

تحليل محددات القدرة التنافسية للمؤسسات: أهمية ومساهمات نظرية الميزة التنافسية وسلسلة القيمة

Analyse des déterminants de la compétitivité des entreprises : pertinence et apports de la théorie de l'avantage concurrentiel et de l'approche filière

Analysis of the determinants of the competitiveness of the companies: relevance and contributions of the theory of the competitive advantage and the approach sector.

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ملخص:

إن البحث عن مصادر تنمية الميزة التنافسية ومحددات القدرة التنافسية، يمكن أن يتم عن طريق استخدام أدوات PORTER مثل سلسلة القيمة والمصفوفة التنافسية والميزة التنافسية الوطنية. يجب أن يستند تطوير إستراتيجية المؤسسة إلى هذه الميزة التنافسية المحققة فعلا أو المحتملة ، والتي من شأنها أن تسمح للمؤسسة بأن تكون رائدة على منافسها من خلال ضمان أفضل وضع لها في سوق معين بيئتها . وتتشكل هذه البيئة من خمس قوى تواجهها المؤسسة (المنافسون ، الوافدون الجدد ، مزودي المنتجات البديلة ، القوة التفاوضية للموردين والزبائن)

إن تحليل مصطلح سلسلة القيمة يعتبر جزءاً من مقارنة اقتصادية متوسطة ، يفصل بين المقاربات الجزئية والكلية للاقتصاد. كما يقترح نموذج سلسلة القيمة تحليل الجهات الاقتصادية الفاعلة في القطاع لفهم سلوكهم واستراتيجياتهم ثم اقتراح حلول للمشاكل التي يواجهونها. يتمتع نموذج سلسلة القيمة بمزايا دمج الأنشطة التي لا تؤخذ بعين الاعتبار في النهج القطاعي و / أو تحليل الفروع.

الكلمات المفتاحية : مقارنة الشعبة، القدرة التنافسية ، المؤسسة ، الابتكار ، سلسلة القيمة ، المصفوفة التنافسية ، الجزائر .

Résumé:

La recherche des sources de développement d'un avantage concurrentiel et des déterminants de la compétitivité peut se faire en mettant en œuvre des instruments proposés par PORTER tels que la chaîne de valeur, la matrice concurrentielle et l'avantage concurrentiel national. L'élaboration de la stratégie d'une firme doit reposer sur cet avantage concurrentiel déjà obtenu ou potentiel, qui permettrait à l'entreprise d'avoir une longueur d'avance sur ses concurrents en assurant le meilleur positionnement sur un marché donné compte tenu de son environnement. Cet environnement est façonné par cinq forces, auxquelles l'entreprise doit faire face (les concurrents, les nouveaux entrants, les offreurs de produits de substitution, le pouvoir de négociation des fournisseurs et des clients).

L'analyse de filière est un concept qui relève d'une approche méso-économique, faisant rupture avec l'opposition entre les démarches micro et macroéconomique. L'approche filière propose d'analyser les acteurs économiques d'une filière afin de comprendre leurs comportements et stratégies puis suggérer des solutions aux problèmes auxquels ils sont confrontés. L'approche filière a le mérite d'incorporer des activités qui ne sont pas prises en compte dans l'approche sectorielle et/ou l'analyse par branche.

Mots-clés: l'approche filière, la compétitivité, l'entreprise, l'innovation, la chaîne de valeur, la matrice concurrentielle, l'Algérie.

Abstract:

The research of the sources of development of a competitive advantage and determinants of competitiveness can be done by implementing instruments proposed by CARRYING such as the chain of value, the competing matrix and the national competitive advantage. The development of the strategy of a firm must rest on this competitive advantage already obtained or potential, which would make it possible the company to have a length in advance on its competitors by ensuring best positioning on a market given taking into account its environment. This environment is worked by five forces, to which the company must cope (the competitors, the new entrants, the offerers of substitute products, power to negotiate of the suppliers and the customers).

