

ENTRY DIMENSIONS FOR PENETRATING INTERNATIONAL MARKETS CASE STUDY CONDOR FOUNDATION

Samia SIRAT¹, Allali Meriem Marwa², Yousfi Ibtissam³

¹Laboratory of Economic Studies and Local Development in
the Southwest.

University Tahri Mohamed Bechar, Algeria

²³University Tahri Mohamed Bechar, Algeria

sirat.samia@univ-bechar.dz

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ABSTRACT

Today the world is witnessing a marketing revolution, due to the shift from old methods of marketing to new systems. Because the countries today have begun to compete not only on the basis of the technology and money they possess, but on the basis of their ability to do a global marketing and open new markets based on goods, and the services it constantly provides in global markets. From this standpoint, this study aims to clarify the appropriate entry dimensions for penetrating international markets. So we tried to project the latter onto Condor Electronics, the major foundation in the Algerian markets. It has been concluded that the corporation relies on the simplest form, which is direct export, to penetrate global markets, and thus it is imperative for Condor to market products that are consistent with international standards. In addition, the organization must choose other strategic alternatives in penetrating the foreign market, as this gives it control over its marketing operations.

Keywords: International marketing; Dimensions of entry into international; Markets; Condor Foundation.

INTRODUCTION:

During the past years, the world has witnessed challenges and changes in international economic conditions with the emergence of economic blocs and competition. This period also witnessed technological development and speed in communications and transportation, as the world became a small village with similar customs. All of this led to an increase in global trade movement and the development of markets as well as following their fields. AS a consequence institutions abandon the idea of production and sale, but rather they pay attention to marketing in its modern notion, that is, identifying the needs and desires of consumers in the target markets and developing appropriate strategies and policies for that, which helped institutions control marketing locally, and after this control comes the stage of international marketing for their products, whether they are goods or services. Therefore, modern marketing is considered one of the methods of international marketing, and the latter is considered as an economic necessity to face intense competition moreover matching the emerging environmental changes.

Through what has been mentioned previously, it is necessary for those interested in international marketing to understand its basics by studying the environment and the variables of the marketing mix appropriate for each market. Then focusing must be on the form of entry into foreign markets according to the capabilities and objectives of the institution.

Study problem: according to what it has been mentioned above we will try to answer the following main question:

What are successful marketing strategies to penetrate international markets?

From this fundamental problem emerge the following sub-questions:

- What is international marketing?
- What are the ways and methods of penetrating international markets?
- What are the dimensions of entry that allow Condor Foundation to penetrate international markets?

Study methodology: in order to gain familiarity with the subject, we followed the descriptive and analytical approach to include some theoretical concepts related to the subject. We have presented these concepts using Condor association as a case study, the previous problematic will be discussed through the following axes:

First: The theoretical framework of international marketing.

Second: Ways and methods of penetrating international markets.

Third: Pointing out the reality of Condor Foundation penetrating international markets.

Study hypotheses: To answer the previous questions, the following hypotheses were tested:

Hypothesis01: International marketing plays an important role in the development of an organization's sales and its access to international markets.

Hypothesis02: The international market is a link between sellers and buyers from different countries of the world.

Hypothesis03: Export is one of the strategies used by Condor Corporation to penetrate international markets.

Importance and purpose of the study: Through this research, we will try to:

- Identify theoretical concepts related to international marketing.
- Identify opportunities to enter international markets.
- How to build a suitable strategy to penetrate international markets.

- Clarify the barriers that prevent the access to international markets.

1. The concept of international marketing and its importance:

1.1. International marketing concept:

There are multiple and varying definitions of international marketing due to the many writings that have dealt with this branch of knowledge and among these definitions for example: Definition of the American Marketing Association: “International marketing is the accomplishment of activities accompanying the flow of goods and services from producer to consumer.” The Association also provided another definition of international marketing, saying: “It is an international process of planning, pricing, and promoting goods and services to create an exchange that achieves the goals of organizations and individuals.” (Kotler, 1992)

As Ruel-Kahler identified it: “International marketing refers to the marketing of goods and services in more than one country, and the writer clarified his definition “that this may be done through the direct export of goods from one country to another or through the production and marketing of goods in more than one country without crossing national borders, such as Ward Company, which produces and markets its cars in both the American and the German markets”. (Ji, 1997)

Staton defined it: “as a global activity that stems from a global strategy for a marketing mix that crosses regional borders, compatible and interacting with consumer capabilities outside national scope and borders with the aim of satisfying needs and desires by offering goods or services that suit these customs or desires.” (Al-Dyouthimi)

On the other hand, Alboum and others defined it as follows: “International marketing from the company’s point of view is a part of business concerned with planning, promoting, pricing and servicing goods and services desired by consumers and users across political borders.” (Jabr, 2007)

Finally, it is worthy to say that the international marketing is: “a series of activities and operations carried out by the company aiming to make products available to the final consumer in several countries according to the desire of the final consumer and meeting his needs,” by focusing on:

- Studying the needs of current and potential consumers in international markets.
- Developing the products that satisfy the needs of consumers in international markets.
- Determine the prices that suit the capabilities of consumers in international markets.
- Choosing an appropriate international distribution outlet.
- Develop promotional campaigns that reach consumers in international markets.
- Follow up consumers after the purchasing operation to ensure that the product has achieved satisfaction.

