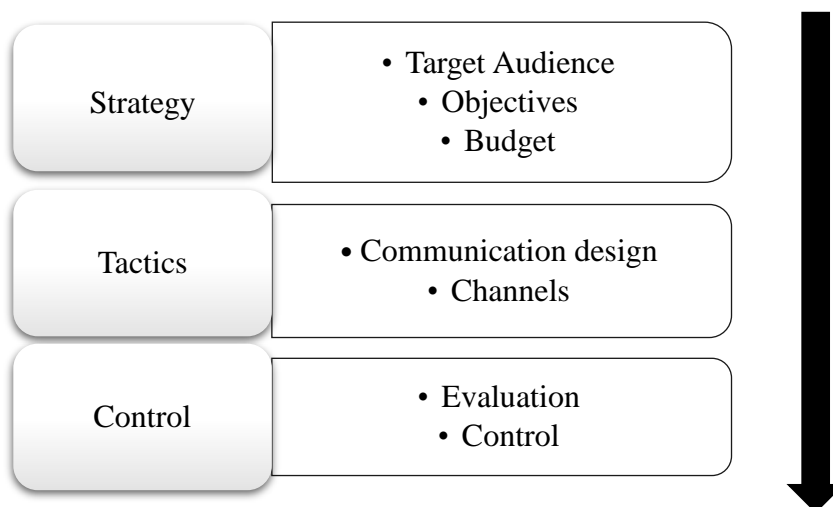
Developing a marketing communication strategy requires to follow a certain structure and a visualised procedure.

2.1.1 Strategy development process:

According to Kotler and Keller in their book of 2012 the process of development consists of three sections, each section with a number of strategical steps that need to be identified to ensure a healthy efficient development process.

⁴⁵ URBAN L; HAUSER J; “*Design and marketing of new products 2nd ed*”; Prentice Hall 1993

Figure 2.2: Communication development process



Source: KOTLER and KELLER, “*Marketing Management*”, P642

The process of developing a strategy consists of three major sections: strategy, tactics, and control. To launch the marketing communication with success, it is vital to ensure that all sections have been selected, implemented, and tracked.

We move further into Identifying each section of the process.⁴⁶

2.1.2 Strategy Stage:

In this section, we start with the most important task to achieve while developing a communication strategy which is underlying and defining the targeted audience, figuring out the objectives of this strategy and setting the appropriate budget to put it into action.

➤ Defining Targeted audience:

In this stage, marketers begin by identifying the audience they intend to target. This might include present or potential purchasers, resellers, or prescribers. The choice of an audience has a significant impact on what should be said, how it should be stated, where and when it should be said, and to whom it should be told. (i.e., on the message, the medium, and the source itself) To comprehend the collection of impressions that a person or group has about an item, he must be aware of his own wants and requirements, listening preferences, and listening habits. This collection of experiences is known as "image." About the image, the corporation must first analyse the many components of its image with the target audience. The

⁴⁶ KOTLER. P, DUBOIS. B, « Marketing management », 12^{ème} Edition, Pearson Education, Paris, page 643

measuring of the company's image, which is a requirement for the execution form of a communication action, is accomplished by analysing the following two facets:

- **The internal research:** It enables the pursuit of a positive corporate image and an internal identity.
- **The external research** makes it feasible to determine whether the company's overall image aligns with that which its management wish to cultivate.

➤ **Establishment of communication objectives:**

According to Jean-Marc DÉCAUDIN, "communication objectives are dictated by the special capabilities of the communication variable in the marketing mix."⁴⁷ Indeed, in every communication strategy, it is essential to understand why and for what purpose we communicate.

- **Cognitive objectives (Motivate individuals to act or purchase):** These are the conveyance of the message's information. This information is designed to work on the cognitive structure of the recipient in order to keep him informed of specific updates, such as the presence of a new product, a promotion, or simply information that the firm wishes to reach the clients.
- **Emotional objectives (To make people like and/or appreciate):** they are primarily concerned with persuading the customer or buyer through attitude modification and sentiments. The primary aims are the enhancement of product attitude and the modification of positive attitude through the manipulation of symbolic psychological and social components.

• **The conative objectives:** prioritises the individual's behaviour, which is essential to achieving the goals of everything and market share.

In the many theories of persuasion and information processing, the cognitive objective precedes the emotive objective and subsequently the conative objective, although this sequence cannot be applied to all communication aims. It is conceivable for a change in attitude to follow a change in behaviour.

⁴⁷ JEAN-MARC DECAUDIN, «La communication Marketing », 2eme Edition, Economica, Paris, 1999, p41

Table 2.2: The model of hierarchical levels of response

Levels	AIDA Model	Model of the Hierarchy of effects	Model of The adoption of innovations	Model of communication
Cognitive Stage	Attention ↓	Realization ↓ Awareness	Realization ↓	exposure ↓ reception ↓ cognitive response
Affective Stage	Interest ↓ Desire ↓	Attraction ↓ Preference ↓ Conviction	Interest ↓ Evaluation	Attitude ↓ Intention ↓
Behavioral Stage	Action	Purchase	Essay ↓ Adoption	Behavior

Source: KOTLER p and KELLER. K,op.cit, p292

These models⁴⁸ assume that the buyer goes through stages of a cognitive, affective or behavior following a communication, in other words, his reaction corresponds to the construction of knowledge, feelings and behaviors

➤ **Budget:**

Setting goals for a business has always been easy, but deciding how much to spend on communications as a whole is one of the hardest things to do. Currently, approaches are being established to enable marketing decision-makers and managers to determine the development of a communication budget. And we have four approaches as followed:⁴⁹

- ✓ The strategy based on available assets
- ✓ Percentage of sales
- ✓ Conformity with the opposition

⁴⁸ KOTLER, DUBOIS, Op.cit., page 557

⁴⁹ Ph. Kotler, B. Dubois, op.cit., P654.

- ✓ The strategy based on goals and means.
- **Based on available assets:**

This method is used by most companies, which set their communication budgets based on how much money they think they can spend on it.

We can decide based on what we have available. So, setting up a budget for communication in this way is like erasing the relation between the communication effort and the sale.

On the other hand, this kind of approach makes it hard to know how much money is available, which makes it hard to plan for growth.

- **Based on Percentage of sales:**

Many businesses are able to determine their advertising budgets straight from their revenue. We set as example a transport firm

The approved technique is to construct the annual budget on December 1st of each year. Considering the current year's revenue, plus that anticipated for the month of December, and allocating 2% of the entire advertising budget for the subsequent year, this strategy provides a number of advantages. As it modifies the budget according to the company's income, which is the basis for the financial direction's satisfaction. Second, it encourages consideration of the link between communication effort, selling price, and unit profit.

- **Based on Alignment with the Competition:**

This may be explained by the fact that other businesses like to create their budgets based on the expenditures of their rivals in order to maintain a certain level of parity.

- **Based on goals and methods:**

This strategy implies that the marketing manager has carefully defined the communication objectives, identified the ways to achieve them, and evaluated the costs associated with these means. This proposed budget represents the entire amount acquired. This method necessitates the clarification of assumptions regarding the relationships between media costs, the number of exposures, the test rate, and the product usage rate.

2.1.3 Tactic Stage:

In This section after establishing our budget defining our target audience and underlining our objectives, we figure out what kind of message we want to send to our audience and through which channel.

➤ **Communication Design:**

The message must be developed both in its content and in its structure, its format and its source. As soon as the target is identified and the expected response has been obtained, it is recommended that the marketing manager develop a message that meets the objectives assigned. At This level, there are four problems, as follows:⁵⁰

- ✓ That of the content of the message (what to say?).
- ✓ That of the structure of the message (how to say it logically?).
- ✓ That of the format of the message (how to say it symbolically?).
- ✓ That of the source of the message (who should say it?)

- **The content of the message (what to say):**

The message is what to say correctly to trigger the desired response in the receiver. You have to find a theme, an idea and an advantage that will motivate audience is also known as the unique selling proposition.

- **Message structure (how to say it):**

In relation to the rhetoric of the message, in particular with the presence or absence of a conclusion, the structure of the message poses problems, the interest of an argument one-way or two-way, the order of presentation of the elements of the message.

- **The format of the message (how to say it symbolically):**

Depending on whether the message is a press ad, a radio or television spot, it is essential that it be put in the most appropriate symbolic form to implement its content and structure (title, text, image, colour, words, voices, gestures, etc.). A Bad formatting can destroy a good message. For there to be a good communication or good interaction between individuals in communication, it takes six

⁵⁰ Kotler. P, Dubois. B, op.cit., P645

the basic principles are:

- ✓ Use a global language where movements, images are combined into a whole
- ✓ coherent, homogeneous and simple synthesis.
- ✓ Build coherent messages.
- ✓ Choose from the range of tones.
- ✓ Create the sensational.
- ✓ Open the door to the imagination.
- ✓ Finally, speak the middle language
 - **Message source (who should say it):**

The issuer impacts his target audience not just via the selection of his message, but also by how the public perceives it. The extent to which a communicator succeeds in persuading an audience is directly proportional to the audience's perception of his or her credibility or assurance. However, impression of this credibility will be the reality, which will impact the message recipient.

➤ **Channels:**

After clearly defining the audience, the reaction, and the message, marketing managers must consider the various channels that will be utilised to send the content. These channels may be divided into two major groups:⁵¹

Personal channels

Impersonal channels

✓ **Personal channels:**

Are those that encourage direct communication between the message's source and recipient, whether people or groups. It might be a face-to-face meeting, a telephone conversation, or a telematic message. Interpersonal communication is effective because it permits feedback and permanent modification. Are there three distinct groups:

- **commercial channels:** (the defendants) include things like the sales team, which is made up of representatives and other agents of the company who try to persuade the buyer.

⁵¹KOTLER. P, DUBOIS. B, op.cit., P649.

- **Expert channels:** that have power because they are trustworthy, know the buyer, and bring together independent people (prescribers, consultants because of their skills).
- **Social channels:** are made up of the buyer's relationships with people like family, friends, neighbours, or co-workers.
 - These channels, which often have a big impact on buying decisions, are called "social channels." It is one of the most effective ways for people to talk to each other, (interpersonal communication) namely word-of-mouth information.
 - ✓ **Impersonal channels (mass communication):**

These are the middle steps that a sender uses to reach a lot of receivers at the same time. That is, bring together all the ways to spread a message without getting to know the audience personally. Most of the time, these are radio, TV, billboards, print media, and direct mail.

Table 2.3: Summary of the different characteristics between two media channels

Caracteristiques	Personal channels	Impersonal channels (mass communication)
Communication context	Face to face	by intervening vehicle, indirect
Communication control on the situation	Strong	Low
Degree of "return"	High	Low
Speed of "return"	Immediate, Direct	Indirect, Late
Audience Size	Small (personal)	Large (Impersonal)
Message flow	Double sense	Unique sense
Ability to overcome selectivity process aspect	High	Low

Speed to reach an audience	Relatively slow	Faster

Source : GUERRI L and GUEBRIOUA N *La communication liée au lancement d'un nouveau produit Cas pratique : Cevital*, Thesis for 2 year masters, Marketing, University of ABDERRAHMANE MIRA DE BEJAIA

This figure represents a summary of difference Caracteristiques between two media channels, basically we can conclude from this that the more the media channel used was direct with a direct tangible link and connection with the clients the more it was easier to measure if the communication objective was attended or not, if the message was received and gather feedback due to responsivity of our audience through direct and personal channels.

2.1.4 Control stage:

In this section, all there is to do is gather and assess the results obtained, and control all there is to control and fix.

➤ Results:

Once the communication plan has been established, the next step is to measure results. Our target will be questioned to determine whether or not, our targeted audience has been exposed to the message, whether or not the message has been recalled, whether or not comprehended, and whether or not the targeted audience altered its opinion towards the firm and its products.

➤ Control:

After measurement of the results is established, we move to the last and most significant part of the process, this step creates a space for reflection and evaluation of what has been accomplished and gathered from data concerning brand awareness and customer activity collected from the target audience in addition to the effect done on the market share, sales and profits.

2.2 Launching communication Strategy:

Planning a comprehensive product launch needs much effort and time. However, product-focused businesses will find these commitments to be worthwhile. A successful product

launch can attract the appropriate clients to a new product. This raises the pace of product acceptance and expedites a company's return on investment in the product's development.⁵²

According to studies, launching innovative products encounters client resistance due to their fear of new technologies and the uncertainty they bring, as well as the level of learning needs. The approach may be seen from two perspectives: the firm's product newness and the influence of product newness on consumer behaviour.

Consumer behaviour is heavily influenced by their assessment of the introduced innovation, predicted learning, and adoption effort. If the company perceives the technology to be difficult to implement, it must establish a communication strategy that converts the uncertainties into benefits.

The launch strategy also takes into account two tools: the preannouncement and advertising that we shall handle next.

