



The Strategic Alliance of Small Enterprises is the Most Effective Way to Support them and Get Rid of their Financing Problems- Examples of International Institutions

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Abstract:

Throughout this study, It is dealt with the role and importance of the small enterprises in the economic development for countries and the challenges affronted by such institutions in an unstable environment ,and the need to change thought trend to cope with such changes by way of adopting the alliance strategy which would result in a bunch of advantages and objectives for these institutions. By way of exemplification, an example of the strategic alliance was provided for some notable international companies and institutions in link withsome small institutions and the alliance results which were realized. It was realized that his strategic alliance between the greatest institutions ,on the one hand and the small and medium ones, on the other hand would be regarded as a forceful means to preserve the remaining of these institutions and support them to get developed through accompanying them and supporting them financially.

Key words: Small Enterprises, Strategic Alliance, Strategy, Economic Development.

Introduction:

Throughout the framework of the economic trend adopted by most countries, more precisely developing countries, to place an advance at the level of their

economies by relying on small enterprises for economic development, due to the paramount characteristics affiliated to such small enterprises as the flexibility of work and the ability to heighten growth rates, contribute to raising production efficiency and competitiveness, and pave the way to job positions from various sources, which reduces the scope of unemployment in large part. The fast-moving world in which these institutions function is depicted by continuous change as a result of the economic openness that has allied the phenomenon of globalization, which is one of the most paramount factors that led institutions to be focal on formulating future visions for their activities in all fields. They have found in the basics and rules of strategic thinking an efficient way or refuge for them to realize their objectives in light of complex, changing environment filled with disturbances and threats. To add, the directions and sizes of such threats and disturbances are hard to be figured out. Moreover, the choice of institutions, especially small ones, for a specific strategy and their success in implementing it requires them to carry out various practices that ensure their success in what they have planned to realize their objectives through which they can achieve their mission, and among these practices is their entrance into strategic alliances hand in hand with organizations in an effort to attain support and cooperation from these institutions instead of contesting with them.

Statement of the Problem

The environment in which enterprises operate currently, characterized by rapid and frequent changes and intense competition, has paved the way to a focus in strategic thinking and the adoption of this approach to thinking in an effort to realize their goals, the ability to simulate the decisive variables in the competitive environment, and the requirement for institutions, especially small ones, to focus on achieving their objectives. And to maintain its survival and continuity of activity in such an environment by relying on an optimal strategic

choice that achieves this. So, the main question through which the problem of the study can be formulated is:

Is the strategic alliance for small enterprises regarded as a strategic option in such circumstances or not?

To study this problem, significant hypotheses were postulated:

- Small enterprises have a major role in the economic development of countries, which is imposed by the requirements of the prevailing economic environment.
- The economic reality that these institutions are experiencing requires them to change their management and work style in order to adapt.
- Strategic thinking is the only way for these institutions to adapt to the environment and maintain their activity and thus their survival.
- The strategic alliance for small enterprises and multiple institutions and companies is one of the most pertinent and effective solutions to attain their goals.

The significance of the study:

In spite of the efforts made by countries, mainly developing countries, to heighten small enterprises for economic development, by providing the pertinentscope for their work and proliferating financing methods, this does not imply that these institutions will always stay up under the government's sponsorship and pledge, but rather the environment in which they function imposes on them to change. An approach to thinking by resorting to strategic thinking and making strategic future decisions that guaranteed its survival, the continuation of its activity, and the preservation of its markets by relying on strategies pertinent to the present circumstances, involving the alliance strategy is needed.

To answer the main question and address the study hypotheses, the following topics were addressed:

The first axis: Strategic alliances - their foundations and advantages.

- The second axis: The importance of small enterprises and their challenges.
- The third axis: The strategic approach for small enterprises and its importance.
- Fourth axis: Examples of strategic alliances between international companies and small enterprises and their results.

The first axis: Strategic alliances - their foundations and advantages -

Proliferating developments and huge transformations are depicted in economic life that require the availability of various new mechanisms at the internal or external level to maintain the continuity and survival of organizations, such as negotiations, bilateral and multilateral agreements, and alliances, for the sake of replacing cooperation with competition in order to avoid risks and threats that may lead to the exit of some companies from markets. A kind of cooperation and integration between companies appears in the form of strategic alliances, which have many foundations and advantages.

