

The effectiveness of strategic alliances between economic institutions Presenting the experience of Mobilis and Algeria Post

Boutora Fadila¹ / Boutora Fatma Zohra² / Belyardouhe Hassiba³

¹ Echahid Cheikh Larbi Tebessi University, fadila.boutora@univ-tebessa.dz

² Abdelhafid Boussouf University Center of Mila, boutora.f@centere-univ-mila.dz

³ Echahid Cheikh Larbi Tebessi University, tahakesri372@gmail.com

Received: 30/10/2024

Accepted: 12/12/2024

Published: 20/12/2024

Abstract:

This study aims to clarify the effectiveness of strategic alliances as they are one of the means that business organizations can exploit in a way that achieves an effective response to the changes occurring in their environment, with a presentation of a model of the experience of the alliance between Algeria Post and Mobilis and highlighting the importance of this alliance as a strategy to expand current markets and enter new markets, and achieve distinction and difference from competitors.

Keywords: strategic alliances; Business organizations; Mobilis Foundation; Algeria Post Corporation.

Jel Classification Codes: : A10, B25, D02

Corresponding author: Boutora Fatma Zohra, e-mail: boutora.f@centere-univ-mila.dz

INTRODUCTION

Since the last decade of the twentieth century, companies have started the move towards globalization. The result of the change happened at the level of the market dimensions in the light of a increased intensity of competition has led many institutions and companies in the world to become dependent not only on their own capabilities related to production and marketing, but also need new ideas and ways that enable them to enhance their creative capabilities. This lead them to resort to strategic alternatives instead of conflict and competition, which are not useful in facing these challenges. Thus, they turned towards cooperation, integration and economic marketing that takes the form of a strategic alliance.

The weakness of the structure of economic institutions in developing countries, especially the Arab countries that constrained burdened with numerous challenges, especially in the services sector. Due to these challenges they stared to make alliances with national and international companies. Therefore, the relationship changed from the negative competitor to a mixture of cooperation and competition that allows the coalition parties to acquire new technological competencies, as well as to ensure the presence of many motives such as bringing more knowledge, winning competitive advantages, achieving common interests, expanding the market and seizing the marketing opportunities, achieving integration and achieving benefit from innovations and modern inventions to obtain advantages and increase their profits. This allows them to face competitive situations, treat aspects of weakness, exploit force elements, or block a specific gap, while retaining the independence of the decision outside the coalition in a manner that guarantees survival and continuing in the business environment.

Despite these goals, which give the strategic alliance several advantages, but like any other strategies, they face many risks and problems, such as opportunistic behaviors, the difference of goals and Lack of cultural harmony ... and others.

. The problem of the study

The problem of study Can be reflected by the following main question: How effective is the strategic alliances between economic institutions?

. The importance of the study

The importance of this study lies in the fact that strategic alliances are an important factor for companies and institutions, by concluding bilateral or multilateral agreements through the institution's search for an ally to cooperate and participate with in facing the challenges of business structure. This method of contemporary cooperation with a marketing dimension gives the greatest attention to the consumer's point of view due to the effects it causes in his behavior. Strategic alliances, thus, have become an increasingly popular strategy among business organizations.

. Objective of the Study

Some of the goals of this study Can be listed below:

- Learn about the concepts related to strategic alliances;
- Highlighting the importance of the strategic alliances of economic institutions;
- Highlighting the various types of strategic alliances and clarifying their effectiveness;
- Presenting a model for a strategic alliance in the telecommunications sector between the Mobilis and Algeria Posts;
- Providing some proposals to activate the role of strategic alliances is consistent with the conclusions reached.

. Methodology

In order to understand the merits of this research paper, the descriptive and the analytical approaches were relied upon to answer the most important questions of the problem by identifying the importance of strategic alliances for economic institutions in the modern business environment that requires them to work to improve their levels of performance and excel.

. Structure of the Study

This study was divided into the following parts:

- The First Part: The theoretical framework for strategic alliances.
- The Second part: Introducing Mobilis and Algeria Post institutions.
- The Third part: The experience of the Mobilis Corporation and Algeria Post alliance.

1- Theoretical framework of strategic alliances

1-1. Definition of strategic alliances

they are simple or complex contracts that are flexible requiring the existence of constructive and fruitful cooperation between the allied parties. Whereby, the allied parties benefit from each other's capabilities to improve the competitive advantage of each of them, and to achieve common goals that may be financial or non -financial, continuously developed (Kasem & B.M., 2021).

1-2. Properties

However, it is characterized by the following characteristics (aza, 2011, pp. 103-119)

- Long -term agreements;
- The objectives of the partners are at least in the field of cooperation activity;

Providing good value goods and services;

The legal independence of partners, and thus all forms of swallowing are excluded;

- Canceling the competition between the partners, by permanently excluding it or reducing it throughout the cooperation period.