2.3 Launching strategy tools:

2.3.1 Preannouncement:

The preannouncement strategy is letting people know about a product before the product itself comes out. This strategy works well because it can reduce the risk that customers see in new technologies and how they work. The preannouncement strategy can include a message that teaches customers how the product works and guides them through the usage.

2.3.2 Advertising:

Advertising is considered as the other half of the equation of launching a new product, the firm might have the finest new product available, but if it doesn't adequately advertise it, it will likely miss out on possibilities or even lose money in the long run.

Advertising is the paid element of marketing of ideas, commodities, or services by a sponsor. Ads are a cost-effective strategy to develop brand preference or educate consumers. Marketing managers must determine the target market and customer motivations before establishing a marketing program. In order for the advertising plan to go smoothly there are certain, elements that need to be achieved.⁵³

⁵² <https://www.cadesignform.com/blog/product-launch-strategy> consulted 10/05/2022 3 :14pm

⁵³ KOTLER. P. and KELLER. K, "*A Framework for marketing management*" 4th ed, 2009, P305

- **Setting the Objectives**, an advertising goal is a defined communication job and level to be performed with a certain audience in a specific timeframe. Advertising can inform, persuade, remind, or reinforce.
- **Informative advertising** aims to create awareness and knowledge of new products or new features of existing products.
- **Deciding on the Advertising Budget** These five elements should be considered while determining the advertising budget by management.

1. phase of the product life cycle Typically, new goods require big expenditures to increase brand recognition and encourage testing, whereas established brands are sustained with less costs relative to sales.

2 Market share and customer population to retain market share, brands with a high market share typically require less advertising spending as a percentage of sales. To increase market size and increase market share demands increased investments.

3 Competition and congestion. To be heard in a market with many rivals and significant advertising expenditures, a brand must increase its advertising budget. Even noncompetitor advertising clutter necessitates increased advertising.

4 Frequency of advertising the advertising expenditure is obviously affected by the amount of repetitions required to deliver the brand's message to consumers.

5 Product interchangeability Brands in a commodity category (beer, soft drinks) require extensive promotion to differentiate themselves.

- **Developing the Advertising Campaign** In designing and evaluating an ad campaign, Marketers must be able to tell the difference between an ad's message strategy or positioning (what the ad is trying to say about the brand) and its creative strategy (how the ad says what the brand is saying). Advertisers follow three steps: coming up with a message and evaluating it, coming up with a creative idea and putting it into action, and reviewing their social responsibility.

- **Deciding on Media and Measuring Effectiveness** The next step for the advertiser is to choose how the message will be spread. The first step is to decide on reach, frequency, and impact. The second step is to choose between media types: (3) Choosing which media vehicles to use; (4) deciding when to use media; and (5) deciding where to use media. The company then looks at how these decisions turned out.

- **Deciding on Reach, Frequency, and Impact** Media selection is the process of finding the most cost-effective way to reach the target audience with the number and type of exposures that are wanted. More specifically, the advertiser wants a certain advertising goal and response from the target audience, like a certain number of people to try the product. This depends, in part, on how well known the brand is. How exposures make people aware of something depends on reach, frequency, and impact:
 - Reach (R). The number of different persons or households that are exposed to a particular media schedule at least once during a specified period.
 - Frequency (F). The number of times within the specified period that an average person or household is exposed to the message.
 - Impact (I). The qualitative value of an exposure through a given medium (thus a food ad in Good Housekeeping would have a higher impact than in magazine).

Even though more reach, frequency, and impact will make the audience more aware, there are important trade-offs here. Reach is most important when a company is launching a new product, a "flanker" brand, an extension of a well-known brand, or a brand that isn't bought very often. It's also important when the target market isn't clear. Frequency is most important when there are a lot of competitors, a complicated story to tell, a lot of resistance from customers, or a lot of purchases. Many advertisers think that their ads need to be seen by their target audience a lot of times for them to work. People who don't believe high frequency works think that after seeing the same ad a few times, people either act on it, get annoyed by it, or stop paying attention to it. Another reason people repeat things is because they forget. The more likely people are to forget about a brand, product category, or message, the more times it should be repeated. But advertisers shouldn't rest on an old ad. They need new ways to get their message across.

- **Deciding on Media Timing and Allocation** The advertiser has to deal with both a macro scheduling problem and a micro scheduling problem when deciding which media to use. The problem of macro scheduling and the business cycle,
 - micro scheduling problem involves figuring out how to spend money on advertising so that it has the most impact. During a certain time period, advertising messages can be concentrated (called "burst advertising"), spread out continuously, or spread out at different times. The company must also decide if the frequency of the ads will stay the same, increase, decrease, or change. The advertiser can choose between ad continuity, concentration, flighting, and pulsing when launching a new product. Continuity means that exposures happen at the same time over a period of time. Advertisers usually use this method in markets that are growing, where items are bought often, and where buyer groups are clearly defined. Concentration means spending all of your advertising money at once, which makes sense for products that only sell during one time of year or holiday. Flighting means advertising for a certain amount of time, then not advertising for a certain amount of time, and then advertising again. It helps when money is tight, when people don't buy things very often, or when things are seasonal. Pulsing is a form of advertising that is always going on at a low level, but is sometimes boosted by waves of more activity. People who like pulsing say that the audience will learn the message better and for less money. A business has to decide how to spend its advertising money over time and space. When a company puts ads on national TV networks or in magazines that are read all over the country, this is called a "national buy." It makes "spot buys" when it buys advertising time on TV in only a few markets or in regional magazines. When the company advertises in local newspapers, on the radio, or in public places, it makes "local buys."

- **Evaluating Advertising Effectiveness** Most advertisers try to figure out how well an ad gets its message across and how it might affect people's awareness, knowledge, or preferences, as well as how well it sells. Communication-effect research, also called "copy testing," tries to figure out if an ad is getting its message across well. This can be done both before and after an ad is placed. This is called "pretesting" and "post testing," respectively. Advertisers also need to find out what

the overall results of a campaign were after it was over. The effect of an ad on sales is easiest to measure when it is used for direct marketing and hardest to measure when it is used to build a brand or a company's image. In general, it's easier to measure the effect on sales when other factors like price and features are less important or easier to change.

Conclusion:

Form this chapter we were able to understand more the administrative way of marketing communication and all its basics, moving to the creation of a communication strategy for a new product launch, which contribute to expanding our awareness in this field.

Chapter 03: Practical Case

Introduction:

After the documentation researches done in the previous chapters, that allowed us to further expand our knowledge and understanding in our theme.

In which we elaborated a significantly innovation system and tackled the essentials of Marketing communication strategy, we move to dive into our practical chapter.

In this chapter we shall analyse the communication strategy of the company PRODALEX, how it's elaborated and perceived by consumers.

In order to fulfil that we divide our work in two sections:

- Section 01: We present the company in which our internship took place in.
- Section 02: We elaborate two types of studies, qualitative and quantitative research, present the results and analyse our collected data.

Section 01: Company Presentation:

In this section, we aim to introduce a presentation of the mother company, its history and organizational chart moving to the affiliate in which our internship took place, and getting into details about the product studied.

1.1 BOUBLENZA Company Presentation:

Native of the wilaya of Tlemcen, Boublenza Company is a family business that has been operating in food industry for four generations. Since 1994, This company has specialized in the production of natural ingredients of plant origin; it has particularly concentrated on the processing of carob and its derivatives. To then occupy the position of a leader in this specific field of exportation.⁵⁴

1.2 Boublenza Company History:

Mr. Boublenza Abdelhak, manager of the company, turned to the food industry starting from the end of the 1980s. He surrounded himself with his 4 children for the management of the company:

Boublenza Karim graduated in industrial maintenance for production supervisor,

Boublenza Chakib, graduated in commercial sciences, specializing in finance, to supervise administration, sales and finances.

Boublenza Ikram, state doctor in biology to manage the research and innovation center and of the quality laboratory and finally of Boublenza Ibtissem, agricultural engineer to develop the nursery.

His children represent the fourth generation of exporters in the family.

The start of the project (transformation of carob) dates back to 1994. From 2007, with its own funds, the company built the powder production plant carob in Zenata, wilaya of Tlemcen, exclusively for export. Since 2009, the company has been certified by HACCP, ISO 9001, ISO 22000, HALAL and BIO.

It is in the process of GMP+ and FSSC22000 certification to meet international standards.

⁵⁴ Internal documents

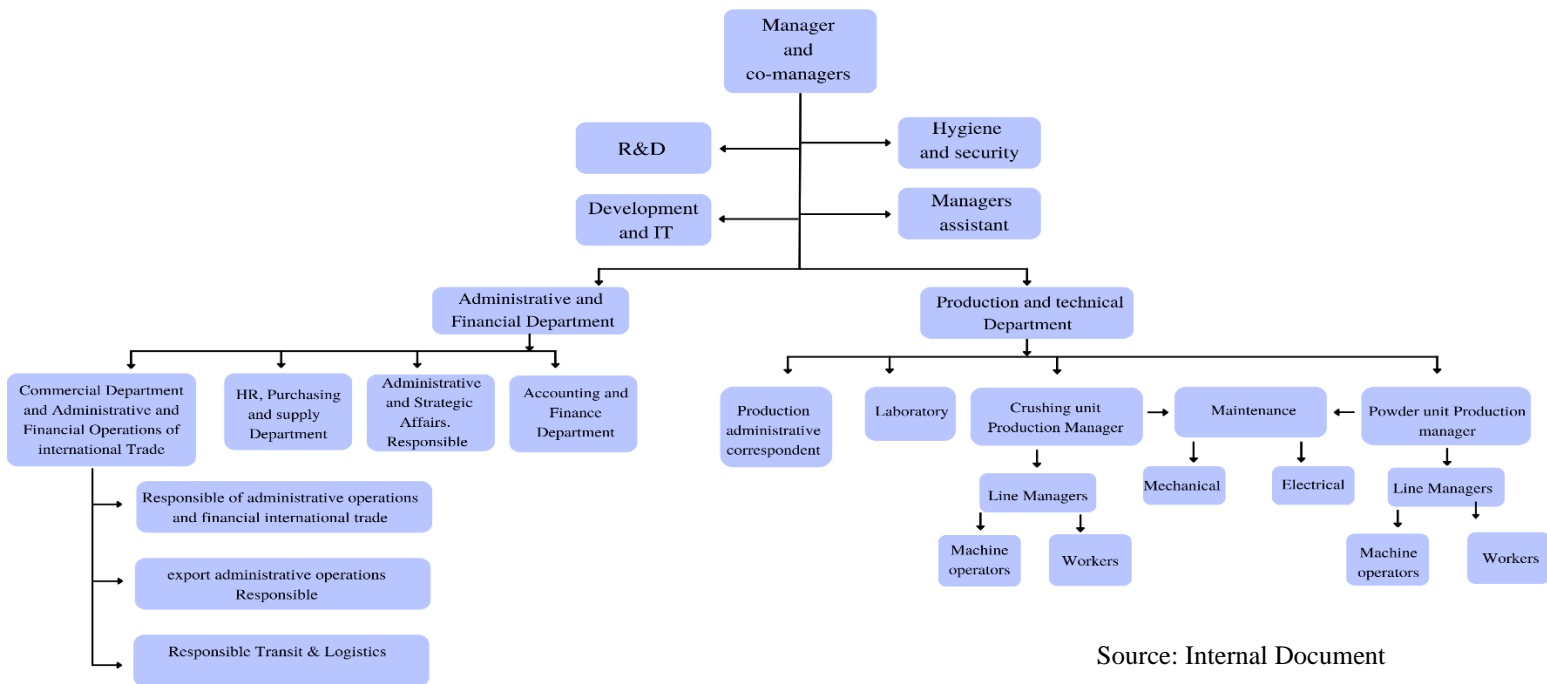
In order to diversify, this company has created a center for research, innovation and development in 2017 and develops 03 innovative agri-food production projects. Since its creation BOUBLENZA company realizes 100% of its turnover in the Export in exporting to the five continents to about thirty countries.

BOUBLENZA Company is currently the leading national exporter of forest products processed, the fourth exporter in the food industry in Algeria, thus exceeding the first exporter of dates, and especially second world exporter of carob powder. The Company is continuously investing in order to produce the quantities requested by its customers with the best quality, the best price and the best services.

BOUBLENZA company is proud of its committed sustainable development policy, above all towards the protection of the environment.⁵⁵

1.3 Boublenza Company organizational chart

Figure3.1: Organization chart of Boublenza Company



Source: Internal Document

⁵⁵ Internal documents

In the previous figure we introduce the organizational chart of the mother company Boublenza, mentioning all departments and position that provide the good execution of the flow of work, to be able to proceed in the company's activities.

1.4 Presentation of Prodalex Company:

PRODALEX company is a subsidiary of BOUBLEENZA Company, which was established to satisfy the needs of the local market by manufacturing and marketing CARUMA carob powder.

