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**The Role of Strategic Alliances in Entering New Markets and
Expanding Global Reach**

A Case Study on SAIDAL and SNVI Companies

Prepared by the Student

Zineb HADJI

Supervised by

Pr. Abdelhamid BERREHOUMA

Members of the Jury

Name	Rank	University	Quality
Farouk HERIZI	Professor	Med Boudiaf M'sila	Chairperson
Abdelhamid BERREHOUMA	Professor	Med Boudiaf M'sila	Supervisor
Abdenmour HABAL	Professor	Med Boudiaf M'sila	Examiner

Academic Year: 2023/2024

Abstract

The aim of this study was to shed light on the vital role that strategic alliances play in the expansion and global proliferation of companies and organizations in today's business world. In order to understand the role of alliance strategy in global expansion, two Algerian industrial companies were selected: SAIDAL Pharmaceutical Group and the National Company for Industrial Vehicles (SNVI). A descriptive approach was used in this study.

The study concluded that both companies face increasing challenges related to competitiveness, innovation, and expansion into new markets. In order to achieve a competitive advantage and create added value, they resorted to establishing strategic alliances with numerous global institutions and companies. This helped the companies, especially SAIDAL Pharmaceutical Group, penetrate new markets, making them leading industrial companies nationally.

Keywords: Strategic Alliances, Expansion, Global Reach, SAIDAL, National Company for Industrial Vehicles (SNVI).

ملخص

هدفت هذه الدراسة إلى تسليط الضوء على الدور الحيوي الذي تلعبه التحالفات الاستراتيجية في التوسع والانتشار العالمي للشركات والمنظمات في عالم الأعمال اليوم. ومن أجل معرفة دور استراتيجية التحالف في التوسع والانتشار العالمي تم اختيار شركتين صناعيتين جزائريتين وهما؛ مجمع صيدال (SAIDAL) والشركة الوطنية للعربات الصناعية (SNVI)، وقد تم استخدام المنهج الوصفي في هذه الدراسة.

وقد خلصت هذه الدراسة إلى أن الشركتين تواجهان تحديات متزايدة تتعلق بالتنافسية والابتكار والتوسع في الأسواق الجديدة، ومن أجل تحقيق ميزة تنافسية وخلق قيمة مضافة لجأتا إلى إقامة تحالفات استراتيجية مع العديد من المؤسسات والشركات العالمية، مما ساعد الشركتين، وخاصة مجمع صيدال من اختراق أسواق جديدة، جعلتها من المؤسسات الصناعية الرائدة وطنياً.

الكلمات المفتاحية: التحالفات الاستراتيجية، التوسع، النطاق العالمي، صيدال، الشركة الوطنية للعربات الصناعية.

Dedication

TO MY PARENTS

Your unwavering love, encouragement, and sacrifices have been the cornerstone of my journey. This work is a testament to the values you instilled in me and the endless support you provided. Thank you for believing in me, for inspiring me to reach this stage, and for being my guiding light through every challenge and triumph. This accomplishment is as much yours as it is mine.

With all my love and gratitude.

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1. Introduction

We currently live in an era of technological acceleration where we have reached the stage of artificial intelligence, which has facilitated, expedited, and streamlined many processes and activities for institutions. This has intensified competition and transformed the markets of various countries into a single, closely-knit, more aggressive market. The survival now depends on technological and productive strength and excellence.

This intense and excessive competition gives the fact that the time has ended for industrial companies to adopt defensive strategies as the pace of change is too rapid and the business environment is more volatile and updated. Therefore, companies must adopt a new strategy that allows them to cope with all this, including collaboration and competition among themselves to implement joint projects, known as competitive collaboration. This is a new form of cooperation, under the term strategic alliance.

Strategic alliances make the company more resilient against competition, expand its market share, reach global markets, increase its profits and investments, enhance technological innovation and technology exchange, and increase its financial and material resources.

From the above discussion, we pose the following problem:

1.1 Problem Statement

Is leveraging alliances an effective strategy to penetrate new markets and extend their global presence?