1.2. The historical development of international marketing:

It is true that international marketing had historical roots in the commercial campaigns carried out by Arabs across seas and continents in marketing their goods in global markets, but it became an integrated intellectual framework a short time ago to satisfy the needs of global markets for goods and services that suit the current and expected consumer through a marketing combination suits every international marketing environment. (Aziza, 2013). **The first stage:** the stage of overcoming tariffs obstacles 1950-1960

American business organizations allocated customs duties from countries, with the aim of encouraging commodity trade exchange. (Kaddour, 2009)

The second stage: the stage of overcoming the repercussions of geographical separation 1961-1979.

The repercussions of geographical divergence between countries' market, including the cost of transportation, customs, taxation, cultural, social and monetary differences. This phase continued from 1960 to 1979, this period witnessed the emergence of the European Common Market that sought the free movement of goods, services, information, money, people and technology between markets. This was an indicator of the trend towards regional economic groupings in several parts of the world due to the advantages that these groupings bring to their countries, including market expansion, and the most important thing that distinguished.

This period from a marketing perspective is the great change in the requirements of importing countries from being merely buyers of the commodity for livelihood to agreeing to establish a turnkey factory or contracting with the exporter to manage a common project. (AlBakry, 2006) .

The fourth stage (Shehnaz): the emergence of small and medium-sized companies (starting from 1980).

The activity of small and medium-sized companies began to appear clearly in the international field through the practice of international trade in the early eighties. These institutions were distinguished by their ability to penetrate foreign markets while achieving well profits better than those achieved by large institutions. (Al-Bakry, 2006) .

The fifth stage: the global market stage 1985 a concept led by the Japanese writer K-ohmae, who assumed the possibility of launching the product in different countries markets at the same time, on the basis of the convergence of consumer behavior in these markets, as well as the convergence of their cultural and social characteristics, and the writer did not overlook the importance of dividing the market and making some modifications to the product.

Business organizations are interested in searching for a competitive partner with whom they can exchange distinctive capabilities. The American company General Motors signed an agreement to exchange competencies the Japanese company Toyota that is a relationship of cooperation and competition developing a single common strategy for a product or service for the global market that brings many markets and countries together. This strategy aims to take advantage of grouping markets instead of dealing with each 10market or region separately.

The fifth stage: a global trade stage (the 1990s) the emergence of the GATT agreement in order to liberalize international trade.

The emergence of Globalization concept in its various forms and considering the global market as one small village whose parties know what is happening in it thanks to the advancement of means of communication, the decline of barriers to entering markets, and the convergence of cultures and desires.

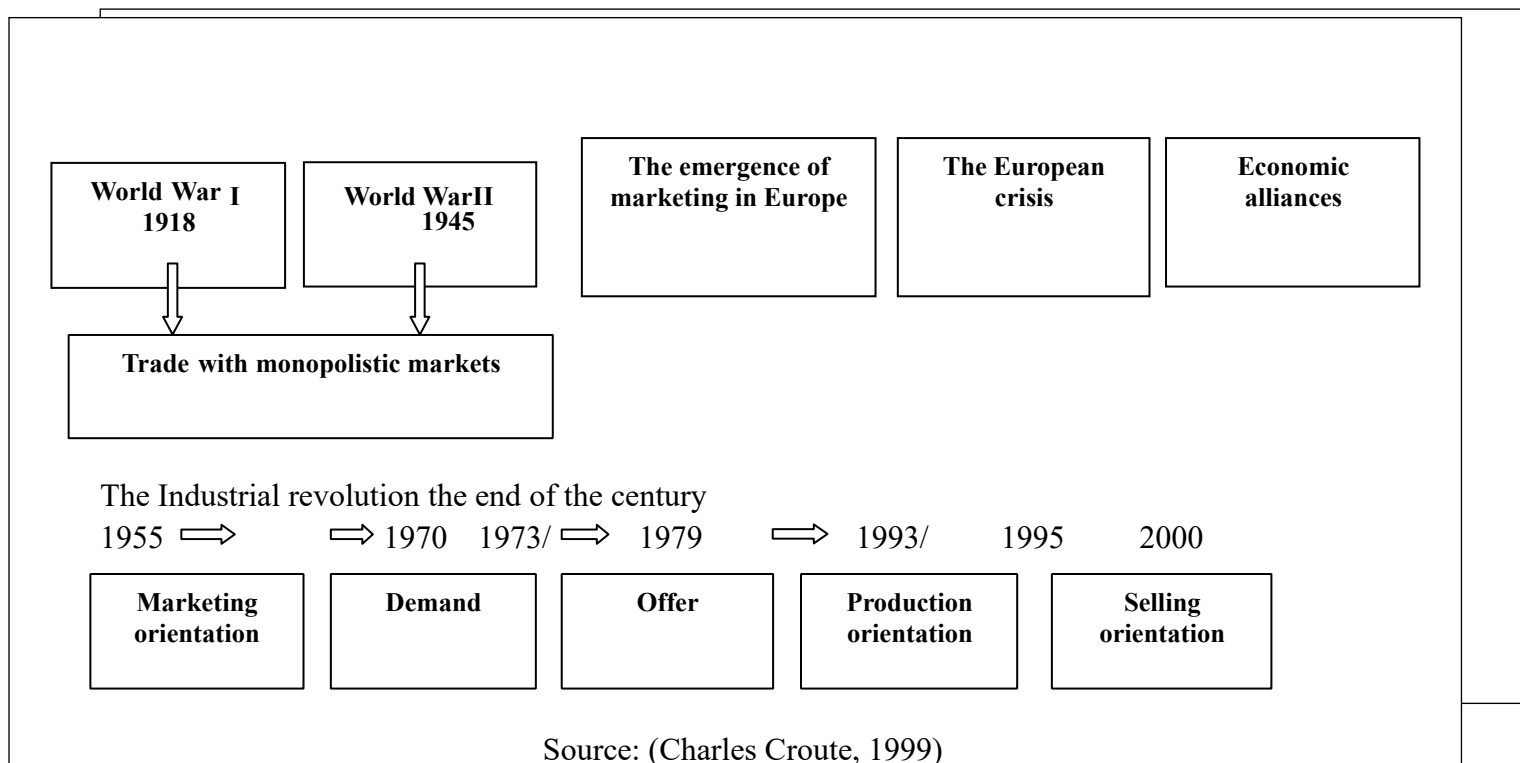
The sixth stage: the electronic marketing concept (beginning of the twenty-first century).