First: The concept of the strategic alliance:

The concept of the term strategic alliance is not restricted to a specific concept, but rather it has proliferating definitions and concepts according to the different points of view of the phenomenon and its purpose, of which we mention the following:

A strategic alliance is depicted as the endeavor of two or more companies to form a complementary relationship (Mustafa, 2000, p. 57)

(Kale et al, 2000) propounded that it is as any arrangements entered into by two or more parties to partake resources and technical expertise to realize specific goals.

As Pansiri (2005) defined it as a purposeful partnership between two or more organizations to share goals, strive seriously to achieve mutual benefits, and work with the highest level of cooperation and dependability.

According to (Chenet al, 2008), alliance generally means replacing competition and conflict with cooperation, and often leads to joint efforts to control risks and threats and share profits, gains, and benefits.(Iyad, Fadil; Shaker, Neighbor, 2015)

The alliance may take place in capital, in a joint organization, or in all of them, as this entails joint obligations towards the allied parties, forms of formal written cooperation, and a type of unwritten cooperation, with one party exercising control over the other in the arena of participation or contracting.

Accordingly, a strategic alliance paves the way to cooperation to replace competition, and this allows organizations to exploit their available capabilities to achieve common goals instead of adopting a competition method that may lead to the exit of one organization from the market. It is not enough to express the significance of the alliance unless it is pointed out by a strategy, because the alliance process is neither a passing thing nor a desire to work with others only, but rather represents a comprehensive vision with multiple dimensions that allows the organization to realize the expected goals fruitfully, and determines the required means to achieve them.(albukharu,frid, 1999, p. 14)

The strategic alliance is a virtualbolster for the allied organizations to carry on activity and expansion in the future.

Due to the linguistic richness, strategic alliance has several terms, including “strategic cooperation, coordination, sub-alliance, agreement between institutions, accompaniment strategy, implementation, consultation, contractual agreement, cooperative agreement, teamwork, joint project,” and thus there are many concepts and forms of alliance between companies.(Khalouf & zahrat, 2012)

Second: The general foundations of strategic alliances

Through the above definitions, we can extract the general foundations of strategic alliances as follows:

These alliances are agreements or contracts deduced voluntarily, meaning they are not imposed on one party by another party.

These contracts are flexible and not precisely defined, and they are complex rather than simple.

- It may be concluded for a long, short, or indefinite period, and is carried out with the aim of completing one work in a short or medium period.

The motivation behind the alliance is to gain a competitive strategic advantage in the long term.

Its goal may be meant to achieve profit, develop a product, enter the market, acquire and exchange knowledge, discover experiences, or avoid some risks.

- Due to the multiplicity of risks, incentives, and alliance parties, their forms or formulas are multiple, and this multiplicity will increase in the future.

Third: Advantages of the strategic alliance.

The strategic alliance between institutions has a series of advantages:(albukharu,frid, 1999, p. 59)

1- Participation in bearing risks

The alliance, especially if it is between the supplier and the customer, provides the opportunity to share and reduce risks instead of barring them from one party in light of competition. Among these risks, we mention the following:

- Political risks (change of regime, coups, shift in governance philosophy...)
- Financial risks (interest rates, exchange rates, credit...)

Commercial risks (price wars, advertising wars...)

- Human risks (injuries, accidents, diseases...)

- Environmental risks (ocean pollution...)

In these instances, the alliance is regarded as insurance against all previous risks. It builds trust between each side, which leads to improved performance rates (profitability, productivity, growth, expansion, quality and customer protection).

2- Using strategic alliances to build markets

Commercial and economic alliances between companies hugely improve access to markets, especially major markets, produce superior advertising, gain control over distribution channels, and bring about improvements in productivity.

2-1- Building major markets: How to do this becomes clear in the following table. (albukharu, frid, 1999, p. 25)

Objectives: Cooperation between allies

Objectives	Cooperation between allies
1- Better market coverage..	Subscription to sales, supply and manufacturing sources
2- Higher efficiency..	That is, reallocating marketing inputs
3- Improving productivity..	Strengthening commitment and innovation
4- Gain new channels.	Gain new distribution channels by segmenting markets and segments.
5- Monitoring marketing channels (preventive and therapeutic)..	Increase distribution choices within domestic and international markets

Alliances achieve larger shares of local or international markets and this appears in many areas.