1-3. importance

Building the strategic alliance allows the exploitation of the following procedures or measures:

- Achieving technological integration;
- Entering new markets;
- Benefiting from the results of the research and development carried out by the original institution;
- It is allowed to open new commercial horizons to earn new channels and better coverage of the market;
- Easy and rapid access to the ISO property is allowed;
- Cost sharing and reduce risk;

The planning also helps to achieve a balance between the goals and the interests of groups with a strategic influence, and includes pre -preparation and choice between alternatives related to goals, strategies, procedures, rules, programs and budgets (beghrich, 2020, pp. 258-280)

1-4. Goals

The Parties Alliance achieves a number of goals that can be limited to the following points: (yahia holia, 2022, pp. 652-655)

- Provide the best product or service to customers;
- Providing services and goods of great value;
- Customer service in time;
- Take advantage of the experiences and experiences of others;
- Increasing the marketing competitiveness of allies by improving the quality of products, especially the innovation of new products that allow the company to occupy a larger location than the market;
- Supporting the strength of allies, by supporting strengths and handling weaknesses.

1-5. Motivations

Thomas and David identified the following motives for forming strategic alliances:

. Entering the market

The increase in difficulties in entering and competing with many international markets imposes the establishment of strategic alliances. Sometimes the establishment of international strategic alliances related to the market entry is necessary to compete with existing strategic alliances that constitute obstacles to the entry of the international company that market.

. Internationalization

The Company usually needs information and skills in dealing at the international level, although it owns highly desirable products in many international markets. In this case, the company may enter into international strategic alliances with different partners in various global markets.

. Financial risks

The many financial requirements and the high risks of international projects lead to the establishment of international alliances. These alliances allow the distribution of various risks (financial, technical, and political) among the members in a negotiated and contracted manner. Although strategic alliances may relate to technology, production and financing, most strategic alliances The importance of those related to market entry and distribution channels, and the establishment of special types of licensing or partnership agreements can take place as parts of international alliances, Where this type of alliances is essential to obtaining and maintaining a competitive advantage (chicha, 2014, pp. 291-306)

. Obtaining technology and manufacturing capabilities: Studies have shown that companies that are allied strategically are able to own more modern manufacturing technologies than allied companies, and there are four traditional reasons that drive companies to cooperate with other companies:

- Sometimes companies seek to federation in making a product and reducing competition with the aim of increasing profits or serving other purposes, such as controlling the local market;
- Risk sharing some projects is very large and the company has to do a cooperation to reduce the risk volume of a controllable size;
- Unifying resources if one company is able to invent or create products but is unable to sell them and another company is able to sell and is unable to innovate, and then in this case they can establish a joint venture;
- Companies sometimes cooperate to overcome market obstacles. Deployed outside her home country, she needs a local partner because she does not know the local conditions or that the host country requires it (el-aidani, 2021, pp. 74-84)