The analysis of sector is a concept which concerns an approach meso-economic, making rupture with the opposition between the approaches microphone and macroeconomic. The approach sector proposes to analyze the economic actors of a sector in order to understand their behaviors and strategies then to suggest solutions with the problems with which they are confronted. The approach sector has the virtue to incorporate activities which are not taken into account in the sectoral approach and/or the analysis by branch.

Keywords: the approach sector, competitiveness, company, the innovation, the chain of value, the competing matrix, Algeria.

Introduction and problems

The research of the factors of formation, safeguarding and improvement of competitiveness is the priority of very undertaken which seeks to have a length in advance on its rivals, in particular in the current context of strong competition. The determinants of competitiveness is created throughout the development process of a product, from where need for resorting to the contributions of the approach sector in this field. It is the object of the second part of this communication. The first part of this work finds its insertion theoretical within the framework defined by the theory of the competitive advantage developed by Michael PORTER in 1986 in his work "the competitive advantage". The objective being to wonder about the relevance and the contribution of the approach sector and the theory of the competitive advantage in the reinforcement of the competitiveness of the companies.

1. The research of competitiveness by the construction of a competitive advantage Concepts developed by Michael Porter in his work "the Competitive advantage" (Published and regarded in 1985 as founder of the contemporary strategic thought) such as: the principle of the competitive advantage, the chain of value, the generic strategies and others currently constitute one of the references impossible to circumvent of the program of teaching in all the schools of management throughout the world. The theory of the competitive advantage developed by Michael PORTER highlights the determinants of competitiveness by showing how to preserve and acquire the market shares. I.e. how to ensure best positioning for a company on a market given taking into account its environment. In this environment, the author identifies five forces with which the companies cope; it is the competitors, the new entrants, the offerers of substitute products, the power to negotiate of the suppliers and the customers.

Other points always in relation to the concept of competitiveness of the companies are also developed by the author:

- The realization of the margins and increase in profitability following the development of a chain of value allowing to optimize all the activities of the various compartments of the company;
- the cost cutting and of the times in the operations of supplies, the integration of the innovation in the production of the goods and services, reinforce the capacities of the company to be coped with competition;
- the internationalization of the firms allows very undertaken to develop competitive

advantages, via the analysis of the factors which influence the environment. The current opening of the markets inevitably places the companies in this need for searching and for preserving competitive advantages in order to survive in a hostile environment and complex;

-competition generates the differentiation of the products via the research and development, which could benefit competitiveness from the company by acquisition from competitive advantage.

A. Analysis of the competitive strengths

In an environment of strong competition, several factors determine the intensity of competition in a given sector. Michael PORTER defines five competitive strengths to take into account by very undertaken evolving in a market economy. It is the intensity of competition, of the new entrants in the sector, the substitute products, the power to negotiate of the customers and the power to negotiate of the suppliers. The first three forces are known as horizontal and explicitly competitive while the two others are vertical and at the same time competing and complementary. The intensity of these five forces determines an average level of profitability which influences the attractiveness of a given market. The identification of the elements likely to support the development of a competitive advantage in this kind of market necessarily passes by the study of the competitive strengths presented hereafter:

1- Competition enters the firms of the same sector. The degree of competition between the firms of the same sector results from a certain number of factors. These factors define the fundamental conditions of the branch of industry in question. In general, more the sector is concentrated, less the competition is strong. Thus, the sector is gravitational if it is not already invested by a large number of powerful and aggressive competitors. The opening of the markets which is the current trend with international made competition more intense. In front of these conditions of strong competition, the firms are in the obligation to make more effort in order to increase or simply maintain their position. They are in particular related to the practice of the additional low price and expenditure in publicity, which reduces the profit margins considerably. Several determinants intermingle to define the level of competition between the firms in a sector given, it generally acts of:

- the structure and trend of costs;
- importance of the fixed costs and the use of the capital;
- the presence of barriers at the entry and the exit;
- possibility of making economies of scale;
- the number, size and of the diversity of the competitors.