3- Additional improvements in productivity through strategic alliances, which are achieved through:(rafaeat, alsayidi; 'iismaeil, ali, 2007, pp. 243-246)

- Collecting information on new products, competing technologies in the market.
- Forecasting market size paves the way to the development of the main production schedule, which improves the company's productivity.
- Improving the quality level of products.

Improving the level of work relations.

- Improving the level of communication by building a structure to develop operating efficiency.
- Sharing information.
- Improving the organizational culture and company management philosophy.
- Recognizing credit and compensating those whose performance exceeds the set goals.

The second axis: The role of small enterprises in economic development and their challenges.

Despite the tremendous and increasing interest in large institutions as a result of the position they hold in the countries' economies recently, this interest has been directed to small institutions due to their effective role in economic development despite the eminent conditions that make them confront great challenges in order to continue their activity and achieve their goals. What is the role of these institutions? What are these challenges that require confrontation?

First: The role of small enterprises in economic development

The topic of developing small economic enterprises for different milieus of economic activity has become one of the topics that has received heightened attention from governments, international and local organizations, as well as the interest of economic researchers in it as the best means for economic revitalization due to its ease of adaptation and flexibility. The latter makes it capable of combining economic development and opening work horizons through providing job positions on the one hand, creating wealth on the other hand by contributing to the gross domestic product, creating added value, and mobilizing individuals' savings to operate them within the national economy by absorbing surplus idle funds and investing them in productive and service investments, working to operate and develop them, and participating in their profits. The latter leads to an increase in the contribution of private savings in financing development and reducing the degree of dependence on borrowing, whether internally or externally, and providing special goods and services and providing the needs of major institutions. Besides, it is considered as an essential support for them. Through subcontracting or handling, close ties are established with notable institutions, locally or externally, by supporting them in some marketing, industrial, and distribution activities. This enables large projects to focus on key activities, and they also contribute to extending the production base due to the fact that they are active in all fields and are the largest in number in all countries of the world, which leads to local production replacing imports. Due to its small investment requirements and the simplicity of production techniques, these institutions are more efficient than large institutions in mobilizing and employing local savings and developing human skills, and thus they can be versioned as a crucial source of capital formation, a nursery of organizational skills, and a laboratory for new activities and industries. (nasser, 2011, p. 8)

Second: The challenges confronted by small enterprises

The changes imposed by the new transformations in international economic relations pertains one of the most prominent challenges affronted by small enterprises, which is summed up in the phenomenon of economic globalization, which seeks to make goods, services, and factors of production move freely throughout the world, or in other words, to settle a global market based on opening local markets for products. Foreign products, which implies a sharp increase in competition from foreign products, which leads to small enterprises losing many opportunities in the local market that has become open to foreign products. On the other hand, it becomes tough for small enterprises in developing countries to compete with foreign products in their country due to two main factors. They are quality and cost, as these institutions in developing countries are regarded young and still at the beginning and outset of the experiment, unlike their counterparts in developed countries. Competitive advantage is a strategic choice in every institution

In light of economic globalization, the search for this advantage is no longer depicted from a national or even regional perspective, but rather is viewed according to the global dimension. On the other hand, the institution's availability of a competitive advantage is not sufficient to achieve competitive ability, as the level of Quality/price has also taken on a global dimension, as product prices have become determined in the global market and therefore the local cost price must be gauged and measured on a global scale.

International quality standards such as ISO 9000 have become necessary, especially for producers dealing in foreign markets. Accordingly, the next decade will witness many changes at the level of small, medium, and even large enterprises, as international exchange has become subject to a set of standards that are not easy to achieve, especially by Small enterprises in developing

countries. Hence, these institutions confront a major competitive challenge because they are still in the launch stage, in addition to the lack of experience and high technology. Therefore, these institutions must strive to achieve an optimal allocation of their resources in order to control the cost element and to develop their technological capabilities. Relying on modern means. (www.startimes.com, 2017)

The third axis: The strategic approach for small enterprises and its importance.