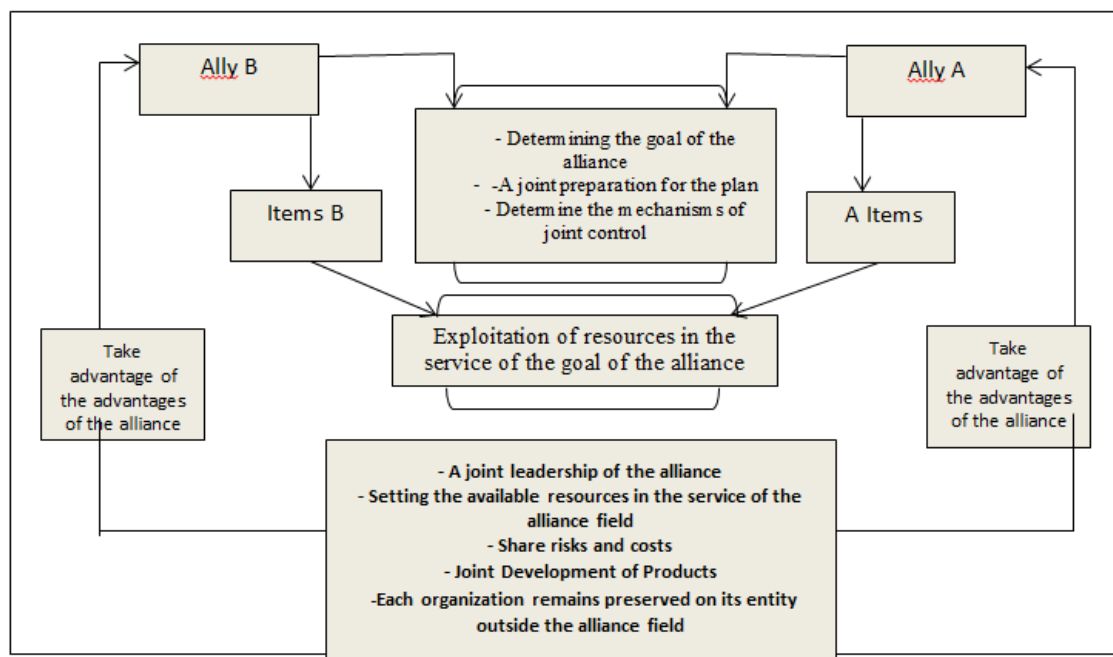
1-6. Conditions

it is logical that not all strategic alliances between institutions are successful in the absolute. They need also to follow -up steps and stages that precede this because each institution has privacy, capabilities, weaknesses, etc., through the alliance and partnership, to avoid it and work to achieve its goals. So as that the agreements and partnership be successful and permanent, the required points between the parties must be based on the following elements: A clear understanding of the capabilities of the current and future institution;

- Learn about the expected and possible alliances;
- Knowing the values and goals of the partner;
- Realizing the risks and gains expected from the coalition;
- Lack of melting;
- Absolute confidence;
- Effective leadership;
- Information network safety.

That is, it can be said that knowing the capabilities of the organization and its good definition of the goals of the alliance and their capabilities to follow up is important for the coalition to be fruitful to achieve individual and common goals. Moreover, the alliance and partnership which is as much important as beneficial needs to involve risks such as melting and decaying with the strongest and subordinate partner and even the disappearance. It can show the coalition's business model between the parties in the next diagram.

Fig.1. Strategic Alliance Business Model



Source: (el-aidani, 2021, p. 79)

From the diagram, it can be observed that the rules of successful alliance are built on several stages and in which the current capabilities of each ally are dealt with in addition to conditions that enable the joint benefit of each party from the alliance through the exploitation of individual resources to serve the common goal.

Accordingly, it can be said that the organization as much as the alliance serves it with other organizations, but it must be taken into account many of the accurate aspects that if they are not in the service of the allied parties equally; This will be a threat to the affiliate organization (mourad, 2018, pp. 291-306)

1-7. shapes and types

Marketing alliances are in several forms, and have been referred to by DAS, Christine, Kotler following:

- The alliance with goods and services, under this type, one of the organizations grants a license to another organization to manufacture its products or joint marketing of the supplementary products of the two organizations.
- The alliance in the field of promotion, that is, through the implementation of promotional campaigns by the organization for the benefit of another organization.
- The logistical alliance, by providing logistical services by the organization for the benefit of the allied organization.

- The coalition in pricing, that is, the link between organizations allied to a contractual relationship to the coalition in the field of pricing, such as the fact that many car rental organizations and hotels provide a mutual discount in prices.

While Kauffman believes that marketing alliances include the following:

- The alliance in marketing channels, such as if an organization with another organization is to distribute its treatment through the use of the marketing channels owned by the allied organization.

- Licensing, which is an agreement between allied organizations that include that the organization grants the license to the rights of the other organization in other countries or markets in order to produce or sell goods that bear its brand.

- The joint project, as organizations form a legally independent entity, and the joint project is an effective choice, especially when the organization needs to build long-term relationships, and this is done by participating in some resources and capabilities in order to achieve marketing opportunities that need supplementary resources, including sockets and marketing channels. Makela believes that marketing alliances are either a vertical alliance or a horizontal alliance

- The vertical alliance is between organizations belonging to different industries such as the organization's alliance with suppliers or the organization's alliance with the customer.

- The horizontal alliance, that is, the marketing alliance is between organizations working in the same industry Such as the banking alliance, and this form of marketing alliance is important in the possibility of selling the service to the ally itself or expanding marketing channels, as well as gaining great flexibility in terms of acquiring new marketing skills (fatma & zahra tahri, , 2018).

1-8. Advantages of strategic alliances

The advantages associated with strategic alliances vary greatly from one alliance to another. All alliances do not all have the same effects and do not achieve the same benefits, but the basic objectives are often the same. In all strategic alliances, such as acquiring new technology, increasing production capacities, penetrating new markets, or new distribution channels, or developing capabilities.

The strategic alliance may benefit the two parties at one level or at several levels at the same time. The best example of this is the partnership between the two institutions Matra-RNAULT for the production of the Renault Espace light truck. That is, Renault benefited from the productive capabilities of Matra as well as the capabilities of the design, while; Matra benefited, in return, from the marketing and distribution network of Renault. Hence, most strategic alliances are made for the purpose of exchanging resources and competencies between the two parties.

Certainly, strategic alliances are the best way to learn experience from others, and there are unexpected advantages that are achieved while carrying out strategic alliances. Most of them require explaining the productive processes and methods of running for the other party, which may lead to the birth of new ideas capable of improving the current systems. These improvements can be done through three different ways.