2-New entrants in the sector.

The presence of a dependent threat at the entrance of new competitors complicates the activity of the already existing companies more and intensifies the level of competition. This threat can come from the companies lately create encouraged by the market economy or of the companies exerting in the other sectors. The entry of new candidates in the sector concerned is all the more important as the market is gravitational and present developmental perspectives. The new entrants in competition can offer either of the identical products, or of the substitute products. They is mainly the barriers at the entry in various forms) differentiation of the products, the effect of experiment, access to the distribution systems, the government policy and the level of investment and technology required, the possibility of finding outlets and the availability of the raw materials) which condition the existence of potential competitors.

3-The threat of substitute products.

By definition, a substitute product is a product fulfilling with the eyes of the users the same functions as the reference product. In a sector given, competition is more intense when the substitute products are easily created and threatens it of the latter is all the stronger as the relative report price quality is high. Consequently, this sector is of as much as gravitational than there exist current or potential substitute products. The maturity of industry, the absence of differentiation of the products and the facility of realization of technology transfer are as many factors which can explain the appearance of the substitute products.

4- Power to negotiate of the customers.

The concept of customer recovers the whole of the end-users, of the potential users, the prescribers or the distributors of a product [1]. The power to negotiate of the customers indicating the capacity of those to accept the products offered by the companies is primarily determined by the size and the concentration of the customers compared to these companies. The determination of the intensity of competition in a branch of industry given is strongly related to the power to negotiate of the customers. This last constitutes in fact an important force and it is function of several parameters such as the standardization of the products of the sector because the customers can easily buy them at other manufacturers, the importance of the costs of purchase for the customers, the importance of the customer for the company and the protection of the public authority. The presence of these factors puts strong pressure on the companies and reduces their profitability.

5- Power to negotiate of the suppliers.

The concept of supplier recovers the whole of the actors located upstream of the production process. The companies must carefully manage their relations with these suppliers to ensure their supplies supporting the good performance of the productive apparatus, and thus decreasing by the stock shortages. It is a question for the companies of making sure of the availability of the raw materials necessary to the manufacturing of the products. The control of all the chain of supply constitutes an element of competitiveness of the company [1].

Power exercised by the suppliers is closely related to the size and the concentration of the latter compared to the customers. This power is also in direct relationship with the degree of differentiation of the provided inputs, the cost to be supported for the change of supplier and level of protection government guaranteed.

B. Sources of development of the competitive advantage

The development of the strategy of a company must rest on a competitive advantage already obtained or potential, which only makes it possible to have a length in advance on its competitors [1].

To ensure a good positioning within branches of activity by developing suitable strategies want-to say on the one hand for companies, to know well the structure of this branch and the various forces which are there. In addition to know the sources of the competitive advantage of the company itself by using instruments proposed by PORTER such as the chain of value, the competing matrix or basic strategies, the national competitive advantage.

1. The chain of value

The value by definition is the sum which the customers are ready to pay to obtain a product or service given. A profitable company is thus that whose total costs are lower than this value. The chain of value accentuates the importance of coordination in a company because each part of the latter contains a value to be optimized. The chain of the value makes it possible to analyze the activities of the various links of the company for knowing how each activity contributes to the realization of a competitive advantage and to evaluate the corresponding costs. The chain of value is the instrument which consists in breaking up the activity of the

company into various elementary spots while supporting a convergence graft they in order to identify the sources of the potential competitive advantages. The activities thus broken up will be divided into two categories: basic activities and activities of support. One understands by basic activities, the activities which consist to buy, produce and market. While the activities of support are those which consist in acquiring factors of production and coordination between the unit of the activities. The activities of support can have links with one or more basic activities (for example the human stock management is found in all the basic activities).

we can distinguish in a company five basic activities and four activities from support. The five basic activities are: the logistics of supply (reception, stock and distribution of the raw materials), the manufacturing (process of transformation of the raw material into end products), the logistics of marketing (collection, stock and distribution of the end product to the customer), marketing and the sale (to allow the customer to know and buy the end product), the services (installation, repair). Four activities of support: infrastructure of the company (administration, finances, quality control, planning...), human stock management, searches and the development (to know to make, innovation...), the purchases (acquisition of the various resources to the basic activities).