The emergence of modern concepts of electronic marketing (21st century). The emergence of modern marketing concepts linked to information and communication technology (Home Marketing Cyber Marketing Electronic Marketing). Using the capabilities of Internet, various communication networks, and small media to achieve marketing goals. The emergence of new areas in the field of

marketing such as electronic advertising, electronic survey, electronic export, electronic international marketing research, electronic fraud and counterfeiting. (Zahraa, 2020).

The figure shown below shows the different international events and factors that contributed to the development of international marketing since the beginning of the twentieth century, and this is what we explain in the following figure: (Croute, 1999):

Shapel: International events and factors that contributed to the development of the international market.



Source: (Charles Croute, 1999)

1.3. Importance of Marketing International and its principles

1.3.1. The importance of international marketing

The importance of international marketing emerges through the mutual relations between countries imposed by the conditions of technological advancement in all activities and the speed of information transfer. It enables advanced countries to exploit opportunities in marketing their services and developing their marketing methods. This pushes outgrowth countries to the necessity of exploiting marketing approaches in accordance with the mentioned aspects of progress. To be able to match the developed countries in these fields.

The importance of international marketing can be summarized in:

- It helps to expand the market and attract new customers
- It helps to escape intense competition or low demand in the local market.

- Increase the company's turnover.
- Building a good reputation for the company at both local and international levels.
- Encouraging large-scale production, which achieves significant savings.
- The advantages that accrue to the state from export and import, and the expansion of companies in production locally and abroad, which creates opportunities for employment, improves the balance of payments, as well as develops new technologies in the field of production and marketing. In addition, it plays an important role at the level of society and institution through:

Society: International marketing has great importance for society as it works to raise the standard of living of the consumer, develop and promote society in all fields, especially economic ones. The most clear and positive gain is opening the way to industries in which the country enjoys advantages over its counterparts from foreign countries. (Hashish, 1993).

Institution: The importance of international trade appears in the field of specialization in production for export, and not relying on the presence of a surplus or its absence, as the latest policy, if it succeeds one day, it will fail in on the other day, so every institution must define its goals and organize its resources to achieve profit and maintain its growth and position in the world. The international competitive environment requires caution and insight into what is going on in international business (Boudi, 2007).

1-benefits of export :is one of the ways to obtain the hard currency that countries need to import the products they produce locally, and therefore it is considered as a clear national gain and leads to raise living standards, development, and the purchasing power of consumers.

2-Benefits of import: the benefit of importing is not limited to be a way to collect the value of exports, but rather the basic benefit is to obtain some goods with cheaper cost than producing them locally, also to obtain goods that are not produced in sufficient quantities locally or are not produced at all as a result of climate factors or because of the lack of natural resources. So imports will necessarily raise living standards.

Enabling organizations to benefit from economies of scale from the boldness the market they deal with and this is reflected positively in reducing production costs per unit, thus the effect is due to reducing the prices of goods, which makes them accessible to additional numbers of consumers, so it restores to the marketing currency circumstance.

Many organizations, when they achieve successes in foreign markets, are not only recorded for them, but also for their revenues in the countries from which they were launched or to which they return. Consequently, many countries in the world have gained a great economic position and reputation

through their companies operating in international markets, such as the United States of America, Japan, and Korea are among the most prominent examples in this field.