- The institutions are required to prepare a detailed presentation on their experiences, this process may result in creative ideas.
- The two sides of the strategic alliance are required to apply their experience and capabilities and their experience in the vicinity of a new work, which has emerged the most important weaknesses in it.
- The new partner in the strategic alliance may be much more a requirement rather than a customer, because it knows all the secrets of the institution.

. The risks of strategic alliances: Despite the many advantages that institutions can achieve as a result of strategic alliances, there are many risks and problems for these alliances, which are:

- **The theft of knowledge:** One of the parties to the coalition may resort to the use of knowledge provided by the other and its exploitation to eliminate special needs, not related to the alliance.
- **The lack of good use of the available resources of the coalition:** The lack of good exploitation of human resources, material, and financial available for the coalition project leads to the failure to reach the specified goals
- The interest of one of the parties to the coalition in maximizing its material or cognitive gains at the expense of its other company, which leads to a review of the balance of power between the two parties.

The difference in the cultures of allies may lead to an Ikhids' position in front of the success of the coalition;

-Competition between allies exposes the alliance to failure: This possibility is more possible when one of the parties tends to exploit the information provided by the other party in order to improve its position in the market.

- One of the parties is not committing to the terms of the coalition contract: In such a case, the degree of confidence between the allied parties will decrease, which will harm the effectiveness of the coalition (Foundation, 2022)

2. Introducing Mobilis Corporation and Algeria Post

2-1. Introducing Mobilis Corporation

A branch of Algeria Telecom Group and the first mobile operator in Algeria. Mobilis has recognized its independence as a dealer since August 2003, by choosing and adopting a policy of change and innovation, Mobilis always works to reflect a positive image, and this is by making sure to provide a high-quality network and very effective service to subscribers, in addition to diversification and creativity in the proposed offers and services. Mobilis wanted to position himself as a dealer closer to its partners and customers, and this made his motto "wherever you are" stronger. For its role and contribution to the protection of the environment and this is by reference to its four values:

- National population coverage.
- More than 178 commercial agencies.
- More than 82,965 indirect sales points.
- More than 5,000 stations covered by BTS.
- The floor of high -quality and effective services.

- Permanent creativity and development of its offers and its various services 3rd medal, your authority, the service of the photo and the voice of MMS and the 3G service, GPRS

In addition to electronic packing services: 'Arsali, Rasimo, my balance, the international call packing card for pre -payment subscribers.'

Today, Mobilis imposes itself as a vital, creative, loyal and transparent company, in a very competitive and healthy environment (Corporation, A.P. PRESENTATION OF "EPIC ALGERIA POSTE", 2022).

2-2. Objectives of Mobilis Corporation

Mobilis has sought, since its inception, to define basic goals, including:

- Providing the best services,
- Good care for subscribers to ensure their loyalty,
- Creativity,
- Presenting the new in line with technological developments, and this is what It could achieve significant business numbers and, in a short time, reach 20 million subscribers[9].

2-3. The principles of the Mobilis Foundation

- Transparency.
- Innovation.
- Development, renewal and fulfillment of promises.

Humanity.

- Vitality and creativity (Telecommunications, M.o.P.a. Summary of the completion of the sector's activities for the year 2021., 2022)

. Algeria Post Corporation

2-4. General submission of the institution

The institution of the industrial and economic nature "Algeria Post":

- It is placed under the tutelage of the Ministry of Post, Telecommunications, Technologies and Digitization,
- It is managed by a board of directors headed by the minister in charge by mail or a representative of him.
- A general manager is directed by a president with a presidential decree.

Specified by a ministerial decision dated January 21, 2010 (No. 002/A.H/M.S.L.T.R) and framework by two committees (02) executive and commercial executive as well as a marketing of marketing, the activity of the institution of the industrial and economic nature is centered on. Algeria Post» About Classical Postal Professions and this is on three levels (central, regional, and local).

The headquarters of the General Directorate of "Algeria Post" and its central interests are located in Bab Al -Zawar, 16024, in real estate fortress No. 01, piece No. 04, the business area, in a twelve (12)-floor building.

- **On the central level:** Sections of Professions (03):

- The network and mail professions,
- Criticism and postal financial services,
- Post and Parming.

Central support directorates (12):

- Automated media and network security;
- Real estate property and public means;
- Financial and accounting directors;
- Human resources;
- Training and improvement;
- Strategy, organization and control of management;
- Postal structures and buildings;
- Central inspection;
- Internal auditing and control;
- Directorate of communication;
- Standard and quality;
- Postage and stamps;

At the regional level;

- Regional Inspectorates (13);
- Regional financial centers (08);
- Regional centers for accounting (08);

At the state level

At the local level, post offices are placed geographically under the tutelage of a state 'Directorate of Postal Units'.