The main aim of the chain of value consists in highlighting the key activities of the firm, those which have a real impact in terms of cost or differentiation compared to the competitors. What will make it possible the company to know the strategy to be adopted to incarnate competitiveness.

The Coordination between the activities is important insofar as that creates synergies enters. If an activity functions well and the other function badly, that can destabilize the unit and generates additional costs. Synergies thus created will be at the origin of the competitive advantage which can be is an advantage of costs (of which the reasons can be: an excellent sales force, an effective service of production, a rational delivery system), is a differentiating advantage (of which the reasons can be: a good team of designers, appreciable knowledge in the selection of the raw materials of quality,). If the company seeks a competitive advantage by differentiation, it is particularly important to know the signals of value used by the customers to identify the value created by the company considered. Publicity, the reputation, packing, professionalism, the style and the personality of the employees, buzz marketing,... are as many signals of value to be identified for this end. The company must then integrate this concept to optimize the quality of their products (price, time, quality and services) starting from an effective coordination of the activities to develop margins increasing their profitability. This says that the company must manage its chain of value as being a system gathering several under systems in dynamic interdependence. The coordination and the optimization of the links between the various elements of the system make it possible the company to create a competitive advantage ensuring a competitiveness within an industry to him given. This design of the chain of value can be widened to indicate the coordination and the optimization of the links that maintenance the company with in particular its suppliers and its customers, one speaks then about system of value.

One speaks about preplanning of the chain of value when a company adopts a chain of value completely different from those of the competitors. Many are the parameters being able to allow the company to proceed to this preplanning. It can be a question of a different production process, new distribution systems, of a delocalization of the installations, new advertising media, of a new raw material,... and others. The new chain becomes structurally more efficient than the old one and will lead the company to mark an advance on its competitors.

2. competing matrix

The competing matrix is a matrix crossing favors and competing fields. It shows four basic strategies and the company must choose one of them. It is recommended to the company to avoid following several strategies simultaneously. To be done, it is held to initially define the type of required competitive advantage and its competing field of insertion. The competing field can be all the sector or a segment of this one. As regards the types of competitive advantage or strategic, to carry advance two great types: strategy of differentiation by the quality and strategy of penetration by the price.

3. The national competitive advantage

It is certain that the current internationalization of the economies generated a competition generalized on all the markets following the abolition of the tariff barriers and nontariff but the sources of the competitive advantage are to be searched initially locally. This is why, the acquired market shares are threatened more than ever but in parallel of the important economies of scale are probably realizable in the immense worldwide markets. To reach an appreciable level of performance for a company with the international level is dependent on the whole with the competitive advantage which its country of origin has. In this new context, competition includes local competition, the competition of the importers and the direct competition of the multinationals present on the local market. TO CARRY by what it names rhombus or diamond, returns the international competitiveness of branches of activity given to four great parameters in interdependence and dynamic interaction and to which it adds the chance and the State. The four great parameters are: factors of production, the request, industries upstream and connected and the strategy-structure competition of the companies of the branch.

