

"Algerian Economic Enterprises and the Reality of International Marketing – Obstacles and Solutions"

المؤسسات الاقتصادية الجزائرية وواقع التسويق الدولي – المعوقات والحلول

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Abstract : This article aims to study and analyze the obstacles faced by Algerian economic institutions in their efforts to enter international markets. The research highlights the importance of international marketing, focusing on the regulatory, financial, logistical, and competitive challenges that may hinder the success of these institutions in foreign markets. The article relies on analyzing the opinions of a sample of Algerian institutions based on their experiences in international markets, with the aim of proposing practical solutions to help them overcome obstacles and enhance their global competitiveness.

Keywords: International marketing, Algerian economic institutions, global markets, entry into international markets, obstacles to international marketing.

JEL classification codes: M31 L53 F60 F23

الملخص: يهدف هذا المقال إلى دراسة وتحليل العقبات التي تواجه المؤسسات الاقتصادية الجزائرية في مساعيها لدخول الأسواق الدولية. يُبرز البحث أهمية التسويق الدولي، مع التركيز على التحديات التنظيمية، المالية، اللوجستية والتنافسية التي قد تعيق نجاح هذه المؤسسات في الأسواق الخارجية. يعتمد المقال على تحليل آراء عينة من المؤسسات الجزائرية بناءً على تجاربها في الأسواق الدولية، بغرض اقتراح حلول عملية تساعد في تجاوز العقبات وتعزيز تنافسيتها عالميًا.

الكلمات المفتاحية: التسويق الدولي، المؤسسات الاقتصادية الجزائرية، الأسواق العالمية، الدخول إلى الأسواق الدولية، معوقات التسويق الدولي.

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1-Introduction:

Entering International Markets is considered one of the most important drivers of economic growth and one of the fundamental economic activities that propel economic progress forward. Exporting national products and goods is essential for supporting the balance of payments and covering the needs for various imported goods. The orientation of enterprises towards exporting holds a prominent position among researchers and decision-makers in developed countries, as it is regarded as a strategic choice for growth and

development. However, the success of these enterprises' export experience depends on the availability of fundamental factors that enable them to build competitive strength in the international arena, allowing them to face fierce global competition.

Algerian economic institutions, whether those seeking to enter international markets or those with experience in promoting local products abroad, face a set of challenges. This article aims to diagnose these difficulties by analyzing the opinions of a sample of enterprises, each based on its international experience. The objective is to identify the various obstacles hindering the development and facilitation of their international activities. By drawing conclusions and benefiting from the collected responses, we seek to propose solutions that can help these enterprises overcome these challenges in the future.

Algerian economic institutions face numerous challenges when entering international markets, whether related to regulatory, financial, logistical, or competitive barriers. In this context, the central research problem revolves around:

What are the main obstacles facing Algerian economic institutions in international marketing, and what are the possible solutions to overcome them?

Hypotheses:

- Algerian enterprises suffer from a lack of information about international markets, which affects their ability to make effective export decisions.
- Administrative complexities and bureaucratic procedures represent major obstacles to the integration of Algerian enterprises into international trade.
- Limited access to financing and the absence of effective support mechanisms restrict the ability of enterprises to expand their international activities.

1. International Marketing and Entering International Markets

The exploration of foreign markets and engaging in international marketing imposes on many organizations the result of two inevitabilities: the growing need to open up to international markets and the necessity of maintaining continuous and distinguished relationships with these markets.

This section addresses the various fundamental concepts of international marketing and the different areas through which a company can enter international markets, highlighting the economic significance of international marketing.

1-1 The Nature of International Marketing

The study of international marketing and its role in the successful entry of organizations into international markets relies on defining its nature and the activities it consists of. As it is of significant importance, this concept has been addressed in various literature and research. The American Marketing Association defined it as "the performance of business activities outside national

borders, accompanying the flow of goods and services from the producer to the consumer. (Hussein, 2010)

- International marketing includes activities related to identifying consumer needs in more than one national market, then working to satisfy those needs by producing and distributing goods and services that match them. (Afifi, 2003)
- The function of international marketing focuses on meeting customer needs outside its local market in a way that is better than competitors, while coordinating marketing activities within the constraints of the international environment and its limited resources. (Jolivot, 2013)

The importance of exporting and entering foreign markets stems from the desire of exporters to expand the scope of the local market, benefiting from economies of scale and competing on an international level. The success of this process requires a favorable environment for exporting products capable of competing in foreign markets, along with effective marketing strategies and support from official entities. The importance and advantages of exporting abroad have been widely discussed in economic literature, as exporting helps in product development, reduces risks from fluctuations in local markets, provides foreign currency, and uncovers modern marketing techniques. Therefore, the importance of international marketing can be summarized in the following points: (Abu Eida, 2000)

- Obtaining foreign currency needed by the country to import products that can be produced locally.
- International marketing allows for the sale of local market surpluses abroad, thus opening new opportunities for employment and job creation.
- Countries, especially developing ones, benefit from foreign direct investment at various economic, social, and political levels.
- International marketing contributes to increasing production and achieving economies of scale, resulting in significant savings.
- It also compensates for local market failures, such as contraction and downturns, among others.

