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The Impact of Competitive Strategies and Customer orientation on Marketing Performance – A Field Study of a Sample of medicine Producing Companies in Algiers-

أثر الاستراتيجيات التنافسية والتوجه نحو الزبون على الأداء التسويقي

–دراسة ميدانية على عينة من المؤسسات المنتجة للدواء بالجزائر

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Abstract

This study aims to identify the impact of competitive strategies and customer orientation on the marketing performance of medicine-producing institutions in Algeria, from the point of view of a sample of marketing officials in institutions. A study model has been developed that takes into account the relationship between the independent variables represented in competitive strategies (cost leadership strategy) Excellence strategy, focus strategy) and customer orientation, and the dependent variable represented in marketing performance, which includes different dimensions (profitability, market share, customer satisfaction), and two main assumptions were made, and They were tested using a set of statistical methods, and the study found a statistically significant effect of competitive strategies (cost leadership strategy, differentiation strategy, focus strategy) on the marketing performance of the institutions under study, and a statistically significant impact of customer orientation on marketing performance, and in addition To important conclusions and to suggest a set of recommendations aimed at strengthening the role of competitive strategies and customer orientation in the marketing performance of pharmaceutical institutions in Algeria

JEL Classification Codes : L2 ; L20 ; L21

Keywords

Competitive strategies; customer-oriented; marketing performance

الملخص

تهدف هذه الدراسة إلى التعرف على اثر الاستراتيجيات التنافسية والتوجه نحو الزبون على الأداء التسويقي بالمؤسسات المنتجة للدواء في الجزائر امن وجهة نظر عينة من مسؤولي التسويق بالمؤسسات، فقد تمّ وضع نموذج للدّراسة يأخذ بعين الاعتبار العلاقة الموجودة بين المتغيرات المستقلة المتمثلة في الاستراتيجيات التنافسية (استراتيجية قيادة التكلفة، استراتيجية التميز، استراتيجية التركيز) والتوجه نحو الزبون، والمتغير التابع المتمثل في الأداء التسويقي والذي يشمل مختلف الابعاد (الربحية، الحصة السوقية، رضا الزبون) ، وتمّ وضع فرضيتين رئيسيتين ،والتي تمّ اختبارهما باستخدام مجموعة من الأساليب الإحصائية، وتوصّلت الدراسة إلى وجود اثر ذي دلالة إحصائية للاستراتيجيات التنافسية(استراتيجية قيادة التكلفة، استراتيجية التمايز، استراتيجية التركيز) على الأداء التسويقي للمؤسسات قيد الدراسة، ووجود أثر ذي دلالة إحصائية للتوجه نحو الزبون على الاداء التسويقي ، وبالإضافة إلى استنتاجات مهمّة واقتراح مجموعة من التوصيات الرّامية إلى تعزيز دور الاستراتيجيات التنافسية في الأداء التسويقي بالمؤسسات الدوائية بالجزائر.

الكلمات المفتاحية

لاستراتيجيات التنافسية؛ التوجه نحو الزبون؛ الأداء التسويقي

تصنيف JEL: L2 ؛ L20 ؛ L21

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I.INTRODUCTION:

The pharmaceutical industry sector is one of the most important international industries, which most countries seek to continuously upgrade and develop, and from this standpoint Algeria is one of the most interested countries in developing these industries and improving their competitiveness. Despite Algeria's recent experience in this field, it managed to form an industrial base consisting of a group of local production units that seek to achieve profitability that helps it to meet its expenses and guarantee its continuity and value. The companies are therefore making efforts to market their products with a view to meeting the needs and desires of the customers that are constantly different, which requires them to study the market from time to time, to learn about the new needs of the customers and to adopt new marketing strategies to meet these needs, especially as there is a great competition in the pharmaceutical market. This study has therefore been conducted to examine the impact of competitive strategies and customer-oriented marketing performance through a field study of these institutions.

A-Study problem: The study problem can be identified in the following question:

How do competitive strategies and customer-oriented strategies affect marketing performance? Several sub-questions fall Under this main question:

First, how do competitive strategies affect the marketing performance of MEDICINE-producing enterprises in Algeria?

Second: What impact did client orientation have on the marketing performance of MEDICINE-producing institutions in Algeria?