The factors of production available to a country are certainly of a considerable importance in the development of a national competitive advantage but it is the rational exploitation and the valorization of those which are dominating. The factorial equipment of a country breaks up into five categories according to PORTER, it are: human and physical resources, resources knowing, capital resources and infrastructures;

- One designates by industries upstream of the activity of reference the suppliers. A true integration upstream reinforces the formation of a national competitive advantage insofar as the industry of reference. As for connected industries, they mean the existence of industries which manufacture complementary products, which allows the increase in the added-value locally created. The presence of industries upstream and related is the origin of the formation of the poles of competitiveness being used as lever for more integrated national economy;

- The environment of difficult competition at the national level pushes the local firms to improve their performance constantly and to become innovating. This climate of strong competition facilitates the insertion of the national firms in the international markets. The general rule says that the firms would have one competitive advantage outside only when the national market is hyperconcurrentiel;

- The chance represents the random events which escape from the governments and the companies and whose consequences can reverse the competitive positions by influencing the four great determinants. The countries equipped with flexible and flexible structures arrive at better managing these unforeseen and consequently are best predisposed with transformed into a competitive advantage. These event can be wars, economic political decisions and of the other country, technological upheavals, vertiginous fluctuations of exchange rates and cost prices.

- The role of the State in the determination of a national competitive advantage is undeniable. By decisions of various natures and by making recourse to many instruments and mechanisms (support measures and of protection, policies financial and budgetary. etc), the State can influence the four great determinants and call into question the existing competitive positions.

The parameters previously evoked determine compared to the concurrent companies of the other nations, the adequate conditions allowing the creation of a competitive advantage in favor of a company originating in a given country and carrying on its activity in a given sector.

1. The approach sector

as tallies of analysis of the factors of competitiveness of a firm We ended so that the factors of competitiveness of a product to restrict itself not with the phase of production but relate to all the phases which contribute to the realization of this going product of the initial phase (searches and design) for the case of the industrial good (manufacturing of a car or a drug) until the final stage (consumption). It appears in any obviousness convenient to resort to the approach sector which adapts thoroughly with similar objective, namely: to course analyze all the course conveyed by a product given by cutting out it in elementary successions of tasks. The approach sector has the virtue to incorporate activities which are not taken into account in the sectoral approach and/or the analysis by branch using a vertical cutting and while being focused particularly on the intersector relations of the activities which contribute to the economic life of a product in order to better understand the operation and the coherence of the unit [1]. We will be interested in what follows to the contributions of the approach sector to the analysis of the competitiveness of a product and the determination of its factors. ¹.

1.1. Historic, definitions and role of the approach sector

The concept sector is frequently employed since the years 1970 within the framework of work in industrial economy. The meso-economic approach is in the medium between the microeconomics which is interested under investigation of the individual behavior of the economic agents and the macroeconomics which is interested in the aggregate result of the economic activities.

With the courses of the Sixties, the traditional research of an industry or a market given using the model Structure-Behavior-Performance (SCP) evolved in the United States to incorporate in the analysis, the interactions between interrelated markets, from where need for a good coordination between the speakers with an aim of improving the performances of the whole sector. It is the beginning of the emergence and the development of the approach sector. In parallel, the French economists founded the agro-alimentary economy and this by extending the traditional field of the agricultural economics which they found too much limited to the questions of agricultural production to integrate marketing and consumption. Then, they sought to clarify the concept of sector, applied thereafter to the analysis of many agro-alimentary sectors.

We limit below with some definitions given by authors of reference, among which: MONTIGAUD, MORVAN and FABRE. According to MONTIGAUD [1]: "The sector is not a tool of the economic analysis, it is not either a method making it possible to observe the behavior of the companies directly. It is the fact of taking into account the succession of activities, narrowly overlapping the one compared to the others, vertically dependent by the membership on the same product or nearby products and whose main aim seems to be to meet the needs for the consumers." the demarche of MONTIGAUD for the analyzes sector is used in the scientific work which is interested in this kind of questions. MONTIGAUD considers that to study a sector, it is necessary to define with the most precise details possible D² : possible³ :

- Its "width", i.e. the various coherent subsystems which compose it from the point of view of the means and the techniques implemented Products selected (raw materials or end products);

- The "height" of the sector, i.e. succession of the operations intervening on basic product agricultural of the production to the setting in market, year passing by the transformation and transport;

(industrialist, semi-industrial, artisanal, autarkical);

- Its “thickness”, i.e. the whole of the products and the productive activities united with the studied product;
- Spaces (scales) geographical relevant with respect to the réalisationdes various phases deproduction, transformation and consumption of the product;
- The temporal space taken into account in the analysis.