1-2 International Marketing Management

International marketing management practically faces the following key decisions:

- The decision to enter or not enter international markets.
- The decision regarding the type and number of markets to potentially enter.
- The decision on how to serve these markets or the system that should be used to deliver goods and services to customers in foreign markets.

There are several points that highlight the importance of international marketing management within the exporting organization, as its work is broad and diverse, covering both domestic and foreign operations. These include the following:

The work of international marketing management is considered one of the most important and complex financial and administrative tools, as it involves

managing both domestic and foreign markets, taking into account the complexity and interconnection of the local environment with international environments. Through its plans and market studies, it strives to standardize and adapt its products according to the environment of the markets it intends to enter.

- Since an organization cannot exist in isolation from the changes and developments occurring outside it, whether nationally or internationally, it must seek capabilities to expand its activities and adapt to external conditions, international policies, and modern and contemporary studies.
- In reality, it is evident that organizations that rely solely on local marketing policies and traditional marketing methods, without keeping up with the evolving needs of customers in different environments, fail to thrive.

Mohammad Sarour Al-Hariri defines modern international marketing management as the management that sets plans, goals, and modern strategies for organizations, providing a comprehensive scientific guide and methodology for managing and studying both the domestic and foreign markets. It also identifies the appropriate time and place for developing and implementing these modern marketing plans and strategies. (Al-Hariri, 2012)

Therefore, from this definition, it is understood that modern international marketing management is the management that sets future objectives to achieve through long-term plans, aimed at addressing the challenges posed by the developments in modern international markets.

International marketing research holds significant importance for organizations considering entry into international markets. Its importance can be summarized in the following points: (Ben Arbia & Hamed, [2017])

- It enables management to diagnose and develop international strategies, including the assessment, evaluation, and comparison of expected marketing opportunities in preparation for selecting the most suitable ones.
- It helps determine the appropriate marketing mix for each international market while maintaining a continuous feedback loop of information for decision-makers.
- It is essential for developing marketing plans, identifying the requirements for entering and penetrating potential markets.
- It provides management with foreign intelligence on anticipated events, allowing stakeholders to take appropriate actions and prepare for their potential impacts.

2. Complexities of International Marketing Mix Policies

International marketing strategies are determined based on the organization's predefined objectives. Each strategy is translated into an operational plan embodied in the elements of the international marketing mix, which serves as the most dynamic and adaptable foundation for dealing with changes in marketing activities. The elements of the international marketing mix

are the same as those in domestic marketing; however, their design is aligned with global markets to achieve uniformity in global demand for products.

2-1 International Marketing Mix Policies

The international marketing mix is defined as "a set of strategic decisions made in the areas of product, pricing, distribution, and promotion, aimed at meeting the needs of consumers in the targeted markets." (Al-Sumayda'i & Othman, 2007)

The marketing mix is defined as a set of tools used by marketing managers to achieve their objectives. These tools include various factors that can be summarized as product, distribution, pricing, and promotion. A successful marketing manager develops an appropriate plan using these four elements based on the specific requirements of each situation. (Meddahi, n.d.)

Simply, the international marketing mix can be defined as a set of elements that, when combined, create the market. These elements include the product, its price, distribution, and promotion. They represent the variables available to the organization and are used to influence the consumer.

Product Policies: The product is considered the primary element through which an organization is identified, and it is the most important element in the marketing mix. It can be controlled through design, development, and packaging. It is accompanied by a promotional campaign to introduce it to the consumer and encourage them to make a purchase, with the ultimate goal of making the product available at the right time and place as desired by the consumer.

The international product can be defined as "a set of tangible and intangible characteristics offered by the organization in the form of goods or services, with the aim of satisfying the needs or desires of consumers in one or more international markets." (Farhi, 2016, p. 136)

Each product has a life cycle that starts with its introduction to the market for the first time and ends when it reaches a saturation point, where demand decreases over time. The life cycle of goods begins when an advanced country introduces a new product through its technological superiority and exports this product to international markets, based on the competitive advantage the organization has achieved in innovation and development. When the product reaches the stage of decline, it is pushed into the markets of less technologically advanced countries as a final phase.

Thus, the international product goes through five stages, as previously mentioned according to Vernon's theory: (**Mahdi, n.d., p. 142**) (Al-Omar, pp. 177–180).

1. **The Domestic Innovation Stage:** This occurs in advanced countries in terms of knowledge and technology. At this stage, the product is exported to wealthy countries in small quantities to test its suitability.
2. **The Foreign Innovation Stage:** Once the product has been developed, organizations begin entering global markets with the aim of expanding the

domestic market and increasing profits in the shortest possible time. This stage exploits the technological differences between producing and competing countries.

3. **The Maturity Stage:** Demand in foreign markets starts to decline as competitors begin to replicate and produce the product. The innovating country experiences stability as the imports of developing countries increase over time. This stage is marked by intense competition, leading the innovating country to seek new ideas and develop products further.
4. **The Global Imitation Stage:** At this point, the original inventing companies start to struggle, and their exports decline as they are imitated by competing companies. This affects economies of scale, and production costs begin to decrease.
5. **The Decline Stage:** In this stage, developing countries start producing and exporting the product to both the original inventing countries and other advanced countries. The product becomes standardized, and its production and export depend on the availability of production factors. This stage is similar to the decline phase, with the product eventually disappearing from the markets.