Only the wilaya of Algiers, according to its status as the country's capital, has three districts distributed over three regions: East, Central, and West.

- Directorates of state postal units (50) (abla bezgrari, 2018, pp. 199-216).

2-5. The tasks of the Algerian Post Corporation

In all national dust, the institution costs to implement the national policy for developing postal financial services and financial services by ensuring activities for the management of services, as well as renewing and developing the structures entrusted to them.

With its possession of a vast and effective network that was published on the entire national dust, the "Algeria Post" is working hard to maintain the mechanism of updating its structures, especially by ensuring its sophisticated transformation in various professions and by focusing on developing a digital economy centered on media and communication technologies.

The strategic vision of "Algeria Post" is based on the procedures in force for each profession, and it seeks to become:

- the leader in the distribution of domestic and domestic services,
- the reference institution with regard to the financial inclusion of citizens,
- the most effective element in the matter of mail / parcels large, by accelerating its digital transformation and matching its physical and digital networks.

. The outcome of the most important achievements during the period from January 01 to May 31, 2021:

Within the framework of implementing the government's action program prepared for the program and commitments of the President of the Republic, the postal and

telecommunications sector have registered during the first five months of the year 2021 embodying the most important achievements as follows:

2-6. Communications part:

It should be noted that the sector has made great efforts to improve the quality of service and communication quality for the benefit of all users, especially citizens. In addition, they generalize access to the Internet with streaming High and very high, through the implementation of a program aimed at developing the infrastructure supporting information and communication technologies. The most important results of which can be summarized as follows:

- Regarding improving the quality of service, modernization and intensification of communication networks:

* Settling 2461.01 km of optical fibers from 11,000 km programmed entitled in the year 2021, as well as the completion of 58 digitizational heaterical links from the 250 inclined in the current year.

* Achieved 125,952 port for new optical fiber technology (FTTH) out of 339,749 programmed outlets.

During the current year

- Achievement of 14,400 outlets for the fourth-generation technology of the 4GLTE fixed phone by installing 24 air (Enode-B). 321 sites placed in service to intensify the coverage of the radio access network for the second generations, the third and fourth among the 1012-programmed sites during the current year.

- Modting both 5160 MSAN devices M. Old generation and 88.296 TDM port.

- Raising the access capacity of the IDOOM ADSL FIBRE to 04 M/s from March 28, 2021 in addition to the transition from 08 to 10 MB/s, with a review of pricing to decline.

- Connecting 10 municipalities and regions with less than 1000 people with a telecommunications network out of 19 programmed during the current year.

- Editing 15 MHz (MHz) for the three customers of the mobile phone in the 2.1 GHz (GHz) range distributed fairly at a rate of 05 MHz (MHz) for each customer.

- The completion of the installation of equipment at the level of the centers affiliated with the National Agency for the Places in anticipation of the launch of a naval network, to be launched during the month of July 2021.

. **Postal crack:** It is worth noting in this aspect that the postal network is characterized by its presence through all national territory, as it counts 4057 postal offices at the level of 58 states, and since the beginning of the current year a number of projects have been completed, represented in:

- Regarding the postal infrastructure:

- Opening 26 serious post offices.

- Building 12 post offices out of 49 programmers during the current year.

- The completion of the project to prepare 27 post offices out of 9 programmers during the current year.

Regarding the promotion of postal financial services

- The completion of the study related to setting an electronic ticket platform for various demonstrations, but given the project's ramification, the option of the situation was placed at the disposal of institutions (which have a ticket system) to include an electronic payment unit for Algeria Post.
- Completing the technical developments that allow electronic payment for the rental of 'justice' housing rents related to the approval of the relevant institution that was contacted in this regard.
- Signing agreements with the Ministry of National Education, Higher Education and Scientific Research in order to encourage electronic payment of exam fees and registration rights.
- Complete the technical developments for the project to exempt from fees related to postal financial services applied to fragile groups. The launch of the service is linked to the lists of the persons concerned that must be sent by the ministry in charge of national solidarity.
- Launching the Algerian Water Pirats Priots Service at the level of postal institutions for the benefit of four state units in Adrar, Biskra, Djelfa and wergla.
- With regard to the activity of letters and parcels:

The signing of an agreement between Algeria Post and the National Corporation for Railway Transport in order to transport postal dispatches. A program to restore and/or reconfigure post offices out of 124 registered.

* Opening 26 new post offices.