Third: What is the impact of competitive and customer-oriented strategies on medicine-producing institutions in Algeria?

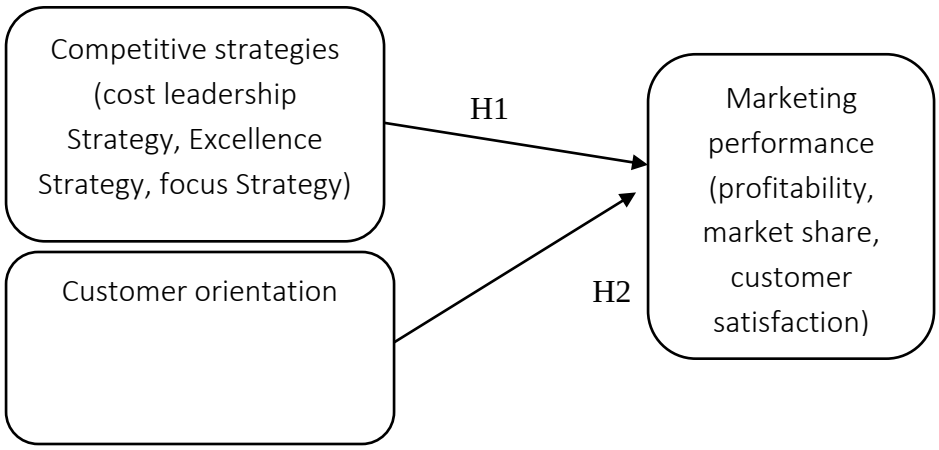
B-Study objectives:

The main objective of this study is to try to detect the impact of competitive strategies (cost-leadership strategy, strategy of excellence, focus strategy) and customer-oriented on the marketing performance of medicine-producing institutions in Algiers.

C-Study Model: Based on the content of the study problem and for the purpose of achieving its objectives, a default model has been developed that states:

- **Independant Variable 1** : Competitive strategies (cost leadership Strategy, Excellence Strategy, focus Strategy)
- **Independant variable 2** : Customer orientation
- **Dependant variable :** Marketing performance (profitability, market share, customer satisfaction)

Figure 1: The model of the study



Source: By the researcher

D-Study hypotheses: The hypotheses of the study are:

First hypothesis: There is no statistically significant effect on competitiveness strategies (cost-driving strategy,differentiation strategy, focus strategy) on marketing performance in MEDICINE-producing institutions in Algeria

Second Hypothesis: There is no statistically significant impact on the marketing performance of MEDICINE-producing institutions in the State of Algeria;

E-The research community described: The researcher's attempt to address the impact of competitive and customer-facing strategies on the marketing performance of the rapid and calm developments in the pharmaceutical industry was made, so seven institutions were selected in the state of Algeria and through the use of the anal sample method. The total number of respondents was 50, the questionnaire was distributed to them, and (48) were retrieved, thus bringing the actual number of individuals (48).

Table 1: Distribution of questionnaires to workers in the institutions under study

The number of retrieved questionnaires	The number of distributed questionnaires	Institution address	Name of institution
08	10	Route de wilaya n ° 11 BP 141 Dar El Beida - Algiers Phone: +213 23 75 10 28	GROUPESAIDAL
10	10	Domaine Kouchi Idir, Ouled-Fayet, Algiers. **Phone :** 021 38 80 74	PHARMALLIANCE
10	10	Zone industrielle, Haouche Mahiedine, ilot n°18, Section n°5 Reghaia Algiers. **Phone:** 023 85 10 10	BIOPHARM
10	10	Lot N°40, Petites Provinces, Hydra. Algiers- **Phone:** +213 216 011 54	LAD PHARMA
10	10	26 Zone d'Activité de Zéralda 6, rue Djaafer Slimane. Chéraga Algiers **Phone:** 023 20 81 42	LAM (LABORATOIRE ALGERIEN DU MEDICAMENT)
48	50	**Total**	

F-Data collection methods: Several methods of collecting relevant data for the purpose of testing the validity of hypotheses have been relied upon. The most important of these methods are:

Arabic and foreign books and periodicals related to research variables in addition to previous studies.

Questionnaire form: This form was mainly relied upon. The Likert quintet measure was used and gives researchers for each option the following: Agreed completely 5, agreed 4, neutral 3, disagree 2, disagree completely 1.