Certainly, the choice of the policy followed by the exporting organization to differentiate its products depends on the marketing objectives of the organization, the conditions of each market, and the strength of each distributor. The product policy extends beyond the product itself, as its attributes such as the brand, country of origin, packaging, warranty, and service policy represent important areas that provide the product with an advantage, enabling the organization to create an image and reputation for the product.

- **Pricing Policies:** The pricing decision in foreign markets is one of the important decisions that impact the success of the organization. Pricing decisions contribute to increasing profitability by directly affecting the expected sales volume and the profits that can be achieved as a result. It is one of the vital decisions for the life of the project. The international pricing process is usually more complex than in local marketing. Incorrect pricing may lead to the product losing its market or result in losses for the organization.

Pricing, in general, is determined in foreign markets either through bidding on large contracts via a request for quotations submitted by competing firms, or by setting the price based on cost conditions and the company's long-term growth objectives, as well as market conditions and expectations. In this context, the company follows one of the two methods below for pricing its exports: (Radwan Al-Mahmoud Al-Amar, *Reference previously mentioned*, p. 195).

- **Pricing Policies:** The pricing decision in foreign markets is one of the critical decisions that affect the success of the organization. Pricing decisions contribute to increasing profitability by directly influencing the expected sales

volume and the profits that can be achieved as a result. It is one of the vital decisions for the project's survival. The international pricing process is usually more complex than in local marketing. Incorrect pricing may lead to the loss of the product's market or result in a loss for the organization.

In general, pricing in foreign markets is determined either through bidding on large contracts in the form of a request for price quotations from competing companies or by setting the price based on cost conditions, the organization's long-term growth objectives, as well as market conditions and expectations. In this regard, the organization follows one of the two methods for pricing its exports:

- **Export pricing within the home country of the exporting organization:** In this case, the price is sometimes paid by an intermediary or customer in the foreign market, and it is used by organizations that do not have representatives in foreign markets.
- **Pricing within foreign markets:** This refers to the exporting organization determining the price at which it sells to the local buyer (in the importing country). This method is used by multinational companies.

The international pricing decision is influenced by several factors, which can be summarized as follows: (Khair Al-Din, 1996).

- **The Objective of the Institution:** The institution may set its pricing objectives to build a specific image for the company. In other words, the pricing strategy adopted aims to contribute to creating a particular impression among consumers in order to remain competitive, sustain its position, and gain public support, allowing the institution to achieve the maximum possible profit.

Costs: Costs play an important role in determining prices in international markets, which cannot be ignored in international marketing. Therefore, the cost in foreign markets must cover all necessary expenses to deliver the product to the consumer, including sales expenses, advertising, research and marketing costs, in addition to other costs related to the product itself. However, a company may maintain high prices if its competitive position is strong and sustainable, as well as if it adopts a product differentiation strategy.

- **Competition:** The level of competition prevailing in foreign markets is one of the main obstacles or key considerations affecting pricing decisions in international markets. Prices in these markets vary depending on the intensity of competition in the target market. However, a company may maintain high prices if it adopts a product differentiation strategy.
- **Government:** In many countries, the government imposes certain forms of price control, such as imposing high tariffs on foreign companies or enacting laws and regulations that prevent a company from selling its products below the market price. This can lead to a loss of market share and cause harm to the company.

- **Distribution Channels:** In addition to the factors previously mentioned, the distribution structure is also one of the main factors that influence pricing policy, as it imposes specific pricing in foreign markets. Different distribution channels require varying costs, which compels the company to choose the least costly distribution channel in order to price the product according to consumer expectations.
- **Promotion Policy:** Promotion is considered the most visible and the most confirmed function of an organization's culture among other marketing functions. International promotion focuses on communication with audiences in various international markets. Through it, the organization enhances its image and reputation in different international markets. Therefore, the organization must adapt its advertisements to the conditions and specificities of each market it serves. (Al-Omar, Year, p. 267)
- **Distribution Policy:** Distribution is defined as: "The process of delivering products from the producer or supplier to the consumer or user through distribution channels, and it is connected to activities that contribute to the communication process." Developing distribution strategies is challenging in the home country, but it becomes even more difficult on the international level. International marketing managers must focus on two functions instead of one: (Al-Sumayda'i & Othman, 2007, p. 172)
 - **Bringing Products to Foreign Markets:** Exporting involves transporting products to foreign markets, allowing companies to expand their reach and tap into international demand. This process requires careful consideration of logistical costs, tariffs, and regulatory compliance to ensure successful market entry.
 - **Distributing Products Within Each Market :** Foreign distribution refers to the process of delivering products within a specific international market. This includes selecting appropriate distribution channels, managing local partnerships, and optimizing supply chain efficiency to meet consumer demands while minimizing costs.