This company is putting in place two operational factories in order to be able to assist local clients one in Zenata and the other in Remchi, Tlemcen.⁵⁶

1.5 Caruma Product:

CARUMA is a carob powder, obtained after a long process of transformation of the carob pulp. This product is considered a perfect substitute for cocoa.

First of all, carob is the fruit of the carob tree, a fruit tree, Mediterranean and majestic. which grows in the plateaus, it can extend over 1700 meters of altitude and can live up to 200 years. In summer the carob will reach its maturity, it would then be called the carob pod it will have a dark brown to black in colour and will present inside a sweet pulp enveloping the seed brunettes.

From the pod we will obtain carob powder, a natural ingredient used and appreciated for its many virtues. Namely that it is naturally sweet, does not contain any stimulant such as caffeine, it is rich in fibre and magnesium, low in sodium and contains less matter fat, it is gluten-free and contains no allergens. Carob powder is also used as an appetite suppressant for people who follow a diet but also for its anti-diarrheal effect. CARUMA exists in human food and animal feed. As far as humans are concerned, carob powder is used in the food industry as cocoa substitute, with its unique texture and flavour in various preparations; of chocolate, yoghurt, ice cream, cakes, infusions.

It is demanded by pastries, confectionery, tobacco industries, and Para pharmaceutical industries ...

⁵⁶ Internal documents

This product is delivered in packages of type Doypacks with Zip closure, containing 25 grams per bag for household and small consumption.⁵⁷

1.6 The means of communication used by the company:

Prodalex company has successfully invested in numerous means of communication to ensure the visibility of their product on a national level, we get into details of the said tools in the next figure.

Table 3.1: CARUMA Product communication tools

Communication Tool	Budget (2017-2020)
Website	0 DA
Social Media	0 DA
Flyers and Brochures (Product data sheet)	5000 DA
Events	38000 DA
Collaboration (with a known figure in food industry)	6000 DA/ 10 videos
Press	0 DA
Television	0 DA
Radio	0 DA

Source: Internal document

This figure summarises the means used by Prodalex from 2017 until 2020 and how much it costed as a beginning for the product.

As for the latest strategies executed by the company, they opted for digital marketing, through social media communication, creating online content, creating means of communication to aid customers in finding the places in which the product is sold, sustaining the collaboration investment (influencer marketing), and participating in numerous means of offline marketing, like events, fairs. Etc.

This section was about presenting the company in which the internship took place, highlighting the history of the company, with a decent presentation of the product studied CARUMA, all the way to the means of communication used by this company.

⁵⁷ Internal documents

In this internship we aim to study and analyse the current communication strategy use by the company and that's the point we elaborate in the next section.

Section 02: Analysis of CARUMA communication strategy

In this section we dive into details of the type of analysis used to be able to establish the communication strategy analysis for CARUMA product.

2.1 Methodology of research:

In this section, we shall study and analyse the communication strategy that was elaborated by Prodalex company, in order to do that we have divided our study into two studies.

First part a qualitative study in the form of an interview with the Co-manager of Prodalex company.

Second part a quantitative study through a questionnaire, that was established after setting the goals of our study, and a small offline observation of client behaviour towards the product involved, to get to the analysis step and getting the needed results.

2.1.1 Qualitative Research:

The Qualitative research usually takes many forms for the execution, we have opted for the elaboration of an interview.

2.1.1.1 Interview Identification:

Usually, an interview in a qualitative research Interviews consist of a number of questions interrogated to one or more than one person to collect information.

In our research we have conducted an interview with the Co-manager collecting responses to the following questions:

- Can you present your company?
- What was the main vision for the creation of this affiliation?
- What is the ideal reach you aim to achieve?
- What does Caruma product bring to the Algerian market, that makes it a special product?
- What is the percentage from the company's revenue used for communication?

After the conduction of the interview, we have gathered the following answers:

- ✓ In the presentation of the company Prodalex mister Boublenza informs us that:
- ✓ The main vision for the creation of the affiliation was to start local and internationalise the product CARUMA

As exportation and international trade is the main activity for the company BOUBLEENZA, their goal was to specialize through a precise manner in a certain market, different than the one BOUBLEENZA already exists in, and enter the market with the product CARUMA.

- ✓ The ideal reach PRODALEX as a company aims to achieve is a mass communication globally.

During the interview mister BOUBLEENZA clarifies that the main objective for the product CARUMA, was to expand on a B2C market, as the mother company already is achieving greatly globally on a B-to-B market, they come with the strategy to expand their activity by moving to a B to C market in which their main point of strength which carob is transformed and used directly, starting locally.

- ✓ Mister BOUBLEENZA expresses that Algeria has imported 15000 tons of cocoa powder at the value of 30 million dollars, in parallel, CARUMA product can be used as a substitute to cocoa powder and so reducing additional expense, this interoperates as positive impact economically. On a nutrition value, CARUMA product is more beneficial than cocoa powder, contains natural sugar with low glycemic index, a product that is used as intestinal transit regulator

As we can conclude from this answer this product can be a great addition to the Algerian market, taking into account it's great nutritive value, and the positive addition to Algerian economy when it comes to exportation.

- ✓ The percentage dedicated to the communication strategy from the company's turnover is 3% for the moment.

The company spends 3% of its turnover on the communication expenses, at the beginning of the launching of this product in the market, we assume that this percentage is low as a company spends the most at the beginning of the product introduction to the market, that would assure product awareness.

The purpose of this interview was to get a closer look and profound understanding of the aim that this product was produced for to be able to understand on what basis the company is creating the communication strategy on, which consequently would aid us in understanding further the strategy that we are analysing.

2.2.1 Quantitative Research:

2.2.1.1 Study Objective:

Our objective through this study is summarised in:

- Analysing the state of achievement of the communication strategy of the product CARUMA's results.
- Analysing the product awareness in the market.

2.2.1.2 Administration mode:

The method adopted was in a way split in two ways, for lack of acceptance of answering from the sample selected.

15% of answers were collected through a face-to-face method.

85% answers were collected online however through a certain targeting, the questionnaire was destined to a certain sample of people and not shared with accessibility for everyone to respond.

2.2.1.3 Sample Size:

Our sample is composed of 134 answers of potential clients that may be interested in using the product CARUMA from different wilayas.

2.2.1.4 Choice of method and samples:

Our sample of choice consisted of the people who effectuate the grocery shopping usually, it was dominated by a majority of women and people from the age of 16 to 26.

The method adopted to execute this research was non-Probability sampling, that is basically about all population having equal chances at being selected as part of the sample, a method that is widely used in quantitative researches.

The type we used to establish our research and be able to reach our sample more effectively was convenience sampling.

2.2.1.5 Questionnaire elaboration:

Our questionnaire was elaborated through two methods, mainly by development methods, and some question through adaptation method.

To make our research most efficient we used multiple types of questions:

- Open-ended questions
- Closed-ended questions
- Nominal Questions
- Likert scale questions
- Yes or No questions

Taking in total a duration of a month for the collection of responses.

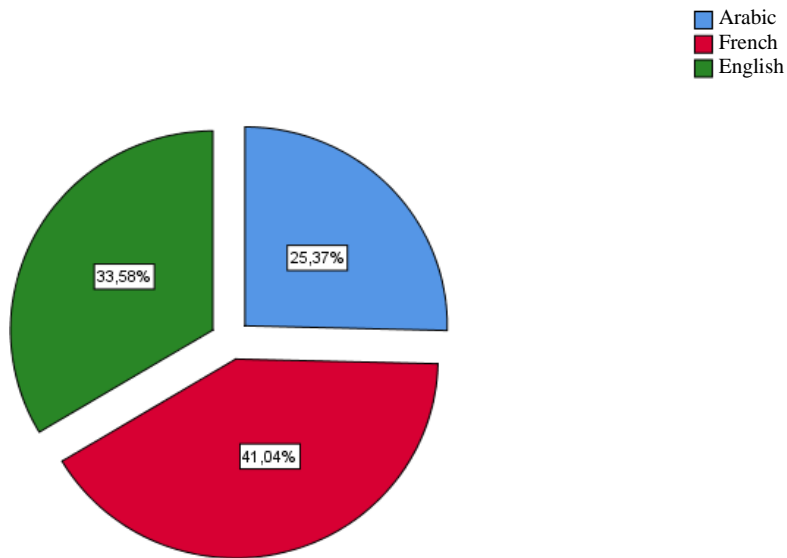
2.3 Analysis and responses:

After the administration of our survey and gathering of information we saw best to use the SPSS software to analyse the gathered data as follows:

Question 01: The language chosen for answering

Table 3.2: Language Statistics

		Frequency	Percentage	Valid Percentage	Cumulative percentage
Valid	Arabic	34	25,4	25,4	25,4
	French	55	41,0	41,0	66,4
	English	45	33,6	33,6	100,0
	Total	134	100,0	100,0	

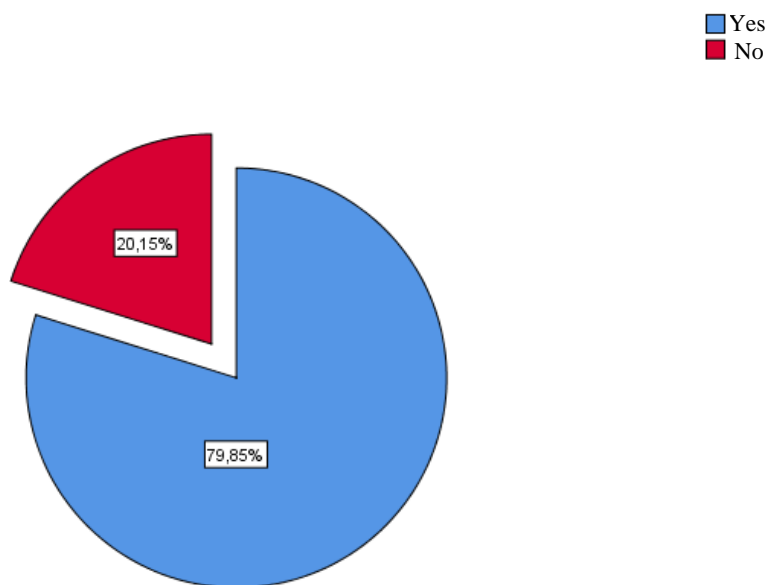
Figure 3.2: Language Statistics

The majority of the answers were in French with a percentage 41.04% as the Algerian people are used to the French language, with English a percentage of 33.58% and Arabic 25.37%.

Questions 2: Gender

Table 3.3: The respondents identification

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Women	107	79,9	79,9	79,9
	Men	27	20,1	20,1	100,0
	Total	134	100,0	100,0	

Figure 3.3: The respondents identification

Our sample is dominated by the female gender, which is represented with 79,85% of our respondents, in parallel a percentage of 20.15% of males. This is translated by the fact that the majority of Algerian families, in shops and convenience stores women who shop the most from there.

Question 3: category

Table 3.4: the respondents socio-professional category

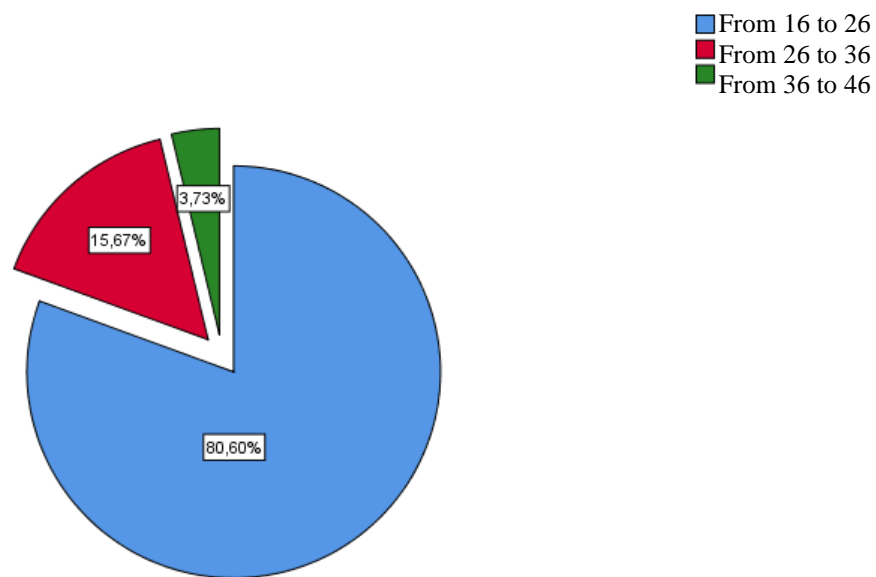
	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid Student	104	77,6	77,6	77,6
Employee	26	19,4	19,4	97,0
Retired	1	,7	,7	97,8
Industrialist	2	1,5	1,5	99,3
Trader	1	,7	,7	100,0
Total	134	100,0	100,0	

The majority of our respondents are students 67.6%, employees 20.6% a minority of retired respondents, industrials and traders, this goes to the element of the survey administration, in which 15% face to face and 85% online with a certain selection to get the most correct answers.