In the context of economic globalization, it has become mandatory for small enterprises to follow the path that leads them to the internationalization of their activity. In this extent, it must be noted that the path is difficult and thorny, and the strategy adopted is the key to success in reaching the internationalization stage. What is the importance of strategic thinking and what is the appropriate strategy for small enterprises today?

First: The importance of strategic thinking for small enterprises:

The increasing intensity of international competition due to the openness of markets, the migration of enterprises, and the large spread of multinational companies and their branches through direct investments, may have a negative outcome on the competitiveness of small enterprises that do not possess all the financial capabilities and professional competencies, which puts them in a critical position along with the trend of confronting foreign products that are known for their reliance on well-known international brands and elements of innovation and technology. The important thing that must be pointed out is that internal and external diagnosis is regarded mandatory for small institutions, and it is what assesses the strategic base or decision center through which we determine which strategies are pertinent for the institution, and based on the results of the diagnosis, the institution (R) will have to make a specific decision

about the possible strategy for it. Some strategies may be appropriate for it but not others, such as the strategy of multiplicity through invention, which signifies that the institution may control an axis of the market that is various from the axis of another institution, or the strategy of specialization, which may also push the institution to avoid and move away from secondary activities until it can concentrate all its strengths and capabilities. And making them at the core of its main activity, these strategies would eliminate the danger of increasing competition in light of the phenomenon of globalization, which is mainly based on the cost element.(Yusuf, Hamidi, 2007-2008, p. 189) The economic transformations that the world is witnessing require institutions to adopt a management style that allows them to constantly adapt to the transformations taking place in the surrounding environment. Although there are some possible strategies for small institutions, such as the diversification strategy, the competition strategy, and the combination of institutions and joint projects, the alliance strategy remains the most important strategic logic that must be relied upon and prepared for so that these institutions can attain some alliance contracts with large institutions.

Second: The necessity of a strategic alliance for small enterprises.

Economic life in today's world is witnessing diverse developments and tremendous transformations that require the application of many new mechanisms, such as negotiations, alliances, and bilateral and multilateral agreements. In this context, strategic alliances for small enterprises have become mandatory to overcome problems, face risks and crises, and ensure the provision of skills, resources and experience needed to penetrate new markets.

Small enterprises seek to complete their efficiency through alliance with other institutions of the same size that have complementary competence. These institutions use alliances affiliated to quality, which are hugely advocated with

logistical functions such as transportation, storage, production...etc.(Alice, Guilhon; Michel, Well, 2005, p. 14)

In this context, small institutions underestimate the importance of the cost control strategy and the differentiation strategy, and the goal of this behavior is to move towards obtaining and using competencies and primary resources that are impossible to obtain due to the size of these institutions.(Gaél, 2001, p. 93)

Small institutions work in alliance with each other to confront the disturbances and complexities of the environment, adapt to them, and try to control the environment. All of this requires collective actions at the level of the system as a whole, because individual actions may give harmful effects through the deviation of uncontrolled feedback. Hence, these institutions search for how to adapt to them. its surroundings and with its own needs for funds. Using complementary competencies allows small enterprises to continue developing their practical knowledge that leads them to diversify their products and global development. The classical approach envisions its interests in identifying problems and eliminating late plans. It is a call for the integration of strategic thinking processes and choices that are based on mobilizing a relationship strategy. This strategy is based on competition law and on the excellent relations between the organization and its partners in the atmosphere; (Olives, Torres, 1998, p. 98) therefore, the pertinent alliance has a relationship with the type of cooperation that arises with the direct competitor. The most common strategic partnerships and alliances are those established between two institutions with the aim of creating a new product, where the first provides its services in manufacturing or product development, while the other specializes in entrepreneurship and small projects. The large-sized institution usually provides the needs related to capital, necessary product development, and marketing requirements; manufacturing and distribution, while the small enterprise provides technical and creative expertise. In many cases, alliances are

created between suppliers and some manufacturers and a wholesaler, instead of adopting the method of commercial dealings between them to be a link within the production and supply rings, this alliance and partnership forms a closer relationship between them, as they participate together in the fields of advertising, marketing, and others. Examples of this can be given by an automobile manufacturing company that allies with car spare parts suppliers or an alliance between a music distribution institution and a music recording or production company.