Statistical analysis methods: A range of statistical methods have been used to test research hypotheses: Percentages, iterations, arithmetic circles, standard deviations, and simple correlation coefficient, Use SPSS to find the results of the methods mentioned.

Structure of the study: Research has been divided into two main axes: The conceptual framework for marketing performance, competitive strategies and customer-oriented, and the second axis is data and results analysis for the applied study

II.THEORETICAL FRAMEWORK AND PREVIOUS STUDIES:

A- Marketing performance

Performance is defined as 'outputs or objectives that the system seeks to achieve, a concept that links the aspects of the activity to the objectives the organization seeks to achieve'[1]

The researchers' views on the concept of marketing performance varied according to its intellectual background, including those who believe that marketing performance is "the extent to which the organization has achieved its objectives within the marketing plan in accordance with environmental variables and the standards appropriate to its physical and human resources and capabilities".[2]

Marketing performance is also defined as "the outputs or marketing results that the marketing function seeks to achieve within a certain period of time"[3]

Marketing performance indicators

In the current study, three indicators (profitability, market share, customer satisfaction) were relied upon

Profitability: The primary goal of most organizations is to achieve high profit ratios. Without profits, the enterprise cannot compete with other organizations or even continue its business; profitability is the level of profits the organization achieves relative to competitors[4], Three basic measures of profit are used to periodically measure the financial performance of the enterprise[5]:

- Profit gain as a proportion of sales where this metric generally shows the profits that can be generated from sales and operational activities;
- Capital assets this measure shows how effective the assets used by the enterprise are;
- Asset yield is an index to measure the profits generated by the enterprise as the basis for the assets necessary for the product.

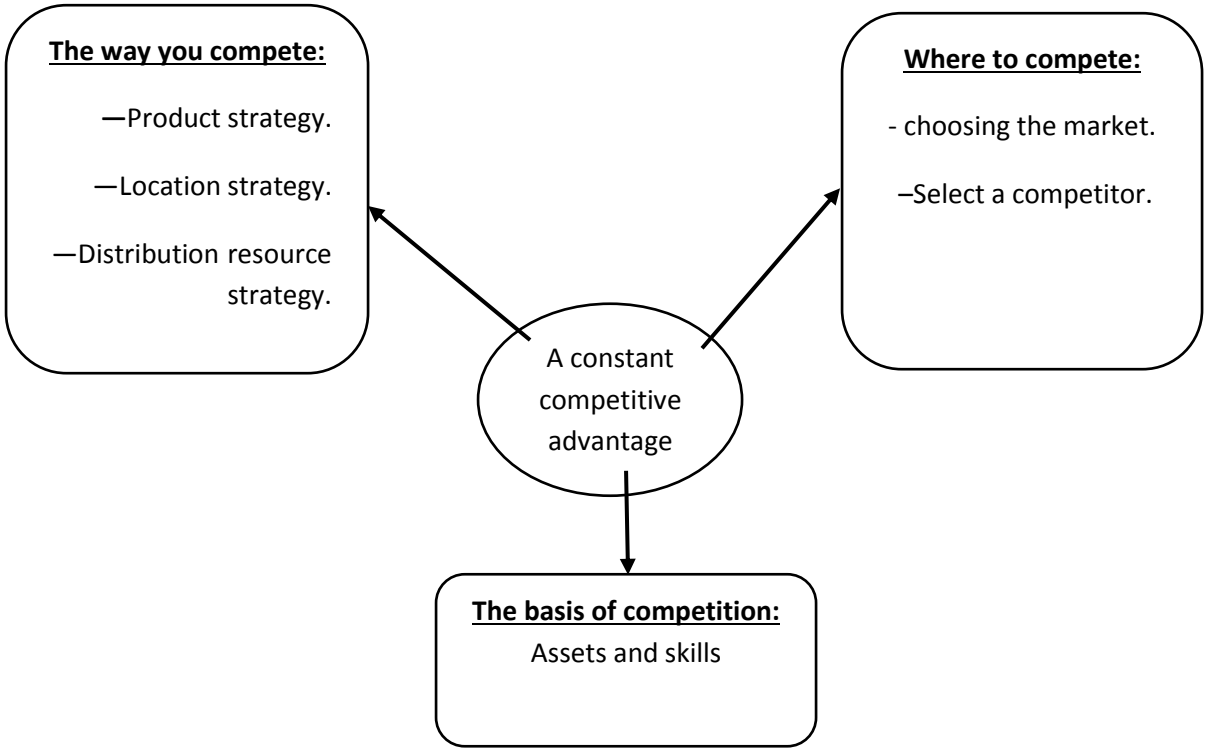
Market share: Percentage of firm sales compared to total market sales; on the other hand, market share can be expressed as much as the firm's share of the market, as the market share reflects an accurate picture of the firm's business[6], The market share growth rate indicator is measured when enterprises determine the growth rate of the market share to be covered and serviced compared with competitors in the same sector, whether compared to the growth rate of the market share of the enterprise with the largest market share in the same sector. Or with the growth rate of the market share of the largest leading institutions in the same market[7].