Question 4: Age

Table 3.5: Respondents Age

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	From 16 to 26	108	80,6	80,6	80,6
	From 26 to 36	21	15,7	15,7	96,3
	From 36 to 46	5	3,7	3,7	100,0
	Total	134	100,0	100,0	

Figure 3.4: Respondents Age

Our sample is dominated with people from the age of 16 to 26 years old with a percentage of 80,60%, passing to a percentage of 15.67% with the age of 26 to 36 years old and a 3.73% of 36 to 46 percentage. This is explained as the majority of respondents are students' youth is a domination of respondents.

Question 5: Wilayas

Table 3.6: Respondents Wilayas

		frequency	Percentage	valid Percentage	Cumulative Percentage
Valid	Adrar	1	,7	,7	,7
	Chlef	1	,7	,7	1,5
	Oum El Bouaghi	1	,7	,7	2,2
	Batna	6	4,5	4,5	6,7
	Bejaia	3	2,2	2,2	9,0

Blida	2	1,5	1,5	10,4
Tamanrasset	1	,7	,7	11,2
Tebessa	5	3,7	3,7	14,9
Tlemcen	50	37,3	37,3	52,2
Tizi Ouzou	1	,7	,7	53,0
Alger	15	11,2	11,2	64,2
Djelfa	3	2,2	2,2	66,4
Jijel	3	2,2	2,2	68,7
Setif	5	3,7	3,7	72,4
Saida	3	2,2	2,2	74,6
Sidi Bel Abbes	2	1,5	1,5	76,1
Annaba	2	1,5	1,5	77,6
Constantine	5	3,7	3,7	81,3
Mostagane m	2	1,5	1,5	82,8
M'Sila	2	1,5	1,5	84,3
Mascara	4	3,0	3,0	87,3
Ouargla	4	3,0	3,0	90,3
Oran	3	2,2	2,2	92,5
Bordj Bou Arreridj	2	1,5	1,5	94,0
Boumerdes	2	1,5	1,5	95,5
El Tarf	1	,7	,7	96,3
Tipaza	1	,7	,7	97,0
Naama	1	,7	,7	97,8
Ain Temouchent	2	1,5	1,5	99,3
Relizane	1	,7	,7	100,0
Total	134	100,0	100,0	

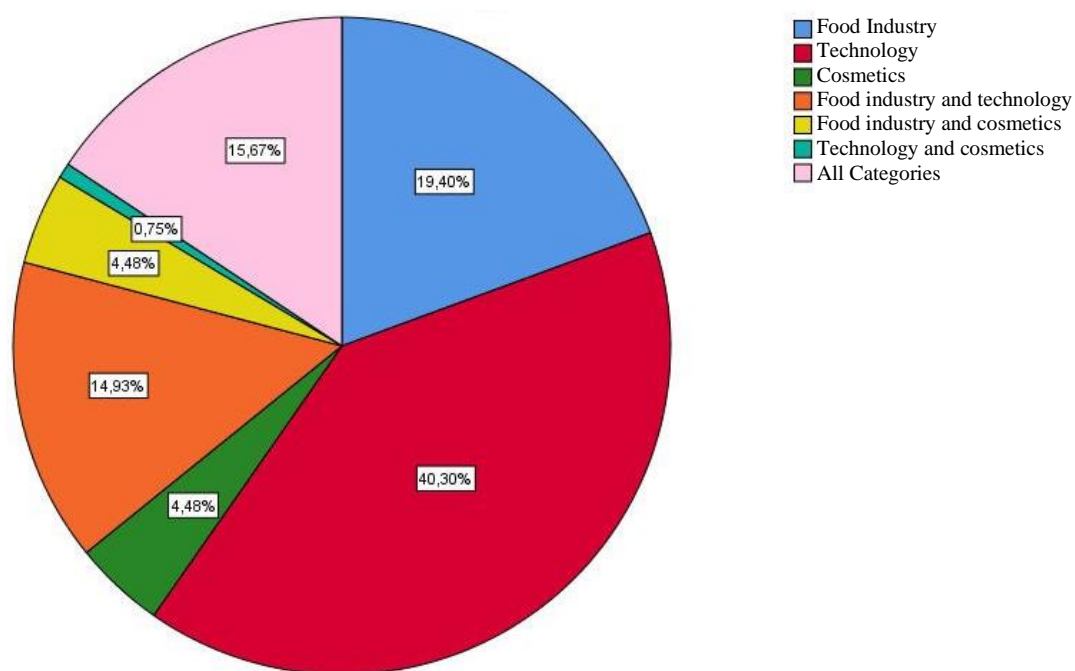
This table represents the place of living of our sample, because of the way of administration we were able to get the responses of people from all over the wilayas of Algeria which translates in our ability to test the awareness of the product out of Tlemcen wilaya, the place in which the product is produced.

The biggest percentage is from Tlemcen wilaya as 15% was ensured in Tlemcen face to face, that was a factor out of many of which responses from Tlemcen register as the most.

Question 6: In which product category would you like to see more innovation

Table 3.7: Respondents choice of innovation categories

		frequency	Percentage	valid Percentage	Cumulative Percentage
Valid	Food Industry	26	19,4	19,4	19,4
	Technology	54	40,3	40,3	59,7
	Cosmetics	6	4,5	4,5	64,2
	Food industry and technology	20	14,9	14,9	79,1
	Food industry and cosmetics	6	4,5	4,5	83,6
	Technology and cosmetics	1	,7	,7	84,3
	All Categories	21	15,7	15,7	100,0
	Total	134	100,0	100,0	

Figure 3.5: Respondents choice of innovation categories

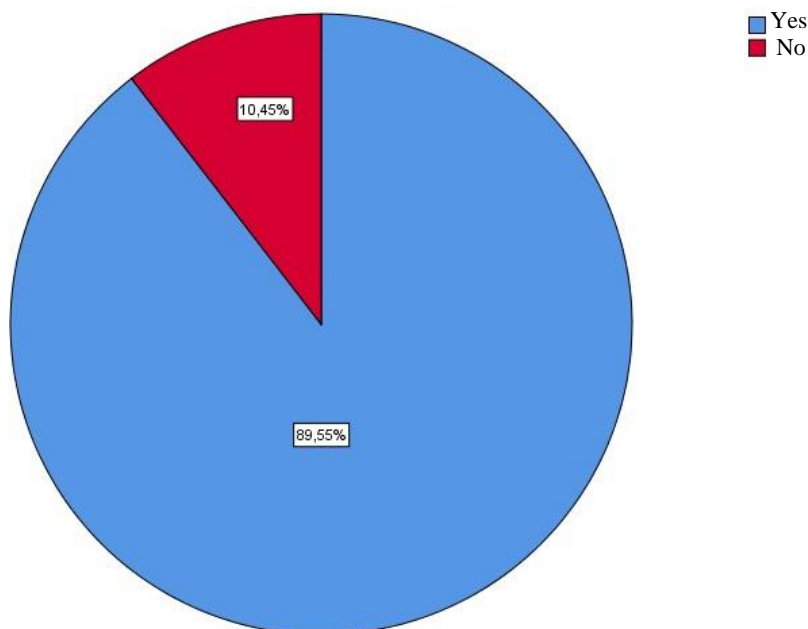
As seen in the table and the figure, our respondents favour innovations in technology as a first place and choice of many with a percentage of 40.30%, for the interest in food products innovation to take the second place with a percentage of 19,40% which is our point of focus to study. From the results collected we can also see our respondents interest in innovative products as a whole.

Question 7: Do you have the courage to try new food products

Table 3.8: Respondents willingness to try new food products

		frequency	Percentage	valid Percentage	Cumulative Percentage
Valid	Yes	120	89,6	89,6	89,6
	No	14	10,4	10,4	100,0
	Total	134	100,0	100,0	

Figure 3.6: Respondents willingness to try new food products

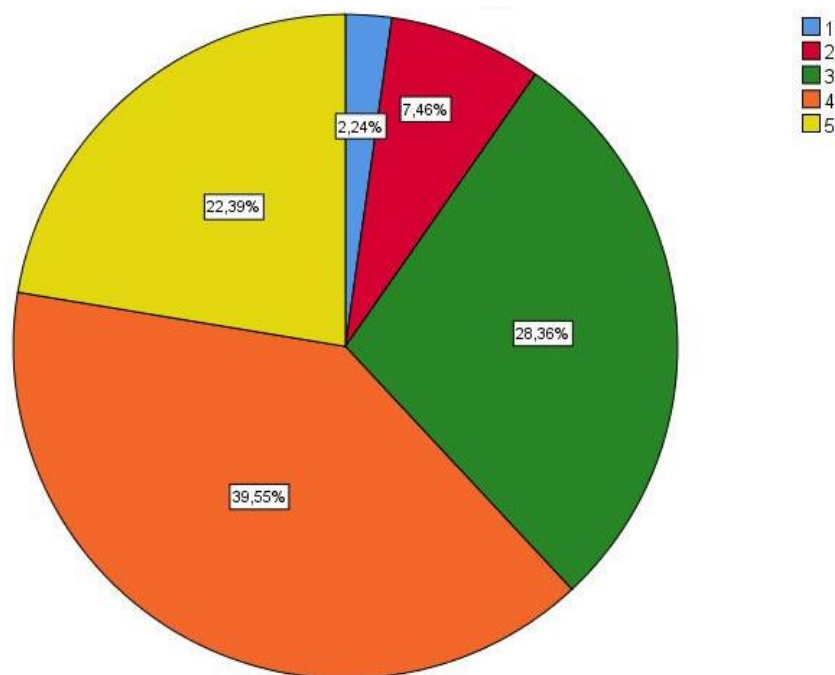


89,55% of our respondents are willing to try new food products, which interoperates in a strong will of testing and trying new products in food industry in the market. And a percentage of 10.45% who aren't so open to the concept, this can be interoperated to the types of customers that exist the 89,55% early adopters, or early majority, and the 10.45% represents the types of customers that are either late majority or laggards.

Question 8: on a scale of 1 to 5 how likely are you to try new food product

Table 3.9: Respondents will to try new food products measurement

		frequency	Percentage	valid Percentage	Cumulative Percentage
Valid	1	3	2,2	2,2	2,2
	2	10	7,5	7,5	9,7
	3	38	28,4	28,4	38,1
	4	53	39,6	39,6	77,6
	5	30	22,4	22,4	100,0
	Total	134	100,0	100,0	

Figure 3.7: Respondents will to try new food products measurement

In this response we opted for a measurement of our respondents' willingness to try new food products to understand and study in more exact way the behaviour of our respondents towards their interest in innovation in food industry, and we gathered the following:

A domination of 39.55% percentage have opted for level 4 which is translated in their agreement and willingness in trying new products, 28.4% at level 3 which means this percentage of respondents are somehow neutral, a 50% chance of either trying new products

or not, and a 22.39% are completely willing to go through with the process of trying a new food product.

With that we have a remaining of 2.2 and 7.5 on a row with a weaker will to try new food products.

Question 9: How do you usually hear about new food products

Table 3.10: The way respondents get informed about new food products

	frequency	Percentage	valid Percentage	Cumulative Percentage
Valid	Social Media	25	18,7	18,7
	Reference	6	4,5	23,1
	Television	1	,7	23,9
	Promotion	2	1,5	25,4
	Social media, reference, Promotion,	23	17,2	42,5
	Social media, Reference, Television	7	5,2	47,8
	Promotion, social media, Reference, social media	12	9,0	56,7
	Promotion Television	25	18,7	75,4
	Promotion Reference, Television	2	1,5	76,9
	Promotion, Reference, Television	2	1,5	78,4
	Television, social media	10	7,5	85,8
	All options except Radio	6	4,5	90,3
	Social media, Television, Promotion	6	4,5	94,8
	Social media, Promotion, Television, Reference	2	1,5	96,3
	All options	2	1,5	97,8
	Promotion, Reference	3	2,2	100,0
	Total	134	100,0	100,0

Since this question is a multiple-choice question, we notice that our respondents made different choices, the choice largely picked is a tie between the option social media and answers that include social media and references options, with a percentage of 18.7%.

We conclude that the respondents mostly hear about new products in food industry through

social media and references, as in word of mouth.