Providing various goods and selecting services in more than one foreign market, especially for those markets that are unable to produce them for various reasons. Therefore, the importance of international marketing lies in going beyond the location factor to provide products to different parts of the world. (Alfa, 2001).

1.4. Principles of international marketing:

International marketing has developed within the framework of a number of main principles that can be summarized as follows:

1. Specialization and division of labour: So that each country specializes in producing a commodity or a group of commodities that it exchanges with other countries. The institution produces a commodity that has a tangible competitive value, while it imports a commodity in which it does not have a competitive advantage. (Alfa, 2001).

2. Product competitive advantage: the state produces products whose cost of production locally is lower than the cost of importing them, but the state also chooses products that give it a comparative advantage to face the competing products in the foreign market.¹⁶ such as Egypt, which imports wheat even though its production costs are cheaper locally, due to its aim to focus on the production of cotton, which has the greatest advantage. (Alfa, 2001).

1. Balance of Payments Equilibrium: the total value, revenues, interest, loans, shipping and insurance expenses should be balanced with the total amount entering from total exports. (Alfa, 2001)

2. Purchasing power in the importing country: International marketing is linked to the extent of the purchasing power of the importing country, so it could be determined to what extent entering the foreign market is feasible in the long term. Purchasing power in the importing country means the ability of the importer to pay in the local currency and the exchange rate of this local currency into other foreign currencies. (Abu, 2003).

3. Marketing mix balance: it means a balance of the four elements (product, price, distribution, and promotion) without focusing on one element. This combination must be appropriate to external market forces, that is, appropriate to the tastes of foreign consumers and their purchasing capabilities.

4. Promotion necessity: the commodity does not sell itself, no matter how cheap or expensive it is. Rather, it needs promotional efforts to inform consumers of its existence, its use, and its ability to satisfy the needs of its consumers. (Abu, 2003)

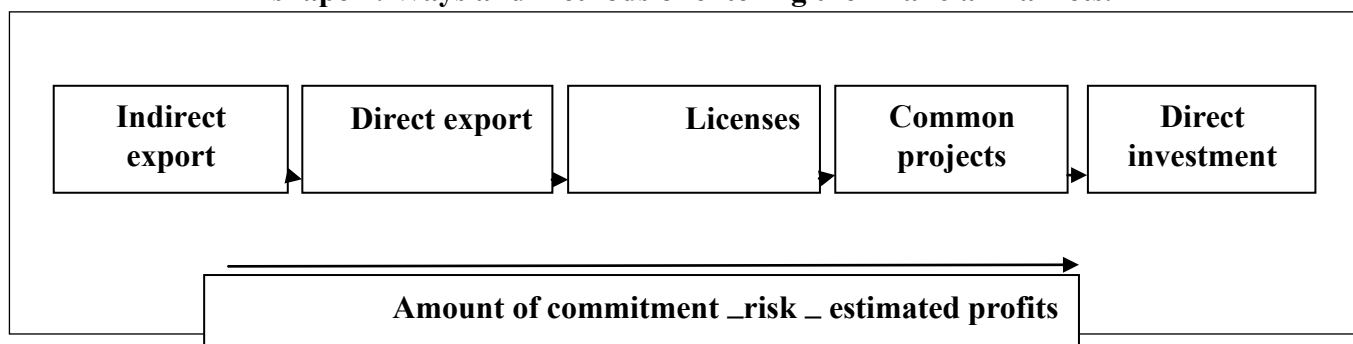
2. Ways and methods of penetrating international markets:

After conducting various studies related to the international environment and the various components and characteristics of the market, the organization must determine one of the optimal alternative strategies to penetrate the targeted markets, so that gives it a great control over its marketing operations, by taking one or more paths, and it can be summarized as follows:

Export - contractual agreements - common projects - direct investment - strategic alliances.

Researchers also differed in the number of ways and methods of entering international markets that are represented in the following form: (Abu, 2003)