The strategic alliance, cooperation and integration between institutions, whether local or international, may be a unifying force and allow at the same time to improve their image and position in the market. In this context, there are several strategic alliances that small institutions can follow, which are:

- The transitional or temporary alliance, and its results involve improving the ability to organize privacy, leading to the internationalization of activity.
- The preventive alliance results in improving the technological level.
- Alliance de symbioses, which is an alliance of coexistence of two or more dissimilar institutions, one of the results of which is obtaining an element of real-time information, capabilities, and new developments.

Each institution can follow the type of alliance that suits its situation and is compatible with the environment in which it exists and its requirements.

Third: The reasons for small enterprises resorting to strategic alliances.

Every movement, every path, and every approach taken by organizations, especially small enterprises, has its reasons and motives. Among the reasons that led small enterprises to adopt the strategic thinking approach and resort to strategic alliances, we mention the following:

-The emergence and growth of the phenomenon of globalization, which included the financial, marketing, production, technological, informational, and markets for goods and services, as dealing in a world in which geographical and political borders vanished, and trade restrictions between markets were abolished after the implementation of the GATT agreement, so many companies began to buy supplies from one or other countries and market them. Products in other markets require financing from abroad, whether banking or supplier facilities, in addition to sometimes dealing in securities on international stock exchanges.

- The increasing cost of technology to transfer or develop. Competition requires the company to strive to be less expensive in production, marketing, and management in general, and strategic alliances in their technical form allow for a cheaper transfer of technology, instead of investing millions in developing a specific technology without guaranteeing marketing production.

A relative decrease in purchasing and merging opportunities is caused either because of problems in stock exchanges, government restrictions, or legal considerations. The most important of which is the entry of a third party, governmental or competitive, as an opponent of purchases or mergers. Governments oppose monopoly, and competitors are uncomfortable with the collapse of two competing companies that have allied to form a larger and stronger entity.

Companies seek to provide a qualified workforce that contributes to improving productivity and enhancing competitiveness. Improving recruitment, selection, training and development policies may not work, so it requires a strategic alliance between several companies or between companies and a concerned governmental organization to establish a treaty or education and training centre's.

The strategic alliance is built on basic conditions to achieve various goals in a controlled and precise manner. These conditions are directed to raising the challenges that our small enterprises face, especially in light of economic globalization and freedom of competition among economic institutions.

Fourth axis: Examples of strategic alliances between international companies and small enterprises

“The case of Allianz Insurance Company - Egypt and Orange Company”

The global leadership that Allianz Insurance Company has gained is a result of its adoption of strategic thinking and its intelligence in facing competition from companies adhered with the same sector, by entering into strategic alliances with many companies, the last of which was in November 2016, by concluding an agreement to cooperate with Orange Company to improve the services provided to the sector. Small companies in Cairo, in addition to the alliance with multiple banks, all for the sake of their continuity and maintaining their survival by providing multiple services to customers based on a series of insurance programs, gaining their trust, and preserving their liquidity and financial mantle by following strategic plans in the domain of financing. This is what is addressed through this axis.

First: A brief overview of the company and its alliance

An Egyptian joint stock company working in the field of insurance under the umbrella of the Financial Supervision Authority and registered in the insurance companies registry under No. 15. It is one of the members of the Allianz International Group. It was founded in Germany and then entered Egypt in the free zone in 1976 and commenced the field of banc assurance strongly since 2001. Allianz Life Insurance Company - Egypt has received global support from the Allianz Group to become the first choice of customers when it comes to protecting their families and ensuring a stable financial future. This company

provides a group of insurance and investment programs and services in accordance with the provisions of the Egyptian Insurance Law, through the bank's branches diffusion throughout the Arab Republic of Egypt under the supervision of the General Authority for Financial Supervision. Insurance programs are subject to the company's terms and conditions and are under its responsibility. This company includes Allianz Life Insurance Company, Allianz Insurance Company, and Allianz Financial Investments Company, and is proud to have a long and distinguished history in the insurance market and providing comprehensive insurance services to individuals and companies alike. It is distinguished by its deep knowledge and understanding of the needs of Egyptian society and its commitment to meeting these needs. Allianz Egypt is part of the global Allianz group, which provides financial services to more than 85 million individual and corporate clients in more than 70 countries around the world, drawing from it its strength and abundant resources. In 1976, Allianz Egypt began as a shareholder in the Arab International Insurance Company. It was registered as the first private company in the free zone and is regarded as the first joint venture for a private sector insurance company. In 2000, it increased its stake from a minority stake to a controlling stake, bringing its ownership shares in the Arab International Insurance Company to 85%. (.allianz.com.eg, 2017)

Second: The company's vision, goals, mission, and distribution channels.