The notion of the approach sector of Yve MORVAN4 :

« In the strictly economic field, the sector of production evokes the idea of an obliged succession of operations encasing the ones in the others, along a wire, from top to bottom; each operation ensures the production of a good used for the following operation... the sector is perceived like a sequence of activities leading to the provision of a good to the ultimate consumer, located at the end of the process. Whereas FABRE defines the sector as suit5 : “One calls sector of production the whole of the agents (or fraction of agents) economic which contribute directly to the development of a finished product. The sector thus recalls the succession of the operations which, leaving a raw material upstream – or of a foodstuff leads downstream, after several stages of /valorisation transformation to one or more end products on the level of the consumer. More precisely (...), the whole of the agents (...) who contribute directly to the production then with the transformation and the routing to the market of realization of the same agricultural product (or of breeding).

Generally, the analysis sector must constitute (MORVAN 1985):

- a technico-economic tool for description;
- A method of division productive system;
- A method of analysis of the strategy of the firms;
- An instrument of industrial policy.

This role entrusted to the approach sector will be reached through actions which consist with:

- To identify the actors who intervene directly or indirectly (private or public) in the system sector and to specify the role of each one;
- To locate the forces and weaknesses of the sector to design the policies and the actions to carry out in order to reinforce the first and to solve the seconds;
- to follow the trend of costs by activity and to analyze the system of price formation of the end products in order to be able to estimate the level of profitability in the sector.
- to analyze the intersector connections, to identify synergies and the cooperative relations and/or of influence like knowing the characteristics of competition.

1.1. Criteria of categorization of the studies of sector

It should be known that there exist various types of studies of sector. They are categorized according to the goals pursued by the researcher and of the well defined criteria. The criteria generally selected are: the type even of product, descriptive and/or analytical character of the study, the level of study and disciplinary approach of the directors of the study.

The table below recapitulates the various speakers of a sector and their corresponding activities.

Table1: speakers and typical activities of a sector

speakers	Activities
Input stakeholders	Production, distribution and sale of inputs
Producers	Production agricole, animale, halieutique, forestière,

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	Achat d'intrants, vente de produits, stockage
Tradespeople	
° collectors	Collection from producers, sale to the wholesaler (in the particular case breeding, maquignons)
°Wholesalers	Purchase from collectors, storage, distribution, transportation, sales to retailers
° retailers	Purchasing wholesaler, packaging, consumer sales
° Import/export	Import and export of products and inputs
Intermediate agents	
° brokers	Link buyers and sellers, negotiate terms of sale and purchase
° speculators	Purchase, storage, sale, assumption of the risk of price variation and slump of the product
carriers	Transport, storage, distribution
Transformers	Storage, processing, packaging, packaging (in the particular case livestock, feller)
Restaurants / cafes / canteens	Collective catering
consumers	Purchasing, storage, cooking preparation, consumption
Industrial sector	Purchase of agricultural products for intermediate consumption or processing

Source : R. AUDETTE, S. LARIVIÈRE et F. MARTIN, Analyse de filière dans le secteur agroalimentaire Écorurale INC, JANVIER 1995, p 09.

1.1.1. The type of product:

There exist two types of goods: exchangeable goods and non exchangeable goods. One understands here by exchangeable goods those which are exchanged on the international market (the study of sector of this kind of goods incorporates besides the interior speakers, the speakers on the international market or regional if the goods are exchanged only on the regional market) while the non exchangeable goods are those which make object of exchange on the interior market (consequently, the study of sector of this kind of goods takes into account only the interior speakers).