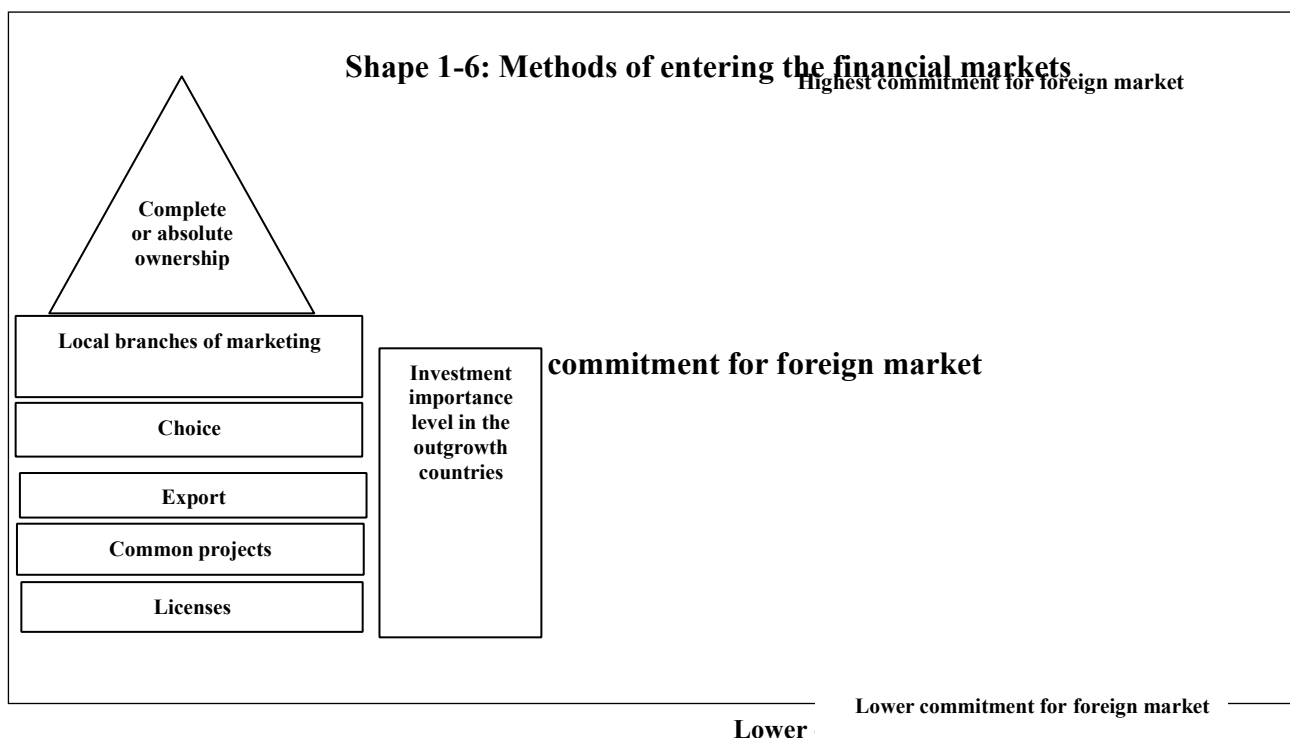
shape 2: Ways and methods of entering the financial markets.



Source: (kotler, 1992)

As Donald Wendell referred to six main methods for entering international markets, which are represented in the following form:²²

Shape 3: Methods of entering the financial markets



Source: (Al-Sumaidaie, 2000).

It should be noted that every method or form of penetrating international markets includes a certain level of the following elements:²³

- Pledges.
- Risks.
- Cost-effectiveness.

2.1. Export

Export is considered the easiest way for enterprises to penetrate foreign markets, because it involves the least amount of risks. We find most enterprises begin their expansion by relying on the export process and then move to other methods of serving the foreign market, as it is considered the first stage that the enterprise goes through towards globalization. Therefore, export is a strategy to penetrate international markets, the engine of economic activity, to advanced competitive and technological levels. Accordingly, we could distinguish between two main levels of export (others, 1999).

The concept of export also differs from the concept of international marketing, as an organization that follows a limited strategy ensures the transfer of goods and services from an internal market to an external market.²⁶ Exporting also means the state's ability to achieve flows of financial, cultural, touristic, and human beings goods and services to other countries and global markets for the purpose of achieving export goals from profits, added value, expansion, growth, spread, job opportunities, in addition to learning about other new cultures, and technologies.²⁷ It is also the process that aims to transfer goods and services permanently by agents residing in the economic country to non-resident agents. There are two types of exporters, depending on the level of activity of the institution.

- **Negative (accidental) source:** it concerns those institutions that consider export to be nothing but the disposal of the production resulting surplus.
-
- **Positive (active) source:** it concerns those institutions that have a clear need and determination to penetrate international markets; it could be done by regular answering demands of institution's products in international markets in order to expand its activities.

Enterprises often export by following two methods:

- **Indirect method:**

Indirect export is the most common method of penetrating foreign markets, as it is the activity through which the institution (the state) sells a product to a local beneficiary, who plays a role in the process of exporting the product to foreign markets. Indirect export depends on independent intermediaries represented by: (Al-Najjar, 1998)

- **Exporter:** he buys the manufacturer, and then sells it abroad for his own account.
- **Local export agency:** it searches for foreign markets for local goods and negotiate with the foreign importers in exchange for a commission.
- **Cooperative organization:** this organization carries out export regulations on behalf of producing institutions. These activities are under its administrative control, basic or primary commodities producers often use it, including agricultural or biological products. (AlNajjar, Marketing Arab exports, marketing activation mechanisms, 2002)
- **Export Management Corporation:** an intermediary institution manages the export activities of a producing institution or... For a group of institutions at the same time in exchange for a specific commission. It can also use the name of the producing institution that wishes to export and negotiate on its behalf.