A company engaged in international marketing can adopt one of the following methods to distribute its products in international markets: (Meddahi, n.d., pp. 150–152)

Direct Distribution: In this method, the company decides to deal directly with importers and consumers in the foreign market without relying on intermediaries to distribute its products. However, this approach requires the producer to have expertise in international markets and their requirements, as well as a willingness to bear the risks associated with this decision.

Indirect Distribution : Under this method, the company relies on agents or intermediaries to distribute its products in foreign markets, facilitating their delivery from the company to the final consumer. This approach can help reduce the company's direct involvement in logistics and market operations while leveraging the expertise of local distributors.

The development of a distribution strategy is not limited to new products; it also extends to product development, reaching a new stage in the product life cycle, the emergence of new market outlets, or the improvement of existing distribution channels. There are three main international distribution strategies that a company can adopt: (Farahi, n.d., p. 152).

- **Intensive Distribution:** This strategy is typically used for widely consumed products, where the company focuses on maximizing its presence in as many points of sale as possible. Through this approach, the company aims to maximize its revenue and achieve a larger market share.
- **Selective Distribution:** Through this strategy, the company limits the number of intermediaries to establish cooperative relationships with them. This includes sharing advertising costs and promotional campaign expenses to enhance market presence and brand positioning.
- **Exclusive Distribution:** This strategy involves selecting a single intermediary to distribute a specific product in a particular international market. The company commits to not contracting with other distributors in that market, while the exclusive distributor agrees not to distribute products from competing companies.

From the above, it is clear that before exporting its products to international markets, a company must design appropriate marketing mix strategies. These strategies should, on one hand, meet consumer needs in the target markets and, on the other hand, ensure the company's objectives of profitability and sustainability.

2-2 Strategic Alternatives for the International Marketing Mix

The strategic alternatives that an international marketing manager may encounter involve choosing between two main approaches to adopting the international

- **Standardization:** Standardization is a preferred strategy adopted by companies to use the same marketing mix across all their operations. This strategy is based on a homogeneous view of international markets and is best suited for companies offering a uniform product across different markets. Additionally, it can be advantageous as it helps reduce costs significantly.
- **Adaptation:** Adaptation refers to a company's choice of a marketing mix strategy tailored to each market. Supporters of this strategy argue that the assumption of homogeneous consumer needs at the international level, which justifies standardization, is insufficient. This is because the global regulatory and legal framework makes complete standardization of the marketing mix impossible. Each country has its own general rules and specific laws governing trade and competition, including pricing, quality, safety, packaging, promotional methods, and other factors that differentiate one market environment from another.

Cultural differences are considered the greatest barrier to internationalization. Some researchers have even studied the relationship between culture and international marketing to understand how cultural factors influence consumer behavior, branding, and marketing strategies in global markets. (Meskeh & Virginie, 2011, p. 5)

Each strategy has its own advantages from the perspective of its supporters, which can be summarized as follows: (Prime et al., n.d., p. 94)

Tab 01 : Comparison of Standardization and Adaptation Strategies

Advantages of Standardization	Advantages of Adaptation
1. Cost Reduction – Achieving economies of scale in production, distribution, and promotion lowers overall costs.	1. Better Market Fit – Adapting products and marketing to local preferences increases acceptance and satisfaction.
2. Brand Consistency – A uniform brand image strengthens global recognition and positioning.	2. Compliance with Local Regulations – Ensures adherence to country-specific laws and trade policies.
3. Simplified Management – Standardized operations make decision-making and coordination easier across markets.	3. Competitive Advantage – Customization differentiates the company from global competitors.
4. Faster Market Entry – Expanding into new markets is quicker without the need for modifications.	4. Higher Customer Engagement – Tailored marketing messages foster stronger brand loyalty and trust.
5. Leverage of Successful Strategies – Proven marketing tactics can be replicated globally without extensive modifications.	5. Flexibility in Pricing Strategies – Adjusting prices to economic conditions and competition maximizes profitability.
6. Global Integration – Treating markets as a single entity creates operational synergy.	6. Improved Distribution and Promotion – Localized strategies ensure better reach and effectiveness.
7. Predictability – A consistent strategy leads to stable product performance in multiple markets.	7. Resilience to Market Changes – Quickly adapting to economic, cultural, and technological shifts ensures long-term success.

Source : Kotler, P., & Keller, K. L. (2016). *Marketing Management* (15th ed.). Pearson.
Czinkota, M. R., & Ronkainen, I. A. (2013). *International Marketing* (10th ed.). Cengage Learning.

The international marketing manager also faces the challenge of differentiating the exported product. In addition to the product's tangible characteristics, it must include a set of elements that ensure its acceptance and recognition in international markets, such as its name, packaging, and specific attributes. This adds further complexity to the export process.

Product Differentiation : This refers to the use of names, words, symbols, graphics, or a combination of these elements to define the identity and quality of the goods offered by the company, allowing the final consumer to distinguish them from competing products. The international product differentiation strategy is linked to two main challenges: the suitability of the brand name and

trademark with the environment and culture of the target markets, and the feasibility of using the same brand names across various international markets or adapting them accordingly.