Question 10: Based on what criteria do you usually choose to buy new food products

Table 3.11: Criteria based on which respondents make purchasing decision

		frequency	Percentage	valid Percentage	Cumulative Percentage
Valid	Reference	24	17,9	17,9	17,9
	Price	7	5,2	5,2	23,1
	Brand	9	6,7	6,7	29,9
	Attractive Packaging	2	1,5	1,5	31,3
	Reference, Price, Attractive Packaging	10	7,5	7,5	38,8
	Price, brand, attractive packaging	6	4,5	4,5	43,3
	Reference, Price, Brand	10	7,5	7,5	50,7
	Reference, Price, Brand, Attractive packaging	9	6,7	6,7	57,5
	Price, brand	6	4,5	4,5	61,9
	Reference, attractive packaging	5	3,7	3,7	65,7
	Reference, Price	9	6,7	6,7	72,4
	Brand, attractive Packaging,	7	5,2	5,2	77,6
	Price, Attractive packaging,	4	3,0	3,0	80,6
	Reference, price, brand, attractive packaging	5	3,7	3,7	84,3
	All Criteria	5	3,7	3,7	88,1
	Reference, brand	5	3,7	3,7	91,8
	Price, as a substitute	1	,7	,7	92,5
	Reference, as a substitute, attractive packaging	1	,7	,7	93,3
	Reference, Brand, attractive packaging	2	1,5	1,5	94,8
	Brand, as a substitute	1	,7	,7	95,5
	Reference, Price, as a substitute, attractive packaging	2	1,5	1,5	97,0
	Reference, as a substitute	2	1,5	1,5	98,5
	Reference, brand, as a substitute	1	,7	,7	99,3

Brand, attractive packaging,	1	,7	,7	100,0
Total	134	100,0	100,0	

We register that the criteria that effects our respondents purchasing decision are multiple, as this is a multiple-choice question, their decision is not always based on only one criterion but multiple.

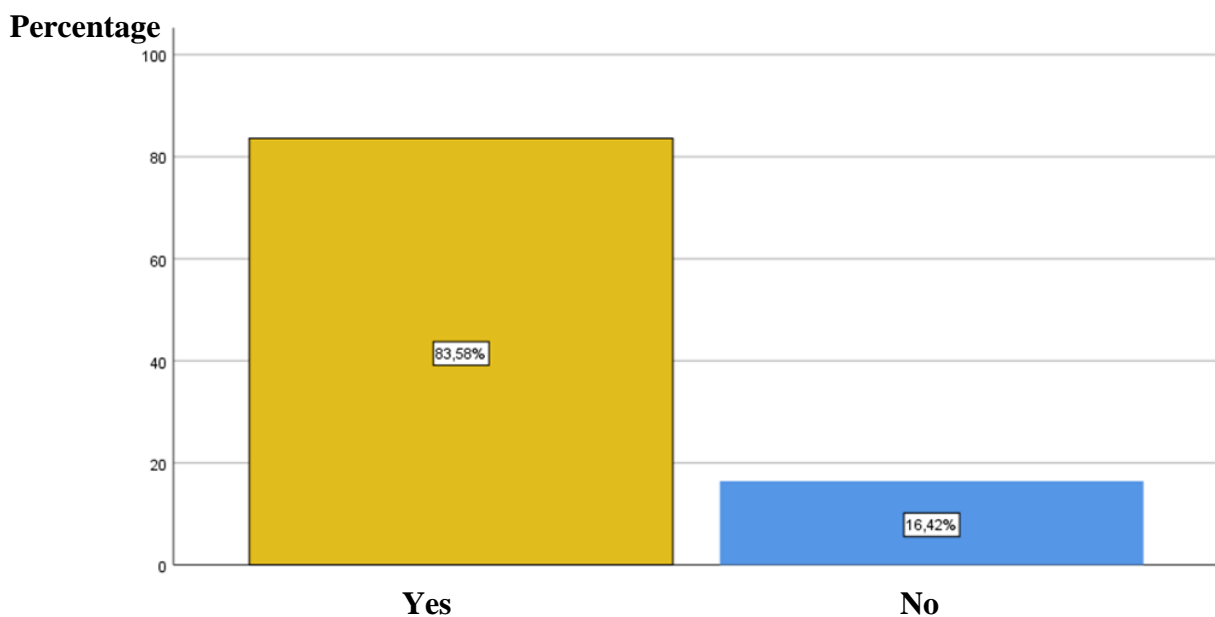
The criteria that are registered as most effecting is references of people who already tried the products (word of mouth) with a percentage of 17.9%.

Question 11: Do you usually prepare sweets and deserts

Table 3.12: Respondents familiarity with sweet dishes preparations

		frequency	Percentage	valid Percentage	Cumulative Percentage
Valid	Yes	112	83,6	83,6	83,6
	No	22	16,4	16,4	100,0
	Total	134	100,0	100,0	

Figure 3.8: Respondents familiarity with sweet dishes preparations



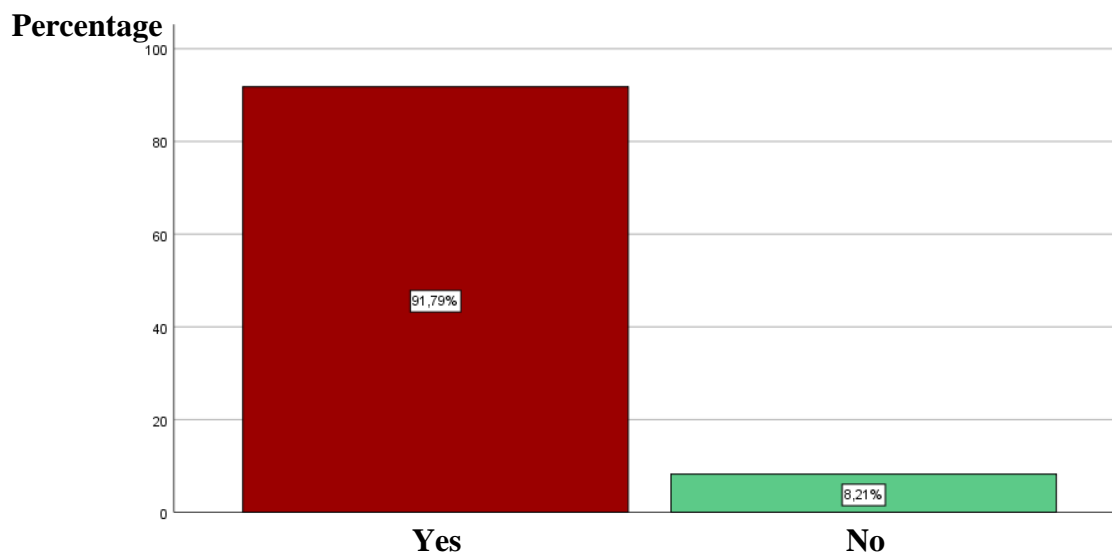
A percentage of 83.58% of our respondents prepare sweets and deserts at home this data aids in the interoperation of our next questions.

Question 12: Do you use cocoa powder?

Table 3.13: Respondents usage of cocoa powder

		frequency	Percentage	valid Percentage	Cumulative Percentage
Valid	Yes	123	91,8	91,8	91,8
	No	11	8,2	8,2	100,0
	Total	134	100,0	100,0	

Figure 3.9: Respondents usage of cocoa powder

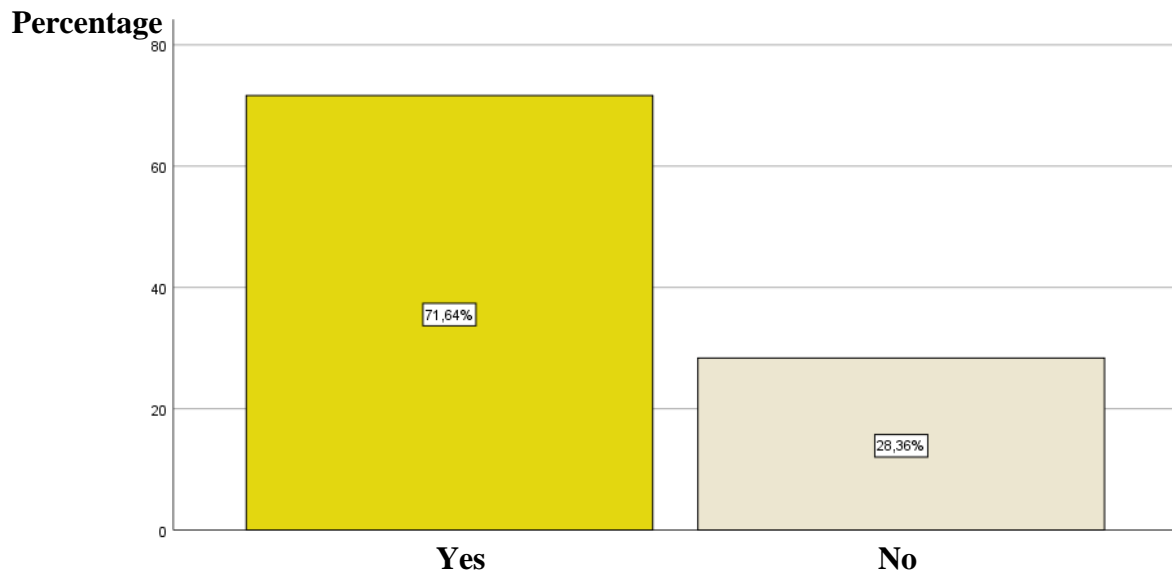


91.79% of our respondents use cocoa powder in their households and a very low percentage of 8.21% are not cocoa powder users.

Question 13: Do you know what is Carob

Table 3.14: Respondents awareness of carob

		frequency	Percentage	valid Percentage	Cumulative Percentage
Valid	Yes	96	71,6	71,6	71,6
	No	38	28,4	28,4	100,0
	Total	134	100,0	100,0	

Figure 3.10: Respondents awareness of carob

In this question our aim was to test our sample's awareness of carob, and as shown in the table and figure above we register 71.64% of our sample that know what carob is, and 28,4% who aren't.

Question 14: If yes what do you know about it

This question was in the aim of gathering information about our respondent's awareness of the fruit carob, and we gathered the following answers:

- A plant from which cocoa is extracted
- Carob is a legume that contains many benefits and vitamins. It is now used in place of cocoa
- A tree that produces an edible substance and contains many benefits
- I know that it's a plant that is highly effective for many health problems, and quite expensive abroad compared to its price here
- It tastes really good for me has the cocoa powder kind of texture and taste with some sweetness
- its famous in the Arab cuisine and in herbal medicine
- Plant used in Algerian cuisine and its powder is very nutritive
- A plant with a sweet taste, and recently I found it as a powder in stores
- I knew it as biomedicine for Coulon's problem

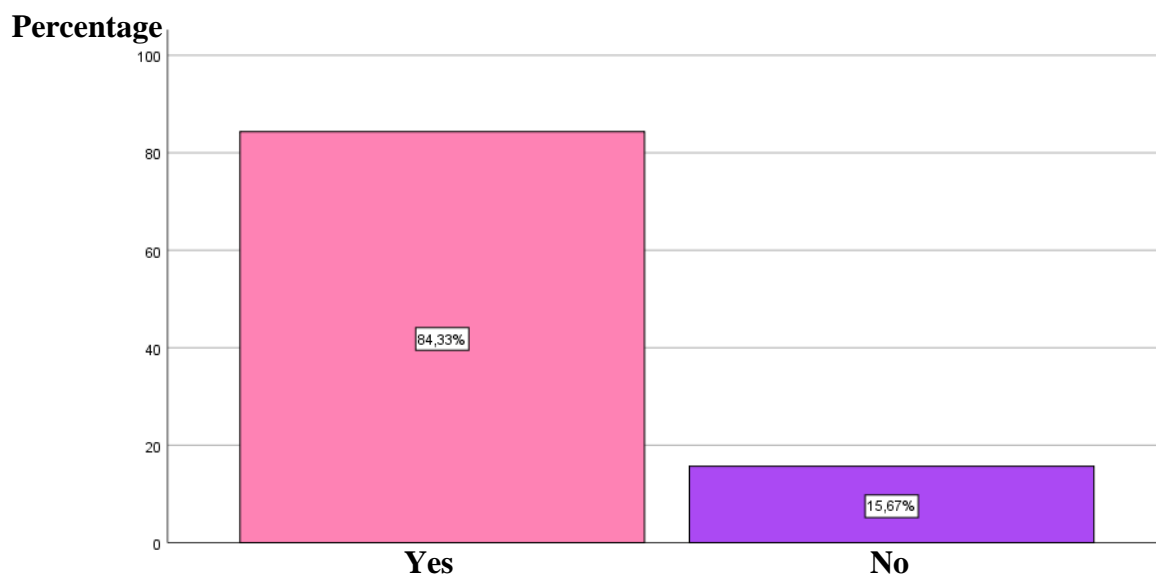
- It is a food that resembles chocolate in its taste but is not too sweet and is of course suitable for diabetics and people on a diet.
- It is a Mediterranean fruit tree, which has nutritional qualities and many health benefits.