□ **Direct method:**

It usually concerns institutions that have a continuous demand from their foreign customers. These institutions prefer to directly undertake the process of foreign export. This method is characterized by giving the institution great satisfaction in interacting with foreign markets and conducting research and studies. This can be handled through several methods or channels, which are: (Fares, 2018)

- **Local export department:** the organization allocates a special section for export operations and providing a marketing assistance to the organization in the field of foreign markets.
- **International Associations Branch :**(Affiliate organization) this formula allows for greater presence and control in the international market. Either with the presence or the absence of an export department, the organization has branches abroad that carry out all marketing policies related to exports, including selling, storing, distributing and promoting.
- **Travelling Export Sales Representatives:** the Foundation sends its representatives to other countries for the purpose of introducing its products, or negotiating and conducting business agreements with beneficiaries.
- **Foreign agents or distributors:** the corporation may contract with foreign agents or distributors for the purpose of selling its products on its behalf. For this purpose, the corporation grants the agents special rights that allow them to represent the producing corporation in their country. The corporation responds to customer's requests in the foreign markets by participating in local or international exhibitions or by commercial advertisements in specialized newspapers.

2.2. Contractual agreements:

It expresses a long-term connection between an institution in one country and an institution in another country, under which technology and knowledge are transferred from the first party to the second party without financial investments from the first party.

1.2.2 Forms of contractual agreements: there are many contractual forms, the most important of which are: (Obaidat, 1999)

A/- International manufacturing contracts (Al-Maghribi, 2017):

It is a process of manufacturing in a foreign country by an agent, where the product is produced in a foreign market through a local institution contracted with an international institution. The international institution usually transfers technology and technical assistance to the local institution, and provides a number of advantages to the international institution, perhaps the most important of which is avoiding the cost of Direct investment, especially during a political instability in the target market or the small size of the market to the extent that does not justify this investment, is an immediate way either to enter the markets or to exit them, if these markets were small or they were surrounded by many risks.

B/- Licensing contracts (al-Mughrab, 2017):

It is a set of arrangements under which the licensor provides tangible assets to the licensee in exchange for a financial consideration paid by the licensee to the licensor. These intangible assets may be the right to use the trading name, the brand, the knowledge of a production process, patent, or the name of an institution, and the licensor is obliged to produce a licensor's product for the rights granted to him then market it in specific geographical areas, also pay a financial consideration to the licensor based on the amount of sales achieved from these products.

C/- Concession contracts (Ramas, 2015):

It is considered a form of licensing contracts; where the international institution grants the right or privilege to a local institution in a foreign country in order to perform a specific work in a specific manner for a period of time in a specific place. Accordingly, the franchisor institution grants a license to another institution that holds the franchise, in addition to the method of organization and performing a specific work under the trade name of the franchisee organization in exchange for obtaining financial compensation from the franchisee.

Perhaps the most important advantages of concession contracts are: rapid expansion in international markets at low cost, providing a unified method of marketing with a distinctive character and image, and reducing political risks. As for their disadvantages: insufficient profits, incomplete control over the concession contract, and the possibility of creating a strong competitor who can compete the franchisee in the future, as well as the barriers that governments place on concession contracts.

D/- Turnkey contracts (Afidhi, 2004):

It is associated with building major projects in outgrowth countries, especially Middle Eastern countries, where the organization is committed to build an integrated project until the operating stage

and handing it over to the owner. The organization may also offer training for workers and technicians to operate the project and supplying it with the necessary equipment and machinery.

E/- International management contracts (Bayoumi, 2009):

Although these contracts give an international institution the right to manage the daily operations of a project in a foreign country. Yet it is noted that the institutions neither have the authority to make investment decisions, nor to change the profit distribution policy, or to change the administrative policies of the project, so they are limited only to managing the daily operations. Moreover the institution has no link to international management contracts alone, but rather it uses them as a complementary means to enter into a common project or a turnkey project.

2.3. Common projects (Nouri, 2015):

It represents a higher level of risks as it requires multiple levels of direct investments, and it can be viewed as a common ownership between an international institution and a local institution in a targeted market with the aim of achieving gains. Ownership percentage of the international institution ranges between 51% and 51%, but usually it ranges between 11% and 71%, when evaluating common ventures as an alternative to entering international markets; the latter is characterized by several advantages, the most important of which are:

- An opportunity to achieve greater returns from exporting or licensing.
- Greater control over production and marketing.
- Providing more accurate feedback from the target market.
- Gain greater experience in international marketing operations.

Its most prominent disadvantages can be summarized in the following points:

- The need for greater investment in capital and human resources. ➤ Higher degree of risk than alternatives that require ownership.

2.4. Direct investment: it represents the highest level of risk when entering international markets, as the international corporation invests in wholly owned production institutions in the target market.

2.4.1. Advantages of direct investment: direct investment offers many advantages, including: (AlDamour, 2004)

1-Direct investment is essentially the transfer of the entire organization to a target market. This allows the international organization to transfer its administrative, technical, marketing, financial skills to a target international market in the form of an organization under its complete control, so it is possible to exploit the competitive advantage completely.

2-It may lead to a reduction in the cost of supplying the target market with the product when comparing investment with export as an alternative to enter the market, as a result of savings in the

cost of transportation or customs, or a reduction in the cost of production as a result of the use of less expensive local labour, raw materials, or less expensive energy means.