Customer satisfaction: The customer is the natural and moral individual who is paying for a commodity or several goods, or taking advantage of a service or several services for a resource[8], Satisfaction with marketing is understood to be a pleasure or a lack of pleasure that arises from the comparison of expected needs with the experience of consumption[9], **From the two previous concepts, we conclude that customer satisfaction is the extent to which material or service productive goods match customers' expectations in terms of price, quantity, delivery dates and distribution.**

B- Competitive strategies

Porter defines it as building and building defenses against competitive forces or finding a position in the industry where each organization has a comprehensive competitive strategy, which represents a mix of goals used by it and its means to achieve these goals. As a set of actions leading to a continuous and continuous advantage over competitors, this strategy is determined by three key components, the competition method, competition arena and competition foundation[10], As shown in the following figure:

Figure 2: Components of a competitive strategy



Source : Nabil Mourssi khalil, Competitive advantage in business, Alexandria Center, Egypt, 1996, p. 80.

Types of competitive strategies:

Porter 1980 asserted that the institution has three competitive strategies as alternatives called General strategies, which are cost leadership, Excellence, focus. It is called general strategies because all businesses can take them in all areas of manufacturing, services and in profit or public enterprises[11].

Cost driving strategy: A competitive strategy based on a reduction in downsides so that an organization can sell its products at a lower price than competitors who provide the same service or product, and of the same quality, with a view to achieving competitive advantages that increase its profits[12], This strategy brings many attractive advantages to low-cost enterprises in the industry[13]:

* No competitors: The less cost-effective institution is in a better position to compete on the price basis;
* no buyers: The less-cost producer has immunity against strong customers, where price reductions cannot be compromised;

- supplier benefits: A less-cost producer can in some cases be safe from powerful suppliers, especially if efficiency considerations allow it to price and achieve a certain margin to meet the pressures of important and critical input prices;
- and when potential competitors enter the market: A low-cost producer has a competitive position that enables it to lower the price and counter any attack by new competitors;
- however, for alternative goods: A low-cost producer can compare to its competitors using price reductions as a weapon against alternative goods that may enjoy attractive prices.

DIFFERENTIATION STRATEGY : This strategy focuses on deepening the consumer's sense of having a unique or distinct product in design and performance, outstanding quality, outstanding services, etc.[14], To apply the strategy of excellence and value creation to clients, the enterprise must follow the guarantees and dimensions of the most important[15]:

- High quality input.
- Support the research, development and innovation function, especially by making the necessary allocations for this purpose.
- Sufficient attention to the quality and specifications of the product.
- Focus on the organic connection between product design and research and development.
- Offers rapid delivery of post-sales and other technical services with an interest in the client's on-time delivery system.

Focus Strategy: According to this strategy, the organization will choose a narrow competitive field within the industry by selecting one or several parts of the industry and thus its strategy will be to serve this part. Either this strategy focuses on cost by looking for the cost advantage of serving this part or focusing on excellence in the targeted part of the industry[16], some of the conditions on which the institution can successfully implement this strategy are:

- There are many needs for buyers, part of which can be focused.
- There is no competition in the same area of specialization[17].
- Work to provide the necessary skills and resources to service the targeted market sector.

* The enterprise may be fully aware of any change in the technological environment, or the type of commodity buyer that may reduce the need for the product that the organization provides.
* Continued growth rates in the targeted market sector, a rapidly growing market may not be an open invitation to competitors, and a market whose growth rate is declining makes the market sector of an uncomfortable size for the enterprise when it operates[18].