3. Efforts made to limit the spread of covid 19

Similar to the rest of the ministerial departments, the Ministry has developed a road plan since the appearance of the epidemic aimed at protecting the workers of the sector as well as citizens in the context of strict respect for the health protocol that was placed in this framework. The latter is related to the following measures:

- The acquisition and generalization of the use of prevention methods such as masks, phrases, heat standards, alcoholic disinfectants, and regular sterilization of postal offices.
- Reducing the transfer of the procedure at the level of post offices by appointing institution officials in order to carry out withdrawals for all the procedures.
- Paying salaries through mobile post offices for workers and health sector employees, civil protection, security wires.
- Review the calendar of pension pension in cooperation from the National Retirement Fund and the transition from 04 days to 09 days.
- Withdrawal through the covid 19 private agency, prepared for the benefit of elderly people or people with special needs).
- Setting special measures directed to pay pensioners at the level of open spaces (municipal shops).

4. Presenting the experience of the Mobilis and Press Alliance of Algeria

The antiquities between the Mobilis and Press of Algeria are considered a strategy that participates in the brand and the unified communication policy, as the two pioneering signs in the telecommunications and mail sector, which enjoy a good reputation, were combined

with Algerian consumers, so the two institutions are in this experience by providing a set of common services.

. **Joint services within the coalition framework:** The services provided by the Mobilis Foundation in alliance with Algeria Post represent the following:

. **Mobiposte service:** Mobilis launches the Mobiposte service in partnership with Algeria Algerian Post. In partnership with Algeria Post (the Mobiposte service launched in 2005), this product is for CCP account owners and is available in all post offices. Cost fees are set in 1000 DZD with the selection of the third package: 'green' 'with 1200', Afar 'at 2000 DZD and' Red 'at 3000 DZD, and the amount opposite the chosen formula is deducted each month from the CCP account. According to 06 and 08 in the Mobilis network, and from 06 to 12 to other operators, as in the event of exhausting the balance, customers (Mobiposte) will be able to recharge their accounts on the market using one of the current third shipping cards: 500, 1000 and 2000 dinars..

. **BACIMO service:** The Racimo is a service that is created by Algeria Etisalat (Mobilis) in conjunction with Algeria Post in 2002. This service is set to charge the balance via a CCP account. The process is done by using mobile phones and the shipping method through two stages:

The first stage: It consists of registering with this service by calling 9030, then selecting the language, then pressing the number 03 in order to join the Rasimo service, then entering the postal account without a key to enter finally the special secret code that is used to log into the account via The Internet.

- **The first stage:** It consists of registering with this service by calling 9030, selecting the language, pressing the number 03 in order to join the Rasimo service, and entering the postal account without a key to entering lastly the special secret code that is used to log into the account via The Internet.

- **The second stage:** it represents the method of charging, as previously said. Here it is possible to charge the private balance, or to charge the balance of a friend. To do so, you must call 9030 (for free), choose the language and press the number 01. Then, enter the special secret number, the desired amount Convert it and confirm by pressing the number 01. After that, complete the process by receiving a short message confirming the transfer process[12].

. **Racidi balance service:** In 2011, Algeria Post launched a new service that enables customers to see the current postal account statement via SMS, which is directed to Mobilis subscribers at pre -payment and post -payment service. In their CCP mail accounts, users could see any amount received on CCP account without the need to move to the post center and request the process of viewing the balance. This service provides the ability to monitor the CCP account and know any withdrawal or payment process that was done in the personal account immediately through a short message that arrives on the personal phone. Algeria Post has previously informed customers via SMS messages only the event of receiving a checkbook or a cloud card from automatic dispensers in the event of submitting the phone number, when submitting the application before they currently add the SMS notification service in the case Receive money.

Thanks to this service, university students can know the date for entering the student scholarship direct Health insurance amounts by social security on their CCP accounts in Algeria Post. in addition, they are able to know the details of the payment and withdrawal operations that took place on the CCP account only via SMS messages automatically arrives at the phone number of the concerned.

My balance service enables you to view your current postal account through the SMS service.

To benefit from the service, it is sufficient to send an SMS to the number 603, bearing the secret code of your current postal account "Fragha".

In return, you will receive a short sms message bearing:

The current postal account number for confirmation.

The account statement or the amount of the balance

The date of the last account review process

The price of the text message message was set at 05 DZD, taking into account all fees, in addition to the price of Algeria Post for immediate access to the current postal account, which is estimated at 10 DZD.

Note: You must approach a post office to obtain the password. (Mobilis Corporation).

. Arsselli

- **Send via post offices:** Mobilis launches a new mobilization style specifically for Mobilis subscribers, in addition to the various styles in place.

How to take advantage of the service by filling from the post offices, the customer must follow the following steps:

- Go to a post offices.
- Submit the phone number, with the name and title.

Determine the type of packing

- If it comes to filling the balance,

International balance tiring.

- pay the bill.

- Tell the customer's advisor about the value of the balance to be filled. (Mobilis Foundation).

. Send E-Rselli

The E-Rselli service is online payment, allowing to fill pre-payment lines (domestic or international lines), and pay your bills at any time, without transportation, this is done through the internet interface <https://paiement.mobilis.dz>.