1.1.2. Descriptive and/or analytical character of the study:

Is the study descriptive if its object consists in knowing "Which makes what?" in the sector and it is analytical if its object consists in knowing "Why the economic agents do what they do?"

The descriptive approach makes it possible to know what occurs in the studied sector whereas the analytical approach makes it possible to understand the behavior of the economic agents initially and to make suggestions in the direction of the persons in charge to emphasize the behaviors ideal and to improve the behaviors not desired in the second time. It appears clearly that the two approaches are complementary and that the descriptive study must come in first.

1.1.3. The level of study:

For the study of a sector, three levels can be distinguished. Indeed, one can study it at the

macro-economic level while seeking to determine the place of this sector in the national economy and his relations with the rest of the world. The second level of study is micro-economic while seeking to know the behavior of a specific category of speakers in the sector. Finally the third level of study is between the two first, it acts of the meso-economic level where it is question of considering the horizontal relations and verticals between the speakers in the sector, the relations of the sector with other sectors and the markets of factors of production.

1.1.4. Key variables of the study of sector according to the disciplinary approach:

During the realization of the study of sector, the author is held to center his interest on a certain number of variables, namely inter alia:

- ü technical variables (the production process and of transformation of the product, the rate of loss to machining or storage, sanitary control, evolution of the production and the output, etc);
- ü financial variables (costing and of the margins on each level of the sector, financial profitability, etc);
- ü variables (comparative advantages, competitiveness, economic profitability, market equilibrium, etc);
- ü social variables (men and women, nationals and foreigners, the distribution of the benefit between levels of the sector and categories of speakers like the large ones and small producers, surplus and overdrawn producers, etc).

Conclusion

Compared to the development of the strategy of the firms, TO PORTER through its theory of “The competitive advantage” proposes an approach radically different from the preceding ones through the forward setting of several basic concepts: The competitive company is not that which exerts a monopoly on its market but that which manages to build a competitive advantage durable and performing more than the concurrent. to get a competitive advantage compared to the competitors, the company must as well as possible exploit the interconnections between the various operations. A competitive advantage is valid only in a given context. This is why, the analysis of the factors which influential the environment of the company is paramount for the search for a competitive advantage.

The need for an intermediate level of analysis between the macro level and the micro level is at the origin of the appearance of the approach sector, which is at the level méso. The level méso is very useful to appreciate the heterogeneity of industries and makes it possible to seize all the horizontal and vertical links which exist between the economic agents. Those successively escape the macro level (whose its utility is limited to the analysis of macro-economic great balances such as public finances, the monetary policy and balance of payments) and microphone (of which its utility limits itself to the comprehension of the behavior of the economic agents such as the farmer, the company, the tradesman and the consumer). Thus, the approach sector for this reason forms a framework adapted well to the analysis of the competitiveness of the companies through the determination and the comprehension of the factors which are at the origin of its formation and its development. From where the need for resorting to it with a view to locate, to improve and consolidate the strong points of the company, all in him let us suggest therapies adapted well to its deficiencies. This approach is one of the best means being able to guarantee the perennality of the company.

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¹ M. Padilla et A.Bencharif, Approvisionnement alimentaire des villes : concepts et méthodes d'analyse des filières et marchés ; les filières et marchés du lait et dérivés en Méditerranée, options Méditerranéennes, Ser.B/n 32, 2001.

² A. Oussalem, essai d'analyse de la relation industrie agroalimentaire/ agriculture : étude de cas de la filière lait de Bejaia, mémoire magister en sciences économiques, 2009, p9.

³ BRAZ.J, Panorama du marché international de la mangue : cas de la filière d'exportation du Brésil, série 'Master of science' n 68, CIHEAM-IAMM, 2004, P18.

⁴ A. Oussalem, op cit, p9.

⁵ A. Oussalem, op cit, p 10.