Allianz Egypt works hard to gain the trust of its customers, and believes that in order to achieve success, it is necessary to recognize and meet the necessary needs of its customers and provide the support that enables them to make financial decisions. It also aims to be the first choice as an insurance company in Egypt, and to be classified by its customers as the best providers. Financial services while providing the best return and value to shareholders. The company's mission is supported by the strength and expertise of the global

Allianz Group; It is keen to secure the financial future of its customers by providing insurance solutions tailored to their needs. It also works to maintain its position among its competitors and consolidate its leadership in the Egyptian market through its distinguished team, which includes the most skilled experts and specialists, as good management is the primary driver behind its success, supported by the leadership of experienced professionals. Its continuous achievements are attributed to its board of directors, which works ceaselessly to achieve its goals effectively. As for distribution channels, this company has entered into a partnership with many of the leading banks in Egypt and Cairo Banque to offer a variety of insurance programs, especially life insurance, health care, and also property insurance through their network of branches that cover all parts of the country. It is possible to receive advice from a specialist immediately and complete banking transactions at the same time, in addition to facilitating the payment of installments by deducting them directly from the bank account or credit card to ensure the convenience of customers.

Third: Company advantages

This company has a set of advantages, namely flexibility in determining premiums and insurance amounts to suit the capabilities and needs of customers, flexibility in choosing the appropriate age to benefit, the ability to disburse insurance amounts when needed, providing its customers with appropriate protection from any surprises, and providing insurance coverage for its customers in the event of death or disability. The branches that provide banc assurance services are Cairo Governorate, Alexandria Governorate, the regions (Delta, Canal, Red Sea), and Upper Egypt.

Fourth: Allianz Egypt cooperates with Orange to improve the services provided to the small companies sector.

As part of its continuous efforts to improve the programs and services it provides to its customers, and in order to raise the level of insurance services in the local market, Allianz Egypt recently (2016) cooperated with Orange Telecommunications Company in addition to many of the major companies operating in the Egyptian market, with the aim of providing a package of integrated insurance coverage to support growth of the small companies sector in Egypt. This strategic alliance is consistent with the Egyptian government's increased interest in the small companies sector in the local market. The latest partnership comes within the framework of the "Smart Business" program that Orange launched during the press conference it held at the Four Seasons Nile Plaza Hotel in the presence of senior officials from a number of different business institutions. This partnership includes a number of exclusive offers and discounts offered by Allianz on a variety of its insurance programs that provide protection for the assets and employees of small companies. Among the most important programs offered by Allianz Egypt in this context is the Business Plus program to secure the continuity of business, equipment, productive tools, and workplaces, and the Best Doctors program, which is a unique medical program of its kind that was specifically designed to treat critical health cases in cooperation with the Best Doctors Foundation, which allows beneficiaries of its services to access... to the he largest network of doctors and hospitals in the world.

Allianz Egypt is constantly searching for distinguished business opportunities to optimally serve its customers in the Egyptian market. Our recent partnership with Allianz Egypt comes in response to the growing demand from small companies for integrated business solutions that help them keep pace with ongoing market developments and the growth witnessed in their operational operations. "With the addition of more flexibility to our insurance offers and

programs, the customer will witness for himself how easy it is to develop his integrated insurance plans to meet his needs and aspirations.”