C- Customer orientation

as customer orientation is defined as "the state of mind that governs the relationships between the organization and its clients, and according to **Peter Drucker**, customer orientation is not just the function of production, finance and human resources, but the philosophy of real management to guide the whole organization" In many large organizations, therefore, customer orientation is synonymous with marketing[19]. Customer orientation is measured through:

* Understanding the needs and desires of the customers of current and future organizations;
* identifying what customers are satisfied with by the organizations; finding the highest value for the enterprise customers[20];
* Keep existing important and happy customers and attract new customers; offers and new and innovative services;
* Occasional events for important clients and their feedback periodically[21].

III.METHOD AND PROCEDURES:

This focus is on the description of the sample research, study variables, and testing the validity of its hypotheses as follows:

3.1- Description of the sample search:

Search sample reached N=48 which included: Competitive Managers, their assistants, and some of their officials and associates are: Marketing, Sales, Production, Research and Development, Planning, and the following table shows the most important characteristics and characteristics of the sample research in terms of sex, age, scientific qualifications and years of experience

characteristics	category	duplication	proportion
sex	Male	26	54.1
	female	22	45.8
Age	Under 30 years of age	8	16.7
	31-40 years of age	15	31.3
	41-50 years of age	16	33.3
	51 years of age and above	9	18.8
scientific qualifications	Superior Technical	2	4.1
	University level	25	52.1
	Postgraduate studies	21	43.7
years of experience	Less than 5 years	8	16.6
	6-10 years	21	43.7
	11-15 years	15	31.2
	16 years and over	4	8.3

N=48 **Source:** Created by the researcher based on SPSS results.

The table above shows that the ratio of males is 54.1%, which is greater than the percentage of females of 45.8% and for age groups, it appeared that approximately 16.6% are in the age group (under 30 years), 31.3% are between (31-40 years) and 33.3% are aged (41-50 years). 18.8% are over 51 years of age, which means that senior positions in MEDICINE-producing institutions require seniority. In terms of educational attainment, 4.1% of managers receive a higher technical certificate, 52.1% are university graduates and 43.7% are university administrators who receive graduate degrees, a good indicator of the accreditation of those with scientific qualifications to senior management positions in institutions.

Years of experience are one of the necessary indicators for the accumulation of experience and knowledge, and 16.6% of managers have had years of experience (less than 5 years), 43.7% have

years of experience (6-10 years), and 31.2% have years of experience (11-15 years), while 8.3% have had years of experience (16 years and over).

3-2 Description of Study variables:

This element includes a description of the key variables elements of the study: Competitive strategies, customer-facing, and marketing performance as follows:

Describe elements of competitive strategies: Competitive strategies will be described in the following table:

Table 03: The means and standard deviations of competitive strategies

	items	mean	Std deviation
A1	The organization produces the product at the lowest cost and sells it at the lowest price	3.229	1.462
A2	the organization offers products with a low level of product differentiation	2.895	1.402
A3	he organization works to find the best way to market its products at the most expensive cost to	3.229	1.544
A4	the organization capable of attracting low-cost labor that continuously works at any cost of raw materials	4.395	0.348
A	Cost driving strategy	2.962	1.122
B1	the Foundation provides products for a specific sector of the market covering a specific segment of customers	4.125	0.788
B2	the organization offers products by focusing on a specific line of production to satisfy the needs of a particular geographical sector of customers	3.8125	1.248

B3	he organization offers the best and most suitable products for the target sector due to its privacy in its service	4.479	0.405
B4	the organization continuously offers products efficiently that competitive products cannot offer	4.562	0.504
B5	the organization is able to deliver products with a combined focus on quality and price	4.541	0.503
B	Focus strategy	4.303	0.518
C1	The organization offers unique products from its competitors	4.604	0.494
C2	The organization is designing a high-quality product compared to other organizations.	4.687	0.468
C3	The organization offers the best and most suitable products that are innovative and modern among competitors toward customers.	4.645	0.483
C4	The organization continuously drives by differentiating the implementation of after-sales services.	4.604	0.494
C5	The organization continuously improves its products to continue to earn customer loyalty.	4.604	0.483
C	DIFFERENTIATION STRATEGY	4.628	0.441

We note from the table that: The majority of the frame sample members agree to the importance of applying the cost-driving strategy in MEDICINE-producing institutions, which is reflected in the overall weighted average of this dimension, at 2.962, by a standard deviation of 1.122. After the concentration strategy, the majority of the sample study agrees with the importance of applying the concentration strategy the MEDICINE-producing institutions, reflected in the overall weighted average of this dimension, were 4,303 with a standard deviation of 1,515.