3-It can create marketing advantages for the organization through its presence in the local market and its proximity to the final consumer, thus it will be able to adjust its marketing efforts to meet consumer preferences.

4-It helps to increase the resources allocated to marketing activity in the target market avoiding failure, because the institution has more to lose if the investment institution failed than in the case of export or licensing.

2.5. Strategic alliances:

It involves a wide range of contractual relationships that arise between a competing institution in different countries to achieve a specific goal. It has been defined as: “a working relationship between two or more institutions with the aim of cooperating in achieving common needs and sharing specific risks when achieving common goals.”

There are criteria that international institutions must take into consideration when selecting alliance partners for the other party, and they can be presented in the following points:

- 1-Each party must have a competitive advantage (productive, technological or marketing).
- 2-The contributions from each party must be balanced.
- 3- The two parties agree on a global strategy to be followed.
- 4-Less likely that one of the parties become a strong competitor in the future.
- 5-There must be consensus between the two institutions at the senior management level.

3. Condor's strategy to conquer international markets:

3.1. Condor's strategy Locally: Condor Corporation has chosen a strategy of diversification in its products; the foundation is defining its horizons and goals under the slogan: “Life is Innovation”, seeking to achieve the following visions:

- Reducing prices by maximizing production.
- Presence across the entire national territory.
- Presence in international markets.

Indeed, the institution has achieved great progress in terms of reducing prices, by benefiting from knowledge and gaining experience, as it is trying to be present across 48 states, whether through physical presence or through points of sale or exhibitions...etc

2.3. Condor's strategy internationally:

The strategy adopted by the Condor Foundation is to participate in international and local exhibitions as a main strategy for entering international markets, as its participation in international exhibitions are considered the first step to impose its presence in international markets. Condor participated in many international and national exhibitions, including:

-Condor's presence in the foreign market began in October 2015 the Foundation participated in Cameroon Exhibition (Specialized Algerian products).

-February 2016, where it reserved a place for in the international event MWC the giant's Mobile phone foundation at the Mobile World Congress in Barcelona. Thus, Condor Corporation becomes the first Algerian company to participate in this international event, highlighting its range of multimedia smart phones. This participation was distinguished by its positive results.

-May 2016, Condor Foundation once again participated in Mobile World Congress MWC which was in the Chinese city of Shanghai.

-Then in September 2016 at the International Consumer Electronics Exhibition I FA in the German city of Belen and conducted negotiations to conclude a partnership with TF-INTER.

-Then after that at GITEK Dubai in October 2016.

-The institution opened its first exhibition hall outside the national territory in the capital

Mauritanian Nouakchott in 18th November 2016, this hall occupies an area measures about 200 square meters, it includes several products. The opening ceremony was held at the Morecentre Hotel in Nouakchott, in the presence of Mr. Abderrahmane Ben Hammadi, Condor Foundation board of director's chairman, accompanied by a number of company executives and the Algerian Ambassador to Mauritania, in addition to many officials and media from both countries (Algeria and Mauritania). During which Mr. Abdel Rahman Bin Hammadi stated: This opening represents the official launch of Condor brand towards internationalism, since Mauritania is the crossroads linking Morocco and West Africa, our presence here constitutes the first step in our plan to spread in the Maghreb and Africa in return, and he stressed the importance of providing after-sales services according to international specifications and standards. The Foundation participated in the "Musiad" Exhibition in Turkey in its fifteenth edition 2016.

Through its participation in the French exhibition, the corporation signed an export deal 300 thousand smart phones for EVODIAL Foundation, especially after Condor Foundation obtained the

European Community CE accreditation, which will enable it to export its products to European countries.

The export director stated that France was the first destination due to the huge number of Algerian community present there, the facility of customs between Algeria and France, and the availability of means of transportation that allow this product to have a strong presence. France is considered an excellent point for Condor to expand to the rest of the European countries.

According to a report from the same source, these contributions were characterized by an important common denominator, which is the passion of visitors, customers, and potential partners who are curious and impressed, which led to the creation of great demand that resulted in strategic partnerships in Europe, Africa, and the Middle East.

In addition to all of this, the organization has established a partnership with the American Microsoft Corporation to manufacture mobile phone Griffé W1, which runs on the Windows system and has a price advantages, it has features and applications that are primarily directed to professionals, with 90% of intellectuals in Algeria using Windows in their daily work. This type is considered the first type in North Africa.

Condor Foundation relies on pillars in its expansion abroad, including innovation, high quality, continuity, availability and, in particular, human capital. The branch is currently occupied by 6,000 employees out of a total of 14,000 employees at Bin Hammadi Group. The distribution network covers the entire national territory, with a total of 139 showrooms in 48 states, and 275 after-sales service points at customer service.