Fifth: Results of the alliance between Orange and major international companies with small companies

Orange Egypt launched “Smart Business,” a new solution that aims to provide exclusive offers in cooperation with major local and international institutions, as part of its constant interest in providing new solutions and services to small business customers to develop their businesses at the lowest costs and to reach customers easily. This company launched “Smart Business” in a large alliance that includes a group of major international companies and institutions, namely Allianz, Compu me, Cairo Airport Travel, Huawei, Google, Mobic, UBER, Waseet, Yellow Media, and QNB National Bank. This large alliance is distinguished by its diversity of services and offers exclusive to Orange customers, including a range of insurance packages, banking services, special discounts on transportation and trips, in addition to special offers on products and discounted prices for various advertising methods to promote services and products. Smart Business also offers special offers to small business customers to facilitate access to their customers through the Business SMS service, which helps advertise services and products for companies by sending text messages in the name of the company, and the Cloud Pro service, which provides companies with the ability to have a presence on the Internet, allocate their own domain, and create a mail and website. letter with name

The company that small companies can access at any time through the Virtual IVR service that allows customers to respond to the audio mail and recorded audio messages. (www.wataninet.com , 2016) And based on the need for small companies to follow up and monitor their business to increase efficiency and productivity, this program offers special offers on the "metabe3" service that

allows monitoring and securing the cars of companies and monitoring the workplace from anywhere through various surveillance solutions in cameras.

This great alliance that took place between large and powerful companies aims to provide leading and unprecedented services to Orange Egypt's customers from small companies and support their development and believing from Orange Egypt the importance of the role of small companies in advancing economic growth in Egypt, "Smart Business" was launched to the customers of these companies, which is in line with the company's policy and its ongoing efforts to be Orange the ideal partner and the leading company in supporting this promising sector by providing unprecedented exclusive offers and services in Egyptian markets. And that this strong alliance will provide opportunities for the business sector and small industries in Egypt for development and growth, and with the launch of Smart Business, the best services and solutions will be provided to support the growth of the business sector from these companies, as this alliance helps to create innovative solutions commensurate with the needs of customers.

This project is of great importance because it focuses on communication between a wide sector of institutions, which are small companies and between its customers, and today Orange is to create a golden opportunity to support this communication. Also, this constellation of companies seeks to develop the small companies sector, which represents the backbone of the Egyptian economy. On the other hand, Google cooperates to support small companies in Egypt. The role of Google in this partnership includes providing the necessary support to these companies to reach the largest number of customers looking for their services and products on the Internet.

Thus, the opportunity has become a great opportunity for small companies to take advantage of the services package provided by this strong alliance, which

comes in line with the state's encouragement to manage funds for this sector of up to 200 billion pounds, at an easy interest of up to 50 percent, which makes this sector more developed, and through this partnership it is presented to the sector Discounts and facilities in installments, and also provide integrated solutions for small companies that benefit all Orange customers in this initiative, guarantee and free maintenance, in addition to allowing these companies to obtain the group's products in the electronics and home appliances sectors.(www.dostor.org , 2016)

Conclusion

It is depicted that a lot of the efforts made by countries to promote small enterprises in order to contribute to economic development alongside large enterprises, by providing the necessary funds necessary for the work of these institutions and through laws and legislation that push their advancement and activity and achieve their goals and the economic objectives of the state, by providing labor and eliminating problems Unemployment and achieving self-sufficiency. However, these institutions face great challenges imposed by globalization and the resulting competition, which requires reconsidering the approach to thinking and management followed by relying on the strategic approach by adopting strategies appropriate to their work and to the surrounding conditions in which these institutions exist. Despite all the known strategies, the Strategic alliance is the best solution for these institutions for the following considerations:

- The competitive strategy is not recommended for small enterprises in developing countries because they are not qualified for it.
- Strategic alliance, cooperation and integration between institutions, especially small ones, whether local or international, to form a unified force that allows improving their image and position in the market.

- It is considered necessary to overcome problems and reduce risks and crises. It also ensures the provision of skills, resources and expertise needed to penetrate new markets.

- Small enterprises work in alliance with each other to confront and adapt to environmental disturbances, which requires collective actions because individual actions have harmful effects.

The strategic alliance provides small enterprises with advanced technology at a lower cost than the costs they incur to develop their technology without guaranteeing a marketable production.

The success achieved by various leading international companies, especially small ones, is the result of their strategic alliance, which enabled them to avoid competition that carries serious consequences. The alliance has achieved many advantages for them to become strong global companies that control many local and international markets, and their acquisition of advanced technology, competitive products, and sources of financing that enable them to continue their activity and maintain their survival in a volatile, rapidly changing environment.

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