Question 15: Would you be interested in products made from carob

Table 3.15: Respondents interest in products made of carob

		Frequency	Percentage	valid Percentage	Cumulative Percentage
Valid	Yes	113	84,3	84,3	84,3
	No	21	15,7	15,7	100,0
	Total	134	100,0	100,0	

Figure 3.11: Respondents interest in products made of carob



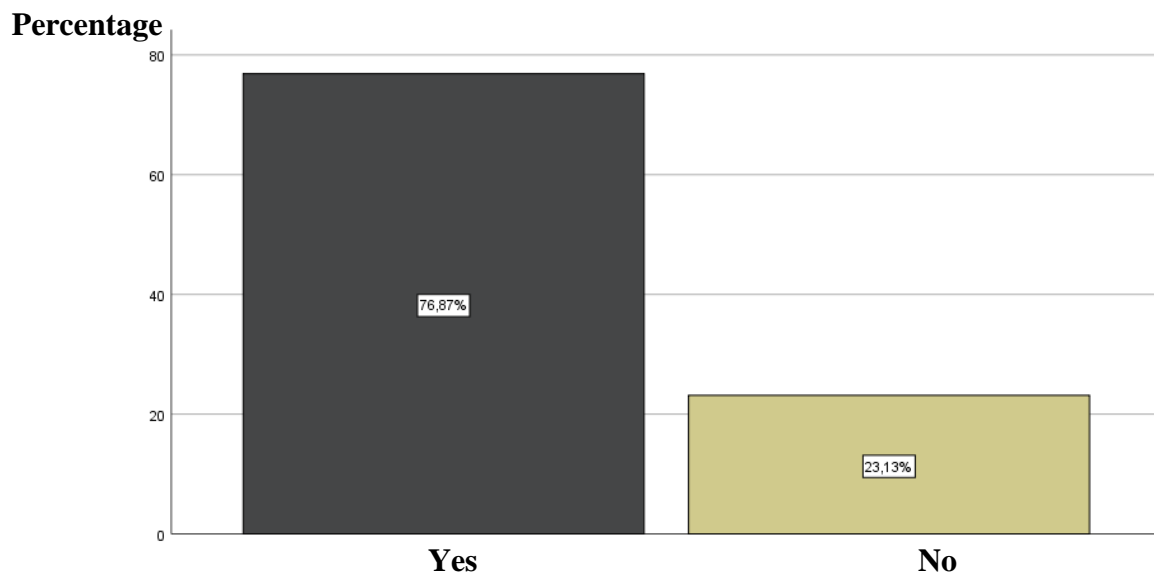
While studying our sample's interest in products made from carob we registered as the table and figure above a percentage of 84,33% are interested in products made from carob.

While 15.7% don't have interest in such products

Question 16: Are you ready to use Carob powder as a substitute for cocoa

Table 3.16: Respondents willingness to use carob powder as a substitute to cocoa

		frequency	Percentage	valid Percentage	Cumulative Percentage
Valid	Yes	103	76,9	76,9	76,9
	No	31	23,1	23,1	100,0
	Total	134	100,0	100,0	

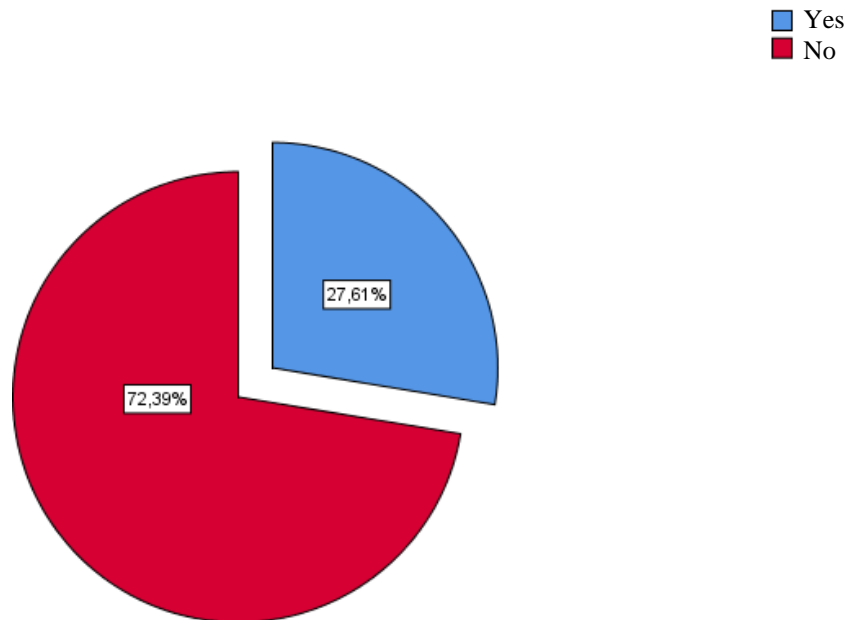
Figure 3.12: Respondents willingness to use carob powder as a substitute to cocoa

On a sample of 134 people interrogated 76.9% of respondents register as ready to use carob powder as a substitute to cocoa powder, however a parallel of 23.13% of our sample are not open to the substitution.

Question 17: Have you ever heard of the product CARUMA?

Table 3.17: Respondents awareness of CARUMA product

		frequency	Percentage	valid Percentage	Cumulative Percentage
Valid	Yes	37	27,6	27,6	27,6
	No	97	72,4	72,4	100,0
	Total	134	100,0	100,0	

Figure 3.13: Respondents awareness of CARUMA product

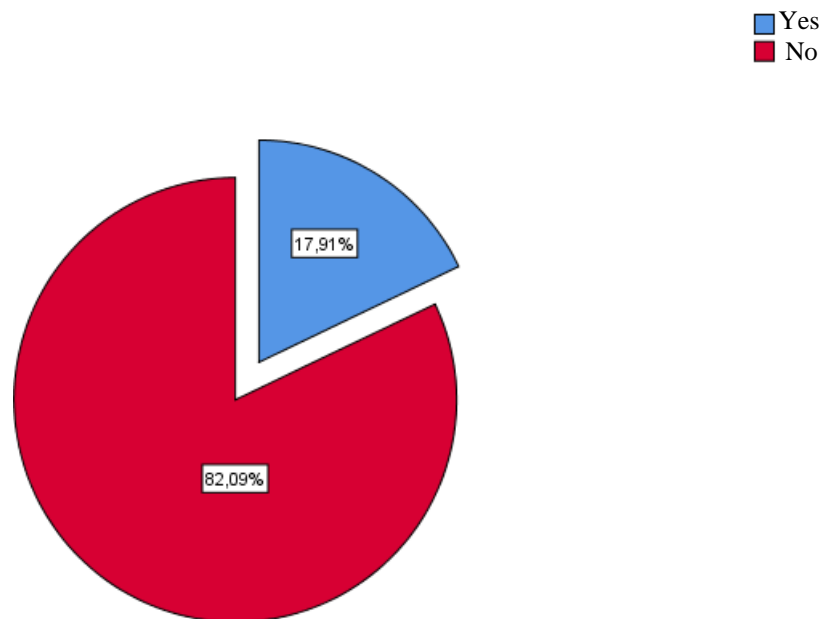
While analysing the acknowledgement of our sample when it comes to CARUMA product, we register a percentage of 72.39% that do not know the product, and 27.61% of our sample do know the product CARUMA.

Question 18: Have you seen it in a nearby shop

Table 3.18: CARUMA product visibility in shops according to respondents

		frequency	Percentage	valid Percentage	Cumulative Percentage
Valid	Yes	24	17,9	17,9	17,9
	No	110	82,1	82,1	100,0
	Total	134	100,0	100,0	

Figure 3.14: CARUMA product visibility in shops according to respondents



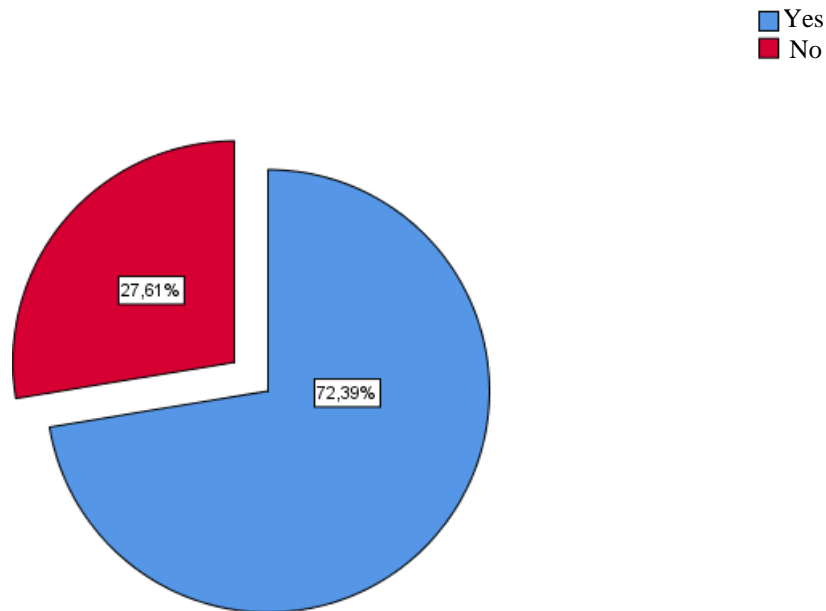
Testing the product visibility, we display from our above table and figure that 82.09% of our sample have never seen the product in shops, while 17.91% of our respondents have indeed seen the product in nearby shops and stores.

Question 19: Would you switch the cocoa powder to use another with a nutrition value

Table 3.19: Respondents interest in products with nutrition value

		Frequency	Percentage	valid Percentage	Cumulative Percentage
Valid	Yes	97	72,4	72,4	72,4
	No	37	27,6	27,6	100,0
	Total	134	100,0	100,0	

Figure 3.15: Respondents interest in products with nutrition value



The above table and figure indicate that 72.39% of our sample shows an interest in products with a nutritive value, nevertheless a percentage of 27.61% of our sample doesn't show any interest in nutritive value.

This shows how much of our sample that are ready to switch from cocoa powder usage to another for the reason of the nutrition value of the product.

Question 20: If yes, why

This question was in the aim of analysing the reasons that would drive our sample to switch from cocoa powder usage to one with a nutritive value and we gathered the following answers:

- If the powder has nutritional value and contains many benefits I don't mind
- In order to use more healthy food
- If it serves the same purpose as cocoa
- To maintain our health, especially that all foods contain unhelpful and harmful industrial materials

- The nutritional value has become very important to me, especially after the spread of diseases and immunodeficiency for most people
- If this product can replace cocoa and it has added value (taste or price or texture) why not try it and judge
- As a medical student and a person who is interested in his diet, nutritional value has a certain very important role.
- Nowadays healthy food has become a lifestyle for some people but it is rare to find organic foods with nutritional values that help to have a healthy diet.
- Everything natural is effective even for our health
- If it's going to be more organic and cheaper, it's going to be interesting
- In my opinion it is better than cocoa when it comes to calories etc....
- I have already used this powder instead of cocoa and we liked the taste
- Nutritional value is more important than taste
- Yes, if this product is better cocoa with a competitive price, it is surely
- I always like to try new things
- I heard cocoa powder is becoming rare and finding a better nutrition option is always good
- I prefer being a healthier consumer
- It seems healthier and its innovative
- No
- Would maybe try it to see if it's gives better results that cacao Powder than decide to either switch or stick with cacao powder
- To have a better quality I guess
- Because we always try to reduce the use bad products which damage our health
- we can use both of them
- I like to try new products and especially healthy ones

Question 21: If no, why

With the same aim as the previous question and to analyse the opposite choice we gathered the following answers:

- not suitable
- I don't think there is a product that replaces cocoa
- I have been using cocoa since forever and I cannot change it

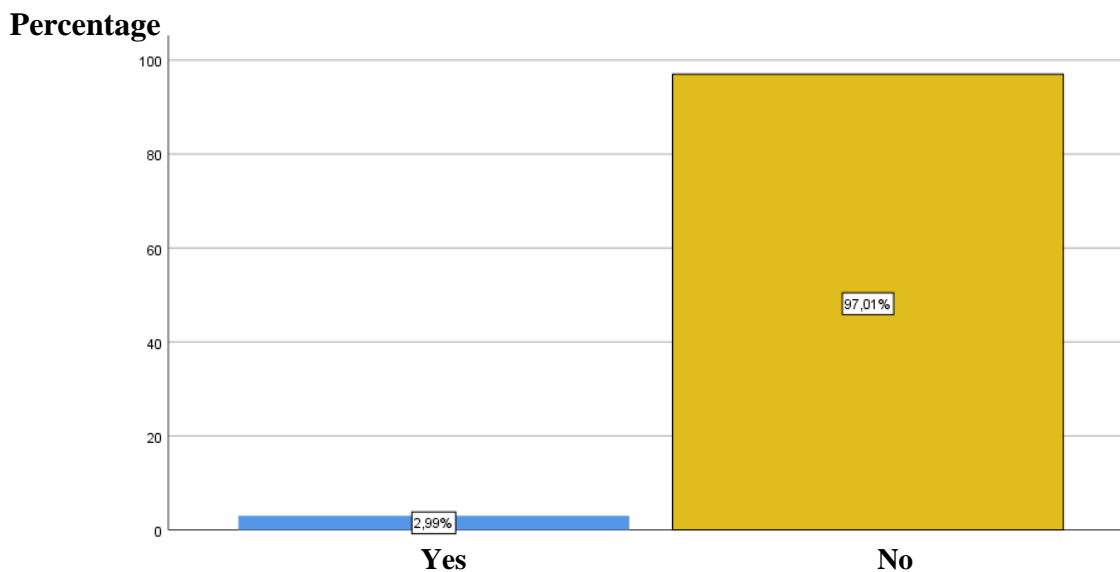
- Because cocoa is natural
- Because I have already tasted the carob powder and it has nothing to do with the taste of cocoa
- I'm used to cooking with cocoa
- Not before testing carob powder
- I don't know much about the product
- I think I will use both products all in moderation of course
- Not actually that much trust to use it in the desert
- Because it is better to use for sweets and cakes
- I didn't appreciate much how it tasted
- I may use them both because they don't taste the same really
- Because I'm not sure it would be with the same value as cocoa