Packaging and Labeling: To successfully enter foreign markets, the product's packaging must be adapted to the social environment of consumers, their consumption patterns, and the purchasing habits of the target society. Additionally, it should be suitable for the climatic and geographical conditions of the importing country.

Quality and Global Standards: ISO standards are among the most important tools for ensuring the quality of exported products. Obtaining a certification that complies with international standards serves as proof that a company adheres to quality regulations, guaranteeing its products in both domestic and global markets. This facilitates international trade, enhances customer trust, and increases demand for the company's products. Today, such certifications act as a "passport" for products to enter and compete in international markets.

3-International Marketing Strategies and Policies

Export marketing strategies and policies are essential for companies seeking to expand their operations beyond domestic markets. These strategies enable businesses to effectively position their products in foreign markets while addressing various challenges such as competition, cultural differences, and regulatory requirements.

3-1 International Marketing Strategy

Institutions primarily operate in a dynamic environment, especially when they decide to enter international markets characterized by diverse and complex environments. This necessitates a strong focus on adopting a well-defined international marketing strategy to help guide their future business activities effectively.

Before addressing the definition of an export marketing strategy, it is essential to first define marketing strategy and international marketing strategy. They are defined as: "All actions aimed at setting achievable objectives according to predetermined priorities, in light of available human resources and financial capabilities, within an environment characterized by change and instability." (Hadad, 2014, p. 361).

As for the international marketing strategy, it is defined as "all the actions and guidelines that help the organization achieve its objectives within an international environment by aligning its resources with the opportunities available in the global arena, over the long term." (Hadad, 2014, p. 361).

Strategic export marketing refers to "a set of pathways that determine the type and structure of exports in the long term in terms of product composition, geographical mix, and export volumes. This includes export institutions and other supporting entities responsible for implementing long-term export plans." (Najjar, 2008, p. 117)

One of the main complexities facing an organization seeking to adopt an international marketing policy is how to develop and formulate a specific export marketing strategy. One of the top priorities in establishing an export marketing strategy is identifying the following key elements:

- Identifying the target consumers that the international business organization aims to reach, which means defining the international export market.
- Determining the elements of the international marketing mix, which must align with the specific indicators of foreign markets, whether through standardization, adaptation, or differentiation of this marketing mix.
- Restructuring international projects to keep pace with the evolving external environment.

Adopting a well-defined export marketing strategy that incorporates the three aforementioned elements can contribute to the organization's success in achieving its strategic objectives of penetrating, expanding, and growing in international markets.

3-2 International Marketing Policies

Export marketing policies vary from one organization to another due to differences in size, levels of activity, managerial philosophy, the environmental factors in which the organization operates, and the marketing opportunities available to it.

a. International Market-Oriented Strategy

- At this stage, after making the decision to enter international markets, the number and types of potential foreign markets to be entered are determined. To ensure the effectiveness of the international marketing strategy, the process of market selection and orientation includes three key tasks for marketing managers:

- Selecting target markets that align with the organization's established plans.
- Ensuring that the international marketing manager does not focus on scattered products but rather on the sector to which they belong.
- Taking into account marketing requirements, including market share, market definition, and product life cycle.

b. Strategy for Evaluating and Selecting International Markets

Building an international marketing strategy is linked to two types of decisions: selection and orientation. **Selection** is defined as "the process of evaluating marketing opportunities that leads to choosing the most attractive markets based on the organization's capabilities and ability to exploit them." This process requires assessing the alignment between expected market needs and the organization's ability to meet those needs.

Orientation refers to "the organization's approach to entering markets in line with its strategy for positioning itself in foreign markets." (Abd Rabbo, 2013, p. 103)

The market evaluation process involves segmenting markets into homogeneous sectors, with each sector viewed as a marketing target to be

achieved through an appropriate marketing mix. The steps to reach market segments include identifying the needs of target consumers and then designing suitable marketing programs to meet these needs. Markets can be evaluated based on a range of factors, such as (**Dhomour, n.d., p. 20**) :

Geographic regions-Demographic factors – Gender - Social class

There are four policies that help international marketing decision-makers in selecting important markets, namely: (Omar, Year, pp. 126–127)

- **Focus Policy in Similar Markets:** The organization seeks to concentrate on a number of similar markets. This strategy is ideal for small and medium-sized enterprises (SMEs) that lack experience, as well as for companies with products that require direct customer interaction and sales monitoring in the market.
- **Focus Policy in Different Markets:** The organization selects a small number of non-similar markets, which helps in effectively monitoring these markets.
- **Multiple Similar Markets Policy:** The organization exports to a large number of similar markets, which is used when the company produces a standardized product.
- **Selling in Multiple Different Markets Policy:** This strategy is particularly effective for large companies that export various products in large quantities. However, it is costly and challenging, as it requires developing a specific plan for each market and monitoring each one individually.

Figure (3.3): Key International Marketing Strategies



Source: Farid Al-Najjar, *Contemporary Exporting and Strategic Alliances*, University Publishing House, 2008, Egypt, p. 117.