As additional information, Condor Company has obtained ISO certificates 9001, 14001, 26000, 18001 OHSAS standards for quality, respecting the environment, social responsibility, health and safety. The company has become a model of excellence, leadership and success thanks to its high technical products that matching the European Union standards. Condor Corporation expresses its great ambition by aiming to make exports constitute about 50% of the turnover in 2022, while achieving the same national appreciation at the international level, Condor Corporation has entered the global stage, as the giant in the manufacture of electronic products, home electrical and multimedia possesses all the advantages that enable it to compete with major international brands and to make the year 2016 a landmark for its conquest of the markets. Internationally, in this context, Condor Foundation declares its commitment to citizenship, in order to develop the Algerian experience and putting the Algerian enterprise at the bottom of international economic dynamism.

According to the marketing director's statement, he says that thanks to the growth rate about 45% of the turnover from the year 2014 to 2015. The company occupied the leadership position in the Algerian electronic, home electrical and multimedia products market in the 2016, surpassing not only all international brands in some fields, especially in the field of smart phones, as the company proposes a group of smart phones, characterized by high-technical quality compared to its price.

In May 2018 an agreement was conducted with the Italian giant brand “Nardy” in order to make “Nardia” products in Algeria, 2018 considered as a typical financial year to reach the complex’s turnover 95 billion DA, while the company ended the year 2020 Turnover estimated at: 34 Billion DA, which represents a decrease about 80% Due to the fluctuation of the national economy. In November 2022 Condor signed a partnership contract with the Chinese Corporation “Hisense” to produce a wide range of Hisense home electrical appliances in Algeria , that are intended to the national market as well as for the export abroad. Currently, Condor Complex exports products to 12 different countries such as: "Tunisia, Libya, Morocco, Mauritania and Egypt, as well as France, Italy, Senegal, Congo, Benin, Jordan, and the Emirates. The complex was honoured four times as the best dealer, distributor, and partner.³⁷

4. Analysis of Condor’s strategy and its effectiveness:

In light of what have been mentioned, the following conclusions can be drawn in order to determine the effectiveness of the strategies used by Condor Corporation to conquer international markets:

- Condor Corporation seeks to internationalize its activities to achieve its marketing goals of expanding the market size, also increasing both profitability and sales amount.
- The organization uses the "Direct export» as a method of entering international markets, it is considered the simplest and the easiest option for internationalization, reducing international risks resulting from intense foreign competition, or government restrictions in the host country...etc.
- Export is an important function within the organizational structure of a foundation.
- European markets are considered one of the Corporation's priorities in the field of export. The Corporation also attaches special importance to African markets, aiming to expand the scope of export to several new African markets.
- The institution assigns the task of studying research to specialized offices residing abroad, or by appointing specialized individuals. However, it does not make any attempt to divide the total market according to segments or sectors, in terms of age, gender, geographical diversification, or the social class to which they belong.
- The product is considered the most important basic element that the organization relies on in its marketing policy through production of high-quality products that match with international standard specifications, which gave it competitive advantages to enter international markets.
- Focusing on international exhibitions as a promotional policy to sell its products in foreign markets, and neglecting activities other promotional activities, especially advertising, as it is an essential element of non-price competition.

-Lack of experience and knowledge in the international field, and limiting international marketing to direct export only, participating in international exhibitions without paying attention to other methods that allow entry into international markets and penetrating them more and more through handling foreign investments in the targeted countries, or allying with foreign companies or establishing branches outside.

Conclusion

Condor Foundation is considered one of the private national institutions that has been able to achieve significant results in the international market, thus it contributes to the Algerian economy. Through its achievements and performance, moreover it is an excellent model for a foundation that relies on quality in its products, and this is what offers new opportunities to diversify the Algerian national economy Through penetrating international markets, especially African and Arab markets, as a preliminary stage, then preparing to enter the midst of international competition.

Results: according to our study, some results have been

realized

- Following the main steps of international marketing allows an organization to penetrate international markets by adopting the correct and precise policies to achieve that.

-The process of selecting international markets is considered the most important step in international marketing, so the organization avoids most risks and bears losses. It is a process that affects all subsequent decisions, such as the method of penetrating international markets.

-Condor Corporation seeks to internationalize its activities to achieve marketing goals and expansion as well as increasing both profitability, and sales amount.

-The company uses the direct export method as the easiest way to enter international markets as it is the easiest option to reduce international risks resulting from foreign competition or government restrictions in the host country.

-European markets are one of the Corporation's priorities in the field of export. The Corporation also attaches special importance to African markets, and aims to expand the scope of export to several new African markets.

-Focusing on international exhibitions as a promotional policy to sell its products in foreign markets, and neglecting other promotional activities, especially international advertising, as it is an essential element of non-price competition.

-Lack of experience and knowledge in the international field, and limiting international marketing to direct export and participation at international exhibitions without paying attention to other methods that allow entry to international markets through adopting foreign investments and allying with

foreign companies in the targeted countries or allying with foreign companies to establish their branches abroad.

Recommendations: out of this study we recommend the Algerian institutions to adopt the experience of Condor foundation, following the same paths in order to develop the national economy by:

-Designing an organizational structure that is compatible with the modern concept of marketing in general and international marketing in particular.

-Strategies must be diversified to penetrate international markets.

-Opening up to global markets to improve the quality of local products, in order to conquer global markets.

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