Question 22: Have you heard of the latest contest for product CARUMA

Table 3.20: Respondents awareness of CARUMA contest

		frequency	Percentage	valid Percentage	Cumulative Percentage
Valid	Yes	4	3,0	3,0	3,0
	No	130	97,0	97,0	100,0
	Total	134	100,0	100,0	

Figure 3.16: Respondents awareness of CARUMA contest



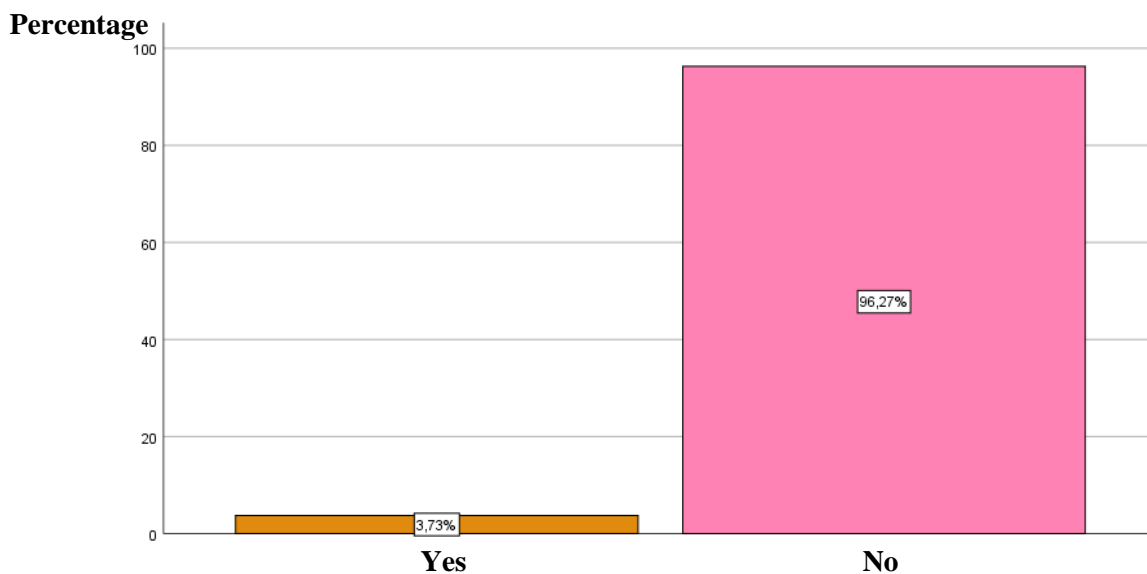
The aim of this question was in order to know the length that this strategy of PRODALEX company has reached, and we display the following results, a percentage of 97.01% was not aware of the existence of this contest and 2.99% of our sample was aware of the contest.

Question 23: Did you participate in this contest

Table 3.21: Respondents participation in the contest

		frequency	Percentage	valid Percentage	Cumulative Percentage
Valid	Yes	5	3,7	3,7	3,7
	No	129	96,3	96,3	100,0
	Total	134	100,0	100,0	

Figure 3.17: Respondents participation in the contest



Our table and figure indicate that of all people questioned the percentage of participating in the contest of CARUMA product has witnessed a percentage of 3.73% of people who have participated in the contest, and a domination of 96.27% of respondents did not participate in the contest.

Question 24: What are your thoughts about this contest reward

Through this question we wanted to indicate the value that the reward had on our respondents opinion concerning their participation and we gathered the following answers:

- It is a very good thing
- It's a very good motivation for people to know the product
- It's good for marketing

In order to smoothly elaborate our research, we needed to analyse some elements and run some tests to further understand, and we gathered results as follows;

- Respondents Brand awareness in Algerian Market;

Question 5: In which Wilaya Do you live?

Question 17: Have you ever heard of the product CARUMA?

Table 3.22: Brand Awareness of CARUMA product in Algerian market

Q17		Yes	No	Total	
Wilaya	Adrar	Effectif	0	1	1
		%	0,0%	1,0%	0,7%
Chlef		Effectif	1	0	1
		%	2,7%	0,0%	0,7%
Oum El Bouaghi		Effectif	0	1	1
		%	0,0%	1,0%	0,7%
Batna		Effectif	0	6	6
		%	0,0%	6,2%	4,5%
Bejaia		Effectif	1	2	3
		%	2,7%	2,1%	2,2%
Blida		Effectif	0	2	2
		%	0,0%	2,1%	1,5%
Tamanrasset		Effectif	1	0	1
		%	2,7%	0,0%	0,7%
Tebessa		Effectif	2	3	5
		%	5,4%	3,1%	3,7%
Tlemcen		Effectif	25	25	50
		%	67,6%	25,8%	37,3%
Tizi Ouzou		Effectif	0	1	1
		%	0,0%	1,0%	0,7%
Algiers		Effectif	2	13	15
		%	5,4%	13,4%	11,2%
Djelfa		Effectif	0	3	3
		%	0,0%	3,1%	2,2%
Jijel		Effectif	0	3	3
		%	0,0%	3,1%	2,2%

	%	0,0%	3,1%	2,2%
Setif	Effectif	1	4	5
	%	2,7%	4,1%	3,7%
Saida	Effectif	1	2	3
	%	2,7%	2,1%	2,2%
Sidi Bel	Effectif	0	2	2
Abbes	%	0,0%	2,1%	1,5%
Annaba	Effectif	0	2	2
	%	0,0%	2,1%	1,5%
Constantine	Effectif	0	5	5
	%	0,0%	5,2%	3,7%
Mostaganem	Effectif	0	2	2
	%	0,0%	2,1%	1,5%
M'Sila	Effectif	1	1	2
	%	2,7%	1,0%	1,5%
Mascara	Effectif	0	4	4
	%	0,0%	4,1%	3,0%
Ouargla	Effectif	0	4	4
	%	0,0%	4,1%	3,0%
Oran	Effectif	1	2	3
	%	2,7%	2,1%	2,2%
Bordj Bou	Effectif	0	2	2
Arreridj	%	0,0%	2,1%	1,5%
Boumerdes	Effectif	0	2	2
	%	0,0%	2,1%	1,5%
El Tarf	Effectif	0	1	1
	%	0,0%	1,0%	0,7%
Tipaza	Effectif	0	1	1
	%	0,0%	1,0%	0,7%
Naama	Effectif	0	1	1
	%	0,0%	1,0%	0,7%
Ain	Effectif	0	2	2
Temouchent	%	0,0%	2,1%	1,5%
Relizane	Effectif	1	0	1
	%	2,7%	0,0%	0,7%
Total	Effectif	37	97	134
	%	100,0%	100,0%	100,0%

From The table previous we assess the brand awareness of the product CARUMA on the level of each wilaya in Algeria, registering the highest percentage in the wilaya of Tlemcen with 37.3% of the total of responses gathered from Tlemcen, and from this percentage 67.6% know the product CARUMA.

- Respondents acknowledgement of nutritive value of carob powder;

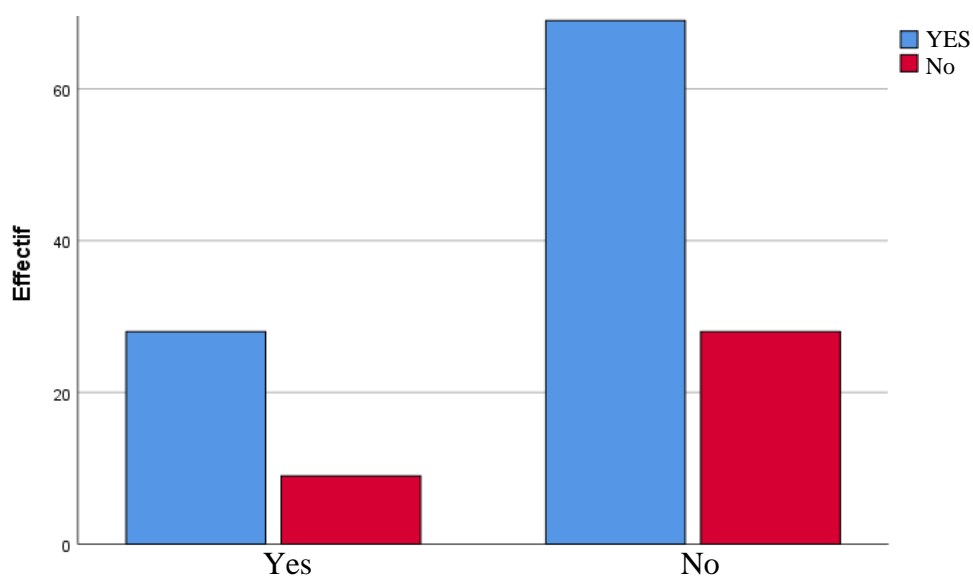
Question 19: Would you switch cocoa powder to use another with a nutritive value?

Question 17: Have you ever heard of the product CARUMA?

Table 3.23: Respondents acknowledgement of nutritive value of carob powder

Q19			Yes	No	
Q17	Yes	Effectif	28	9	37
		% in Q19	28,9%	24,3%	27,6%
	No	Effectif	69	28	97
		% in Q19	71,1%	75,7%	72,4%
Total		Effectif	97	37	134
		% in Q19	100,0%	100,0%	100,0%

Figure 3.18: Respondents acknowledgement of nutritive value of CARUMA product



As shown in the table and figure, we have 69 people from the total of our respondents who are aware of the nutritive value of carob powder but don't know the product CARUMA indicating a percentage of 71.1%;

28 people know the nutritive value of carob product and know the product CARUMA;
9 people know the product but are not aware of the nutritive value of carob powder.

- The latest communication strategy elaborated by PRODALEX company's effect on brand awareness.

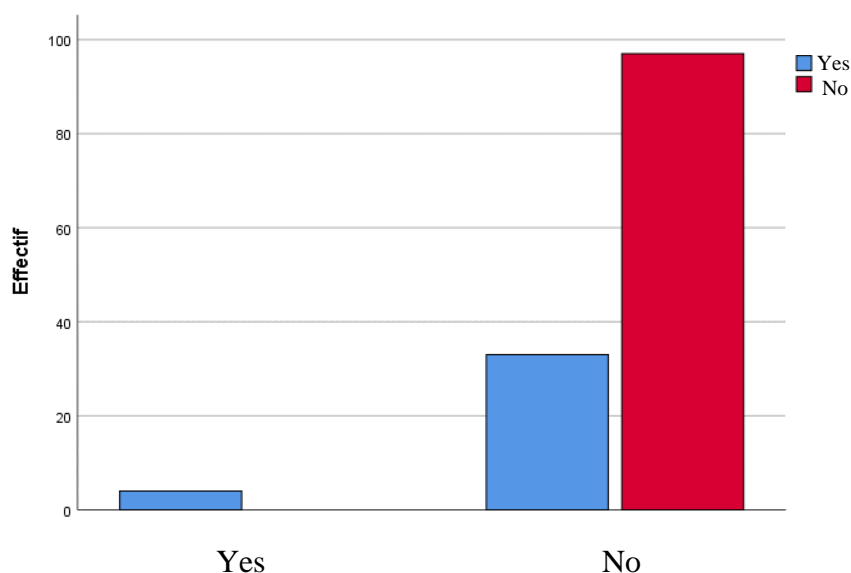
Question 17: Have you ever heard of the product CARUMA?

Question 22: Have you heard of the latest contest for product CARUMA?

Table 3.24: The impact of PRODALEX communication strategy on brand awareness

Q 17			Yes	No	Total
Q 22	Yes	Effectif	4	0	4
		% in Q17	10,8%	0,0%	3,0%
	No	Effectif	33	97	130
		% in Q17	89,2%	100,0%	97,0%
Total	Effectif		37	97	134
	% in Q17		100,0%	100,0%	100,0%

Figure 3.19: The impact of PRODALEX communication strategy on brand awareness



From the table and the figure shown previously, we conclude that from 134 respondent, 4 know the product CARUMA and have heard of the contest made by PRODALEX company, a percentage of 10.8%;

33 people know the product CARUMA and have not heard of the contest, and 97 people neither know the product nor have they heard of the contest.