4- The Methodological Framework of the Field Study

The number of Algerian enterprises engaged in international marketing of local products is unstable from year to year. At times, it experiences slight growth, but for the most part, it declines. Overall, the number remains low compared to neighboring and global countries. The majority of economic enterprises prefer to sell only in the local market, as international marketing is perceived as a risky path that requires capability and courage to take risks.

4-1 Study Population and Data Collection Tools

Before analyzing the data, it is essential to identify the study population, the sample, and the reasons for its selection. This section will provide insights into these aspects while also presenting the tools used for data collection. It will

include an examination of the purpose of the questionnaire, which serves as the primary data collection instrument, as well as an assessment of its validity and reliability.

a. Study Population and Sample

The study population consists of all Algerian economic enterprises with experience in international marketing and entry into global markets, based on available data. Given the challenges of surveying the entire population due to resource limitations and difficulties in obtaining the necessary information—partly due to some managers' lack of understanding that this is purely an academic study—significant time was required to collect data on the selected sample. Initially, the sample was set at 50 enterprises, but only 41 were analyzed and studied as they were deemed valid for the research.

It includes specific data about the respondent and the enterprise (noting that all the statistics collected are in the appendices).

4-2 The Statistical Tools Used

To achieve the study's objectives and analyze the collected data, the **Statistical Package for the Social Sciences (SPSS 22)** was used. This software includes a set of statistical tests that fall under **descriptive statistics** and **inferential statistics**. Based on the proposed study model, which determines the most suitable tools available for the study, the following statistical measures will be used:

1. **Frequencies and Percentages:** Used to describe the characteristics of the studied sample units.
2. **Graphs:** Including bar charts, which will be used to illustrate the characteristics of the sample members.
3. **Arithmetic Mean and Standard Deviation:** To determine the average responses of the participants, compare them with the hypothetical mean, and assess the dispersion of their responses from the average response. This helps in making decisions regarding the study statements and identifying the respondents' tendencies towards each statement.

4-3 Presentation and Analysis of Study Results

We will analyze the characteristics of the sample members and the international marketing barriers faced by the institutions under study.

Table 1. Difficulties faced due to intense foreign competition.

Item	Frequencies	Pourcentage
No	25	22,5
Yes	16	77,5
Total	41	100,0

Source : Elaborated by the author based on SPSS.22 output

We observe from the statistical analysis results of the study sample that the number of enterprises that agree to face challenges related to intense competition is recorded as 16 enterprises out of 41. This means that most of the

enterprises in the study do not face competition and do not consider it a barrier to their international activity.

Table 2. Difficulties in adapting the product.

Item	Frequencies	Pourcentage
No	23	22,5
Yes	18	77,5
Total	41	100,0

Source : Elaborated by the author based on SPSS.22 output

The percentages indicate that 77.5% of the companies face difficulties in adapting their products, while 22.5% do not face this issue. This shows that product adaptation is a significant challenge for most of the companies.

Table 3. External pricing issues.

Item	Frequencies	Pourcentage
No	14	22,5
Yes	27	77,5
Total	41	100,0

Source : Elaborated by the author based on SPSS.22 output

The table shows that 77.5% of the companies face issues with external pricing, while only 22.5% do not face such issues. This reflects that pricing products for export is a significant challenge.

Table 4. Lack of financial resources.

Item	Frequencies	Pourcentage
No	9	22,5
Yes	32	77,5
Total	41	100,0

Source : Elaborated by the author based on SPSS.22 output

We see that 77.5% of the companies do not face a lack of financial resources, while only 22.5% face this issue. This means that most companies do not encounter significant financial barriers.

Table 5. High production costs for export goods.

Item	Frequencies	Pourcentage
No	15	22,5
Yes	26	77,5
Total	41	100,0

Source : Elaborated by the author based on SPSS.22 output

This table indicates that 77.5% of companies suffer from high production costs for exported goods, while only 22.5% do not face this issue. Therefore, high production costs are a major issue for exporting companies.

Table 6. Multiple administrative procedures.

Item	Frequencies	Pourcentage
No	9	22,5
Yes	32	77,5
Total	41	100,0

Source : Elaborated by the author based on SPSS.22 output

From this table, we notice that 77.5% of the companies suffer from multiple administrative procedures, indicating that bureaucracy is a significant barrier for companies. **Table7. Insufficient support and assistance**

Item	Frequencies	Pourcentage
No	14	35,0
Yes	27	65,0
Total	41	100,0

Source : Elaborated by the author based on SPSS.22 output

We see that 65% of the companies complain about insufficient support and assistance, while only 35% do not face this issue. This reflects that lack of support is a major challenge for many companies.

Table 8. Complex administrative procedure.

Item	Frequencies	Pourcentage
No	10	25,0
Yes	31	75,0
Total	41	100,0

Source : Elaborated by the author based on SPSS.22 output

It appears that 75% of companies face difficulties with complex administrative procedures, indicating that bureaucracy hinders international activities for these companies.

Table 9. Weak export infrastructure.

Item	Frequencies	Pourcentage
No	14	35,0
Yes	27	65,0
Total	41	100,0

Source : Elaborated by the author based on SPSS.22 output

From the table, we observe that 65% of companies suffer from weak export infrastructure, indicating that improving this infrastructure is essential for the success of export activities.