How is this?

To use this service, the subscriber only has to follow the following steps:

- Go to the post-payment site <https://e-paiement.mobilis.dz>, from various devices, whether mobile phone, the entry device to be filled

Enter the apparent secret code.

Enter the mail account number for the customer (post -payment).

Enter and choose the paid packing value.

Acceptance of the general conditions for use.

Upon completion of the payment process, the customer is inserted to the safe -paying e - mail page for Algeria, or SATIM, and entering the card related to the card[9].

.Avsslli via Gab service

Partnership with Algeria Post, Mobilis launched a new service for mobilization, which is related to the ARSSLII service, through the Algiers Post windows, which only includes Mobilis clients who obtained an ongoing postal account.

The Arstelli service allows Mobilis customers to fill their account, or pay their bills at any time, by adopting the gold card, with all safety.

To take advantage of this service, the customer must follow the following steps:

- Go to a list - GAB Distribution window - Insert the Gold Card and PIN code

Choose the Recharge Mobile packing window.

Enter the phone number to fill its balance.

Enter the packing value.

- Check the phone number to be fill out and the value of the balance.

After approving the process, the customer will receive the value of the balance on his line.

The lowest value of packing is 100 dinars.

- Service cost service:

The service is free, and as for the value of the recharged balance, it will be deducted from the customer's current postal account (Foundation, 2022).

. Send service via baridi mob

Thanks to this service, you can recharge your account, or pay bills through the BaridiMob application of Algeria Post, simply, quickly and securely.

The application is available on Google play and App store.

- **Service characteristics:** To use the ArsSelli service via Baridimob, the following steps must be followed:

- Download the Baridimob app;

- Participate in the Baridimob service on the Algeria Post website;

<https://www.poste.dz>

- Insert the phone number on the application, the card number and its expiration date;

- Choose the 'Payment' Angle;

- Choose 'mobile filling';

- Click on 'Mobilis';

- Then, click on the source of the operation;

- Include the phone number and value;

- Click on Wasel;

- Click "Get Confirm Code", and then send it via a text message.

After confirming the completion of the payment process, the amount will be deducted from your current postal account.

You will see a notification to confirm the operation that can be downloaded (payment receipt) or via e-mail

The minimum transaction amount is 100 Algerian dinars.

Service price:

The service is free, except The packing value that is deducted from your postal checking account[9].

5. The advantages of the alliance of the Mobilis and Press of Algeria

It can be said that these joint services and this alliance between Algeria Post and Mobilis is a strategy to improve the services provided to Algerian customers in general. The partnership between the two marks can be considered a functional sharing (FONCTIONNEL BRANDING-CO) but not symbolic. Sharing ,in this case, is represented in providing different and multiple joint services we have previously explained, in addition to the fact that this sharing between the two worlds appears through the 'Mobiposte' service where the word (Mob) is derived from (Mobilis) and the word (poste) from (postte algérie). The two institutions have achieved through this alliance several Features are the following:

6. Providing joint services

This enhances the quality of the services provided by them because of Algeria's communications (Mobilis) quality (through their hearing among Algerian consumers), and the terrible Algeria's mail. Moreover, the alliance between the two signs leads to double the two worlds of the two world High for services provided and is considered a guarantee of services provided by the two partners. The joint services is the possibility of paying the phone bills through the ongoing postal account, or transferring (Flexi) money through the gold card. It can be also through charging a Mobilis customer account or any friend account from his mobile phone, or seeing the current postal account statement about SMS Road (SMS) and get immediate notifications via messages.

7. Expanding the scope of the two signs

The alliance between Mobilis and Algeria Post contributed to expanding the scope of the two commercial worlds by expanding the market of each of them. The Mobilis Foundation has benefited from access to consumers who have ongoing postal accounts and facilitates their transactions to attract the largest number of them to it. It also maintains its current customers. The same thing is for the Algerian mail, which maintained its customers from going to the creation of bank accounts by facilitating them to pay their communication bills, and introduce them to their postal assets through mobile phones without little trouble. This alliance has allowed the Algerian Post Corporation to reach customers of the telecommunications sector and mobile phones, which is a vital and increasing sector, as the number of subscribers in the fixed phone and transportation networks in 2016 reached about 5.50 million subscribers[12].

. CONCLUSION

Due to the developments in the world with the emergence of global giant institutions, multinational and transcontinental companies, that target the largest possible global market with their huge competitive capabilities, crises and risks, abounded all over the world. The phenomenon of globalization has gained many dimensions, which is one of the most dangerous challenges facing economic institutions in Developing countries. Institutions must choose the effective means that enable them to raise the challenges of the phenomenon of globalization, especially in the Arab countries that have a weak competitiveness and make the alliance and cooperation an alternative and choice in its various functions and

include this strategic thinking within its future planning. This is done by taking advantage of technology and cooperate with them to reach new innovative ideas and early acquisition of the best offers in order to confront competition.