The dimension of the differentiation strategy is that the majority of the sample population highly agrees with the importance of the differentiation strategy among the MEDICINE-producing institutions, which is reflected in the overall weighted average of this dimension, at 4.628 with a standard deviation of 0.441

Table 04: The means and standard deviation for client orientation

		mean	Std deviation
D1	For our customers, prices are an important feature of	3.625	1.023
D2	the organization's concern with customer suggestions and complaints	4.876	0.339
D3	the organization is constantly looking for ways to generate value for customers	4.812	0.394
D4	our organization is interested in meeting the needs and desires of our customers	4.875	0.334
D5	The organization determines the quality of its products to the satisfaction of its customers	4.874	0.324
D	CLIENT ORIENTATION	4.612	0.548

The majority of the members of the frame sample agree highly on the importance of applying the customer-oriented approach to the MEDICINE-producing institutions, which is reflected in the overall weighted average of this dimension, at 4.612, by a standard deviation of 0.548, where the arithmetic averages for the sample responses to the customer-oriented statements ranged from 3.625-4.876. The table also shows the low dispersion of the study sample responses to the customer-oriented variable, reflecting the convergence of the views of the sample study population on the importance of customer orientation.

Table 05: the means and standard deviations of marketing performance

	Items	mean	Std deviation
G1	The organization is growing its market share	4.333	0.476
G2	the enterprise achieves its profits as planned by	4.208	0.650
G3	the management of the enterprise that achieved a reduction in the cost of sales	1.791	1.166
G4	the organization seeks to keep its customers	0.501	4.562
G	marketing performance	4.223	0.448

The results of the analysis described in the previous table showed the high level of importance of marketing performance in MEDICINE-producing institutions in the state of Algeria under study, with an arithmetic mean of 4.223and a standard deviation of 0.448, with the calculation averages for sample study responses to marketing performance statements ranging from 3.791-4.562. The table also shows the low dispersion in the survey sample responses to marketing performance in its three dimensions, market share, profitability, customer satisfaction, reflecting convergence in the views of the study sample on the level of marketing performance.

3.3-Test Study hypotheses:

Hypothesis 1: There is no statistically significant impact of competitive strategies (cost-driving strategy, differentiation strategy, focus strategy) on marketing performance

To test this hypothesis, Pearson's correlation coefficient has been extracted between the change in competitive strategies and sustainable competitive advantage, and the multiple regression analysis has been applied, as shown in Table (6) and (7) as follows:

Table 06: The relationship between competitive strategies and marketing performance

variable	Correlation coefficient r
Independant variable: Competitive strategies (cost-driving strategy, differentiation, focus strategy) **dependant variable: Marketing performance**	0.785**

**correlation is significant at the 0.01 level

Table 06 shows that the correlation coefficient between variables competitive strategies marketing performance is 0.785, a statistically significant value at the significance level (0.01), indicating a strong correlation between competitive strategies (cost-driving strategy, differentiation, and focus strategy) and marketing performance.

Table (07): Multiple regression analysis results between competitive strategies and marketing performance

	VARIABLE	B	T	R^2	F	SIG*
Independant variable	cost-driving strategy	0.491	4.035	0.616	27.362	**0.000**
	differentiation strategy	0.563	2.519			**0.012**
	focus strategy	0.529	2.156			**0.037**
Dependant variable	Marketing performance					

Table (07) shows that the results indicate the meaning of the impact of competitive strategies (cost-driving strategy, differentiation strategy, focus strategy) on marketing performance as calculated F was 27.362, a high value when compared to F-table 6.85, a statistically significant function value of 0.01, indicating their statistical acceptance. R2 was 0.616, a statistically significant value, that is, the independant variable (competitive strategies) explains 61.6% of the complete change in the dependant variable (marketing performance). The impact score for the cost driving strategy was