Table 10. Unfavorable business and investment climate.

Item	Frequencies	Pourcentage
No	20	50,0
Yes	21	50,0
Total	41	100,0

Source : Elaborated by the author based on SPSS.22 output

The table shows that 51% of the companies face an unfavorable business and investment climate, indicating an equal distribution of challenges related to the economic environment of these companies.

Table 11. Insufficient export-related information.

Item	Frequencies	Pourcentage
No	23	56
Yes	18	44
Total	41	100,0

Source : Elaborated by the author based on SPSS.22 output

Through this table, we observe that 56% of the companies do not face a lack of export-related information, while 44% face this issue. This suggests that most companies have the necessary information for export.

Table 12. The enterprise suffers from an inefficient workforce

Item	Frequencies	Pourcentage
No	26	63.4
Yes	15	36.6
Total	41	100,0

Source : Elaborated by the author based on SPSS.22 output

The percentages indicate that 63.4% of companies do not face an issue with an inefficient workforce, while 36.6% do face this problem. This reflects that the majority of companies are working efficiently in this area.

Table 13. .The enterprise experiences low production levels

Item	Frequencies	Pourcentage
No	30	73.2
Yes	11	26.8
Total	41	100,0

Source : Elaborated by the author based on SPSS.22 output

It appears that 73.2% of the companies do not suffer from low production levels, while only 26.8% face this issue. This suggests that most companies achieve good production levels.

Table 14. .The enterprise faces legal barriers

Item	Frequencies	Pourcentage
No	9	23
Yes	32	78
Total	41	100,0

Source : Elaborated by the author based on SPSS.22 output

The results indicate that 78% of companies face legal barriers, reflecting that laws may present a significant challenge for most companies.

Table 15. .The enterprise suffers from a lack of orders

Item	Frequencies	Pourcentage
No	30	73.2
Yes	11	26.8

Total	41	100,0
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Source : Elaborated by the author based on SPSS.22 output

Through this table, we notice that 73.2% of companies do not suffer from a lack of orders, while only 26.8% face this issue. This indicates that orders are a less significant challenge for most companies.

Table 16. The enterprise finds it difficult to identify customers and distributors

Item	Frequencies	Pourcentage
No	26	63.4
Yes	15	36.6
Total	41	100,0

Source : Elaborated by the author based on SPSS.22 output

The percentages indicate that 63.4% of companies do not find it difficult to identify customers and distributors, while 36.6% face this issue. This reflects that identifying customers and distributors is a challenge for the remaining companies.

CONCLUSION

Through conducting the field study, which included forty Algerian enterprises engaged in international marketing, we obtained responses from the respondents of these institutions regarding various statements that measure the study's variables, as included in the data collection tool (the questionnaire). We presented and analyzed their responses using statistical tools. It can be stated that: the majority of the obstacles raised in the study were agreed upon by the respondents, indicating that this sample of enterprises faces most of these obstacles, which negatively impact their international activity. of this study, the following recommendations can be made:

Recommendations for Officials and Support Bodies to Promote Local Product Marketing:

- **Enhancing Export Infrastructure:** Government bodies should work on developing and improving export-related infrastructure, including shipping ports and transport systems, as well as simplifying administrative procedures to reduce the time and effort required to export products.
- **Providing Financial Support and Assistance:** Financial support and funding should be provided to exporting companies to cover high costs and improve their competitiveness in international markets.
- **Improving the Investment Climate:** The business environment should be improved to make it more attractive for local companies by simplifying laws and tax regulations and creating a supportive investment climate.
- **Training and Providing Information:** It is crucial to provide training to institutions on how to adapt to international market requirements, as well as to offer information that helps facilitate the export process.

- **Providing Legal Support:** Export-related legal procedures should be simplified, and legal consultations should be provided to companies to help them overcome legal obstacles.
- **Encouraging Research and Development:** Support should be given to research and development within companies to improve the quality of local products and adapt them to meet international market needs.
- **Improving Communication with International Markets:** Companies should be supported in identifying target markets and developing networks of customers and distributors in those markets.

Recommendations for Economic Institutions to Strengthen and Develop their International Activities:

- **Better Market Analysis:** Institutions should carefully study foreign markets to understand their requirements and needs, enabling them to appropriately adapt and price their products.
- **Focusing on Excellence and Competitiveness:** Companies should focus on improving the quality of their products and developing new innovations to avoid fierce competition in international markets.
- **Diversifying Export Markets:** Companies should expand into multiple markets to reduce risks associated with relying on a single market.
- **Investing in Training and Workforce Development:** Investment should be made in training employees and developing their skills in line with the demands of international markets.
- **Enhancing Cooperation with Government and Financial Institutions:** Cooperation with government bodies and financial centers is essential to obtain the necessary support in terms of funding and technical advice.
- **Improving Operational Efficiency:** Improving efficiency in production and distribution processes is necessary to reduce costs and ensure the delivery of high-quality products at competitive prices.
- **Focusing on Digital Expansion:** Companies should strive to utilize modern technology and develop digital marketing platforms to enhance their presence in international markets.
- **International Partnerships and Alliances:** Building partnerships with international companies can help access new markets and contribute to overcoming challenges.