The coalition process is an important strategy through which the Mobilis and Algiers institutions were able to face market competition in the field of communications, which achieved several advantages of the two signs and thus increasing customer confidence and satisfaction with the services provided, and from it keeping them in a highly distinguished market.

. Results

Through the previous study, we reach some results, the most important of which are:

- The alliance is a cooperation agreement between institutions with the aim of achieving common goals and interests and acquiring knowledge and experience.

The alliance is a vital strategy and an important source of competitive advantages.

- The alliance is an effective and important strategy that enables institutions to penetrate global markets.

- The strategic alliance contributes to reducing uncertainties and pooling resources in a way that reduces the time required for new products to reach the market.

- The strategic alliance contributes to achieving a sustainable competitive advantage by pooling scarce complementary resources.

- The alliance between the Mobilis and Press of Algeria has provided very appropriate products that correspond to the requirements of the times, responding to the aspirations of the targeted groups, in which the condition of gravity, credibility, excellence and continuity is achieved.

There is a good direct relationship between the strategic alliance between the Mobilis and Algeria Post and Marketing Innovation in these two institutions, in a way that reflects positively on the wheel of economic development.

. Recommendations

Through the previous results, we recommend some recommendations, most notably:

- The need for Algerian institutions to carry out strategic alliances with international companies in order to expand their competitiveness and enter global markets.

- Convincing economic institutions of the importance of the strategic alliance and the competitive benefits achieved from it and persuading them of the need to exchange technology, skills, expertise and information among them in order to contribute to improving their performance and developing their competencies.

- Benefiting from friendly countries in the field of exchanging modern technology and investing in the Algerian market to provide more marketing innovations in order to join technical development and digital transformation.

- The necessity of updating the communications and Internet networks in Algeria, which suffers from many problems, because most of the modern services of the Mobilis and Press of Algeria are mainly based on a rapid communication network, which crosses a standard for the quality of modern service.

- The necessity of seeking to reduce costs to obtain high quality manufacturing expertise and exploit the coalition strategy.
- The necessity of economic institutions interest in the factors of the success of strategic alliances because of their important impact on the level of fundamental competencies of these institutions.
- The necessity of building allied institutions is a sustainable competitive advantage based on innovation by developing and updating the marketing mixture continuously and benefiting from the experiences of countries.

Bibliography

1. abla bezgrari, d. (2018). From the marketing alliances to the common signs (Co-Branding): a case study of the experience of the Mobilis and Press alliances of Algeria. *Marketing Studies and Business Administration Magazine*, 02(02).
2. aza, m. (2011). aza, m.a.b., Strategic alliances between economic institutions as a mechanism for achieving competitive advantage in light of globalization. *Journal of Baghdad College of Economic sciences University*(26).
3. beghrich, s. (2020). Strategic alliances as a possible strategic alternative for small and medium enterprises in light of globalization. *motawasitia Journal of Law and Economics*. 05(01).
4. chicha, n. (2014). The competitive advantages of strategic alliances. *The competitive advantages of strategic alliances*,. 04(01).
5. Corporation, A.P. PRESENTATION OF "EPIC ALGERIA POSTE". (2022, may 29). Récupéré sur Available from: <https://www.poste.dz/page/presentation>.
6. el-aidani, i. (2021). Strategic alliances as a mechanism to support innovation in the economic enterprise -with reference to prototypes. *without mentioning the year*.
7. fatma, & zahra tahri, , i. (2018). Strategic alliances as a match for institutions to penetrate international markets (models from international strategic alliances). *Journal of Development and Applied Economy*. 02(02).
7. Foundation. (2022, may 29). , M. Mobilis Foundation. Récupéré sur Available from: <https://mobilis.dz/ar/apropos.php>.
8. Kasem, S. A.-S., & B.M., A.-b. (2021). دراسة ميدانية على القطاع المصرفي في تحقيق الابتكار التسويقي (دراسة ميدانية على القطاع المصرفي في تحقيق الابتكار التسويقي). *Tishreen University Journal-Economic and Legal Sciences Series*. 43(3).
9. mourad, n. (2018). The possibility of enhancing marketing efficiency in the light of marketing alliances - an exploratory study of the opinions of a sample of employees in the National Bank of Iraq. . *Al-Rafidain Development Journal*,. 37(118).
10. Telecommunications, M.o.P.a. Summary of the completion of the sector's activities for the year 2021. (2022, may 29). Récupéré sur Available from: <https://www.mpt.gov.dz>.
11. yahia holia. (2022). , Strategic alliances and their role in supporting the competitive advantage of Algeria Telecom Corporation and Algeria Post . *Dafater Economic Journal*, 13(01).