0.491, 0.563 for the differentiation strategy, 0.529 for the focus strategy, which explains that the increase in the interest in the competitiveness strategy in its three dimensions by one unit will increase the importance of marketing performance by 0.491 for the cost driving strategy, 0.63 for the differentiation strategy, 0.5292 for focus strategy, which confirms the incorrectness of the first key hypothesis and therefore rejects the first hypothesis and accepts the alternative hypothesis that **there is a statistically significant impact of competitiveness strategies (cost-driving strategy, differentiation strategy, focus strategy) on the marketing performance at the α ≥ 0.05 level**

Hypothesis 2: there is no statistically significant customer-oriented impact on marketing performance

To test this hypothesis, Pearson's correlation coefficient has been extracted between the change in competitive strategies and sustainable competitive advantage, and the multiple regression analysis has been applied, as shown in table (08) and (09) as follows:

Table (09: Multiple regression analysis results between customer-oriented and marketing performance

	VARIABLE	B	T	R^2	F	SIG*
Independant variable	-customer-oriented	0.4270	6.358	0.597	27.362	**0.000**
Dependant variable	Marketing performance					

*the effect is statistically significant at α ≥ 0.05

In table(09), the results show that the meaning of the customer's trend effect on marketing performance was 18.374, which is a high value when compared to F, which is a statistical function value of 0.01, and R2, which is 0.597, is a statistical function value, i.e., an independant variable (Customer-facing) accounts for 59.7% of the complete change in dependant variable (marketing performance) and the effect score of B 0.427 for customer orientation. This explains why an

increase in interest in one-unit customer orientation will increase the importance of its role in promoting marketing performance, which confirms the incorrectness of the second hypothesis and acceptance of the alternative hypothesis that states that **there is a statistically significant impact on customer orientation on marketing performance at the α ≥ 0.05 level.**

IV.STUDY RESULTS (ANALYSIS AND DISCUSSION) :

The analysis and discussion of the results of the study aims to provide answers to the study questions. In order to do this, the various field data related to testing the hypotheses of the study are reviewed and all tests and processes that contribute to this purpose are examined.

V. Conclusions and recommendations

A-CONCLUSION:

From the above, by analyzing the questionnaire forms in a number of MEDICINE-producing economic institutions in the State of Algeria and then analyzing the data by SPSS, the following can be concluded:

The results show that the most important competitive strategies used by MEDICINE-producing organizations from the perspective of the sample study are the strategy of differentiation with an arithmetic mean of 4.628 and a standard deviation of 0.441, followed by a concentration strategy with an arithmetic mean of 4.303 and a standard deviation of 0.518. The results show that the level of implementation of this strategy is moderate compared to the previous two strategies, with an average of 2.962in a standard deviation.1.122.

The results also indicated that there is a positive influence relationship between all competitive strategies on the marketing performance of MEDICINE-producing enterprises in the State of Algeria.

The results showed that the level of practice and application of customer orientation in the MEDICINE-producing institutions in the study in Algeria was high, with the total arithmetic average reaching 4.612 and a standard deviation of 0.548 according to the research sample responses.

The results also showed that the marketing performance in MEDICINE-producing enterprises in the state of Algeria was high, with an arithmetic mean of 4.223 at a standard deviation of 0.448.

The results indicate a positive impact of the trend toward the customer on the marketing performance of the institutions in question because the pharmaceutical industry requires a good understanding of the needs and requirements of the customers such as hospitals, pharmacies, etc. all contribute to the creation of excellent marketing performance.

The results indicate a positive impact of the trend toward the customer on the marketing performance of the institutions in question because the pharmaceutical industry requires a good understanding of the needs and requirements of the customers such as hospitals, pharmacies, etc. all contribute to the creation of excellent marketing performance.

B-Recommendations:

Interest and emphasis on the role of competitive strategies (cost-driving strategy, differentiation strategy, focus strategy) on marketing performance through several actions, including review of pharmaceutical product pricing policy, R&D interest to deliver high quality products to customers.

Build customer understanding and focus on them by seeking to gain satisfaction with the quality products that MEDICINE-producing institutions should offer them to earn their loyalty, and establish lasting relationships with them as permanent customers rather than as customers.

Conduct further studies on competitive strategies and market orientation and their impact on multiple sequential variables such as the customer's perceived value, competitive performance, marketing policies.

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