2.4 Summary of results:

After our analysis and interpretation based on the results of our survey, the main points to emphasize can be summarized as follows:

- Most of our responses gathered are in French, a percentage of 41.04%;
- The majority of our respondents are of the female gender with a percentage of 79.85%;
- Majority of our respondents are students holding a percentage of 77.6%;
- 80.6% of our sample are aged between 26 to 36 years old;
- We registered a percent of 37.3% from the Wilaya of Tlemcen, that makes a domination of answers gathered from Tlemcen;
- Our sample's favoured field of innovation is Technology registering a percentage of 40.3%;
- 89.6% of people interrogated have the courage to try new products in food industry;
- To measure the courage of trying new food products we used a Likert scale to register a majority of 39.6% on a level 4, which is interoperated as high level of courage, indicating the willingness to try new food products;
- Our respondents way of hearing about new innovations in food industry was a tie of social media with 18.7% and a multi choice of reference and social media with the same percentage;
- 17.9% is the highest percentage representing References as a criterion that our respondents count on the most to make the purchasing decision;
- 83.6% of our respondents prepare sweet dishes in their house-holds;
- Through our survey we register 91.8% of our respondents are users of cocoa;
- 71.6% of the people that we interrogated know what carob is;
- A percentage of 84.3% of our respondents are interested in products made of carob;
- 76.9% of our sample are willing to use carob powder as a substitute to cocoa;
- Of the people that we interrogated 72.4% of them don't know the product CARUMA;
- 82.1% of our sample haven't seen the product CARUMA in shops before;
- We register a percentage of 72.4% of respondents who are interested in products with a nutritive value;

- A percentage of 97% from our sample have not heard of the contest organized by the company for the product CARUMA;
- 96.3% of our respondents did not participate in the contest of CARUMA product.
- We indicate that there is a degree of dependency between our sample awareness of the product CARUMA, and their awareness of the contest for the product.
- 37.3% of the total of responses are gathered from Tlemcen, and from this percentage 67.6% know the product CARUMA
- 71.1% of our respondents know the nutritive value of carob powder and have never heard of CARUMA product;
- A percentage of 10.8% which is 4 people from our sample know the product CARUMA and have heard of the CARUMA contest;

After the elaboration of the results of our research and the analysis of these latter, we were able to test our hypotheses and we obtained the following results:

- The Algerian market is not that informed of the product CARUMA, **Hypothesis 1 is confirmed.**

In view of the fact of our research and results gathered from the questions number five, and the question number seventeen, and the test of linking the results of both questions, we can assess the low acknowledgement of the CARUMA product on the level of wilayas that a lot of wilayas have neither heard nor seen the product before, even in Tlemcen in which the product is manufactured the percentage is still low; and so we conclude that the Algerian market is not yet informed of the product CARUMA.

- The innovative side of CARUMA product has been communicated, **Hypothesis 2 is denied.**

Through our sample responses on question number seventeen and question number nineteen, and the analysis of the merging of the two results, we have obtained that the majority of the people interrogated are aware of the nutritive value of carob powder, but do not know the product CARUMA with a percentage of 71.1%, and 9 respondents know the product but don't know the nutritive value, leaving 28 people who know the product and the nutritive value of carob powder.

whereas the product CARUMA is in fact 100% carob powder, meaning that people know the nutritive value of carob powder but are unaware of the existence of the CARUMA product.

- The latest strategy for CARUMA product is indeed ensuring **Hypothesis 3 is denied.**

After gathering the responses for question number seventeen and question twenty-two, and analysing the dependency between the two questions, we found that from the whole sample only 4 people from 134 respondents have heard of the contest and 33 people know the product but haven't heard of the contest, indicating that the strategy did not fulfil its reach.

2.5 Recommendations:

After the elaboration of our research and assessing the analysis we elaborated, we were able to provide some recommendations to the company, in order to improve the communication strategy of the product CARUMA.

- Recruiting a marketing specialist

Recruiting someone experienced in the field will serve the company good, that way every action, strategy and activity will be done after appropriate and tactical thinking.

- Customer Prospecting

Using the push marketing strategy, in order for waiting customers to ask for the product, the company approaches the targeted clients, with a presentation of their product would improve the brand awareness and the distribution of the product specially in other wilayas.

- Change the way the product is communicated

CARUMA product being a substitute of cocoa is beneficial, in many aspects however that is not the impression customers have of the product, the fact that "CARUMA is less expensive and has many benefits nutritively compared to cocoa powder" message is not transmitted to the clients. The company should focus on the nutritive value of the product like the product can replace sugar, it's not harmful for people who suffer from diabetics, it's good for many illnesses, and communicate based on that. This will allow the expansion of the targeted costumers.

- Work on Marketing of influence

Communicating CARUMA as a nutritive and bio product will be way better, and the way to do that we suggest collaborating with fitness figures in Algeria, especially figures known on

TikTok, the product will become instead from a substitute of cocoa to a bio affordable product.

➤ Target Coeliac patients

Coeliac patients are a target market, as their need for gluten free products is a must not an option, and the products they need are usually expensive and not available, CARUMA is a free gluten product it answers a lot of their needs with a suitable price. We suggest a digital campaign to increase awareness about the benefits of CARUMA product.

➤ Invest on promotions in sales outlets

Instead of investing money on contests, doing promotions in sales outlets would be more beneficial for the company.

Conclusion

Through this chapter we introduced the company in which our internship took place in, presenting the mother company, the affiliation, the organizational chart and the product in which was the focus of our study.

To than move to the next section in which we presented the study that we have elaborated, with a detailed description of the methods we used, in order to be able to analyse the importance of the communication strategy and its impact on a product in its launching phase, this was insured through a qualitative study, and a quantitative one.

General Conclusion

With the globalization of economic life which creates a climate of increased competition, agri-food sector is no stranger to the competitive pitch.

This is a key driver for companies to work on innovating their products, non-technological marketing innovations are significant drivers of agri-food enterprises' competitive advantage. The constant affirmation of the Internet in the global economic landscape necessitates the elimination of old marketing strategies. In this new environment, agri-food firms must conceive of themselves first and foremost as information providers, and they must be conscious that they are dealing with a new sort of consumer who has become an active participant in the marketing process.

To conclude, we affirm that marketing communication is an essential ingredient for success determination of agri-food innovations.

Launching new food products to now adays consumers necessitate extra carefulness, while elaborating the communication strategies, and determining the communication channels in order to reach the designed target that the product serves.

This was the focus of our research in which we concentrated on the communication strategy of a newly introduced agri-food product to the market, studying the impact through the communication strategy on the behaviour of consumers towards the product.

By carrying our internship in PRODALEX company and studying the case of CARUMA product.

Through the study we have elaborated we were able to conceive the results that aided in assessing and responding to our problematic that consisted of:

“Is the current communication strategy executed by PRODALEX company ensures CARUMA product awareness”

We found that currently the communication strategy is not serving its purpose as the product awareness through the sample we studied was extremely low.

We affirm this through the gathered responses that enabled us to answer our hypotheses as follows:

➤ Hypothesis 01: “No, the Algerian market is not that informed of the product CARUMA” This is a confirmed hypothesis in which our sample was distributed through the

multiple wilayas in Algeria and many of our respondents had never heard of the product nor seen it in any shops.

➤ Hypothesis 02: “Yes, the innovative side of CARUMA product has been communicated” This hypothesis is denied, as our sample responses when it came to the brand awareness and the nutritive value was not attained.

➤ Hypothesis 03: “Yes, the latest strategy for CARUMA product is indeed ensuring” This hypothesis is denied, the information gathered and analysed showcased that many respondents were not aware of the latest strategy existence and so the strategy did not increase brand awareness.

To conclude from our research, PRODALEX company is still has a long way to go from reaching the full potential that its product truly offers, CARUMA product is a highly valuable product and through this research we encountered many potential clients, that unfortunately did not hear about the product.

The limits we encountered in our work of research, we mention the sample size that we would have favoured to be expanded in numbers, and the limitation of timing, to understand the strategies executed by the company to be able to elaborate and determine our survey’s clear objectives.

This research has enabled us to study the beginning of the launching of a product on the market and the multiple difficulties it could encounter, as it was an eye opener of the desirability of the communication strategy of any product or service, and it affirms that any strategical decision taken in this field that lacks planning and meaning is doomed to failure.

We wish that our humble study and recommendations, would be of use to PRODALEX company and could serve the product development in the future, and we affirm the extent of these kind of studies in the marketing communication field.

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Annex

Annex 01: Survey



Market Research Survey

Il n'est plus possible de répondre au formulaire Market Research Survey .
Si vous pensez qu'il s'agit d'une erreur, contactez le propriétaire du formulaire.

[Continuer à récupérer les réponses \(lien visible uniquement par les éditeurs du formulaire\)](#)

What is your gender? *

- woman
- man

How old are you? *

- 16 to 26
- 26 to 36
- 36 to 46
- 46 to 56

⋮

In what wilaya do you live? *

1. 01 Adrar
2. 02 Chlef
3. 03 Laghouat

4. 04 Oum-El-Bouaghi
5. 05 Batna
6. 06 Bejaïa
7. 07 Biskra
8. 08 Bechar
9. 09 Blida
10. 10 Bouira
11. 11 Tamanrasset
12. 12 Tebessa
13. 13 Tlemcen
14. 14 Tiaret
15. 15 Tizi-Ouzou
16. 16 Alger
17. 17 Djelfa
18. 18 Jijel
19. 19 Setif
20. 20 Saïda
21. 21 Skikda
22. 22 Sidi Bel Abbès
23. 23 Annaba
24. 24 Guelma
25. 25 Constantine
26. 26 Médéa

27. 27 Mostaganem
 28. 28 M'sila
 29. 29 Mascara
 30. 30 Ouargla
 31. 31 Oran
 32. 32 El Bayadh
 33. 33 Illizi
 34. 34 Bordj Bou Arreridj
 35. 35 Boumerdes
 36. 36 El-Tarf
 37. 37 Tindouf
 38. 38 Tissemsilt
 39. 39 El-Oued
 40. 40 Khenchela
 41. 41 Souk-Ahras
 42. 42 Tipaza
 43. 43 Mila
-
44. 44 Aïn-Defla
 45. 45 Naâma
 46. 46 Aïn-Témouchent
 47. 47 Ghardaïa
 48. 48 Relizane
 49. 49 El M'Ghair

- 50. 50 El Meniaa
- 51. 51 Ouled Djellal
- 52. 52 Bordj Badji Mokhtar
- 53. 53 Beni Abbes
- 54. 54 Timimoun
- 55. 55 Touggourt
- 56. 56 Djanet
- 57. 57 In Salah
- 58. 58 In Guezzam



what is you're Socio-Professional Category? *

- 1. Intermediate professions
- 2. Trader
- 3. Industrialist
- 4. Employee
- 5. Retired
- 6. Students

In which product category would you like to see more Innovation *

- Food Industry
- Cosmetics
- Technology

Do you have the courage to try new products? *

- Yes
- No

On a scale of 1 to 5, how likely are you to try new food products? *

1 2 3 4 5

How do you usually hear about new food product? *

- Social media
- Television
- Newspaper
- Radio
- Reference (Suggestions from others)
- Promotion (fairs, stands in shops)

...

based on what criteria do you usually choose to buy new food products? *

- Reference (Suggestions from others)
- Price
- Brand
- As a substitute
- Attractive packaging

Do you usually prepare sweets and deserts? *

- Yes
- No

Do you use Cocoa Powder? *



Yes

No

Do you know what is Carob? *



Yes

No

If yes what do you know about it?

Réponse longue

If yes what do you know about it?

Réponse longue



Would you be interested in products made from carob? *

- Yes
- No

Are you ready to use carob powder as a substitute for cocoa? *

- Yes
- No

Have you ever heard of the product CARUMA? *



- Yes
- No

Have you ever seen it in a nearby shop? *

- Yes
- No

would you switch the cocoa powder to use another with a nutrition value? *

Yes

No

If yes why?

Réponse longue

⋮

If No why?

Réponse longue

Have you heard of the latest contest for the product Caruma? *

Yes

No

Did you participate in this contest? *

Yes

No

What are your thoughts about the contest reward?

Réponse courte

⋮

Would you like to add anything?

Réponse longue



Annex 02: Interview Guide

Interview For Caruma Product

Axe 01: Personal presentation

What Is your Name?

What is your position in the company?

For how long did you occupy this position?

Axe 02: Company presentation

Can you present your company?

What was the main vision for the creation of this affiliation?

Axe 03: Comprehension of communication strategy objective

What is the ideal reach you aim to achieve?

What does Caruma product bring to the Algerian market, that makes it a special product?

What is the percentage from the company's revenue used for communication?

Annex 03: CARUMA Product



www.caruma.net



- Natural sugars
- Low glycemic index
- High dietary fiber
- Antioxidant polyphenols
- Low fat
- Intensive aroma
- Stimulants free
- GMO free
- Gluten free
- Free from allergens
- Cost effective



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