Based on the above, there is a need to enhance cooperation between Algerian economic institutions and government bodies to enable companies to overcome the challenges they face in international markets. This should be achieved through the provision of financial, logistical, and legal support. Furthermore, companies must work on improving their efficiency, developing their products, and expanding their networks abroad to become more competitive.

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Annexes

ANNEX 01/ The Questionnaire Directed to the Officials of the Study Sample Export Barriers for the Enterprise

No.	Statement	Agree	Moderately	Disagree
1	The enterprise faces difficulties due to intense foreign competition.			
2	The enterprise faces difficulties in adapting the product.			
3	The enterprise faces external pricing issues.			
4	The enterprise suffers from a lack of financial resources.			
5	The enterprise faces high production costs for export goods.			
6	The enterprise suffers from multiple administrative procedures.			
7	The enterprise lacks sufficient support and assistance.			
8	The enterprise faces complex administrative procedures.			
9	The enterprise experiences weak export infrastructure.			

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10	The enterprise faces an unfavorable business and investment			
11	The enterprise lacks sufficient export-related information.			
12	The enterprise suffers from an inefficient workforce.			
13	The enterprise experiences low production levels.			
14	The enterprise faces legal barriers.			
15	The enterprise suffers from a lack of orders.			
16	The enterprise finds it difficult to identify customers and distributors.			

ANNEX 02 SPSS OUTPUT

job_position

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	deputy general manager	4	9.8	9.8	9.8
	head of local marketing dep	27	65.9	65.9	75.6
	head of international marketing dep	10	24.4	24.4	100.0
	Total	41	100.0	100.0	

experience

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	less than 5 years	5	12.2	12.2	12.2
	5 to 9 years	17	41.5	41.5	53.7
	10 to 14 years	15	36.6	36.6	90.2
	15 years or more	4	9.8	9.8	100.0
	Total	41	100.0	100.0	

studies

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	International Marketing	4	9.8	9.8	9.8
	Economics	21	51.2	51.2	61.0
	International Trade	13	31.7	31.7	92.7
	other	3	7.3	7.3	100.0
	Total	41	100.0	100.0	

ownership

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	private	29	70.7	70.7	70.7
	public	12	29.3	29.3	100.0
	Total	41	100.0	100.0	

first_inter_mkt_operation

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	before 2005	2	4.9	5.0	5.0
	between 2006 and 2010	7	17.1	17.5	22.5
	between 2011 and 2015	14	34.1	35.0	57.5

	between 2016 and 2020	11	26.8	27.5	85.0
	2020 and after	6	14.6	15.0	100.0
	Total	40	97.6	100.0	
Manquant	Système	1	2.4		
Total		41	100.0		

N_international_markets

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	one	6	14.6	14.6	14.6
	two	13	31.7	31.7	46.3
	three	15	36.6	36.6	82.9
	four	7	17.1	17.1	100.0
	Total	41	100.0	100.0	

destination_western

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	no	35	85.4	85.4	85.4
	yes	6	14.6	14.6	100.0
	Total	41	100.0	100.0	

destination_european

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	no	22	53.7	53.7	53.7
	yes	19	46.3	46.3	100.0
	Total	41	100.0	100.0	

destination_african

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	no	10	24.4	24.4	24.4
	yes	31	75.6	75.6	100.0
	Total	41	100.0	100.0	

destination_american

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	no	37	90.2	90.2	90.2
	yes	4	9.8	9.8	100.0
	Total	41	100.0	100.0	

N_exported_pdt

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	One product	1	2.4	2.6	2.6
	Two products	13	31.7	34.2	36.8
	Three products or more	24	58.5	63.2	100.0

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Total	38	92.7	100.0	
Manquant	3	7.3		
Total	41	100.0		

exporting_experience

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Less than 5 years	2	4.9	4.9	4.9
	Form 5 to 9 years	14	34.1	34.1	39.0
	From 10 to 14 years	13	31.7	31.7	70.7
	years or more 15	12	29.3	29.3	100.0
	Total	41	100.0	100.0	

years_of_establishment

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	less than 5 years	6	14.6	15.8	15.8
	from 5 to 10years	12	29.3	31.6	47.4
	from 10 to 14 years	17	41.5	44.7	92.1
	from 15 or more	3	7.3	7.9	100.0
	Total	38	92.7	100.0	
Manquant	Système	3	7.3		
Total		41	100.0		

sector

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	TEXTILE	2	4.9	5.0	5.0
	AGRICULTURE	8	19.5	20.0	25.0
	FOOD PRODUCTS	19	46.3	47.5	72.5
	CHEMICAL PRODUCTS	4	7.3	7.5	80.0
	PLASTIC, GLASS AND RUBBER	3	7.3	7.5	87.5
	HOUSEHOLD ELECTRICAL APPLIANCES	3	7.3	7.5	95.0
	PAPER AND CARDBOARD	2	4.9	5.0	100.0
	Total	41	97.6	100.0	
Total		41	100.0		