To refine the focus of this study, we pose the following questions:

- a.** Is there an effective role for strategic alliances for both SAIDAL and SNVI companies in entering new markets and expanding globally?
- b.** Are strategic alliances deemed effective when formed with carefully selected partners for SAIDAL and SNVI companies?
- c.** To what extent does the presence of shared and detailed goals among alliance partners contribute to the successful achievement of market entry objectives and global expansion for both SAIDAL and SNVI companies?

1.2 Hypotheses

In assessing the efficacy of alliance as a strategy for entering new markets and expanding global reach, we propose the following hypotheses for examination:

a. Hypothesis 1: There exists an effective role for strategic alliances for both SAIDAL and SNVI companies in entering new markets and expanding globally.

b. Hypothesis 2: The effectiveness of strategic alliances is demonstrated based on carefully selected partners according to specific criteria for SAIDAL and SNVI companies.

c. Hypothesis 3: The presence of shared and detailed goals among alliance partners significantly contributes to the successful achievement of market entry objectives and global expansion for both SAIDAL and SNVI companies.

1.3 Reasons for Choosing the Topic

The reasons for choosing this topic are as follows:

a. Personal interest in this topic, following the supervisor's suggestion.

b. The topic's relevance to our field of study.

c. The lack of previous studies on this topic, to our knowledge, which shows the relationship between strategic alliances and accessing global markets.

d. The student's aspiration to comprehend the utilization and effectiveness of this strategy within Algerian companies.

1.4 Objectives of the Study

a. Highlight the importance of strategic alliances for Algerian Companies and their impact.

b. Attempt to understand how strategic alliances contribute to market expansion and whether a strategic alliance can lead to global market expansion.

1.5 Methodological Approach and Sources of Data

We applied the descriptive methodology to enable carrying on a deep analysis in both theoretical and empirical aspects of this study. In addition, data of the empirical part has been gathered from the official websites of SAIDAL and SNVI, as well as from the Algerian Stock Exchange website.

1.6 Previous Studies

1.6.1 Previous Studies in English

a. Aneta MARICHOVA (2018): The Creation of a Strategic Alliance - A Factor for the Successful Development of a Small Construction Enterprise.

This study aims to explore the potential for small and medium-sized construction enterprises (SMEs) to gain competitive advantages through strategic alliances. The primary focus is on examining the benefits of forming alliances with other firms and developing a model for establishing such alliances.

The key findings of the study can be summarized as follows:

- **Opportunities for Development:** SMEs encounter challenges such as limited resources and a lack of long-term strategies. Strategic alliances provide opportunities for SMEs to acquire specialization, differentiation, and sustainable development.
- **Strategic Alliance as a Solution:** The study suggests that establishing strategic alliances with other enterprises, including larger ones, can result in more efficient resource allocation, synergy, and adaptation to external changes.
- **Selection of Alliance Partners:** The decision to engage in a strategic alliance should be based on a comprehensive analysis of development prospects, taking into account factors such as market position, potential for innovation, and compatibility with other participants.
- **Structure and Relationships:** Successful alliances require clear structures, effective communication, and trust among participants. Integrating internal and external resources is crucial for building competitive advantages.
- **Management Practices:** Effective management practices include monitoring the external environment, integrating internal and external competencies, deepening specialization, and evaluating results through both quantitative and qualitative measures.
- **Benefits of Participation:** Participation in strategic alliances can lead to increased productivity, stability, innovation, market access, and financial performance for SMEs.

b. Elena BARANOV1 (2013): The Importance of Strategic Alliances in Company's Activity.

The study aims to analyze the significance of strategic alliances in company's activity. The results obtained in this study can be summarized as follows:

- Strategic alliances are no longer merely a strategic choice but a necessity in many markets and industries.
- Strategic alliances become an integral part of companies' comprehensive strategies, serving as a means to expand product and service offerings, develop new markets, and leverage technology, research, and development.
- Strategic alliances are an indispensable tool in a competitive business environment, and companies cannot rely on a random approach to forming and managing alliances.
- Global companies possess multiple alliances, some on a global scale, necessitating coordination with a large number of partners. Realizing the benefits of partnering with competitors requires managing competition and developing effective working relationships with competitors.
- Strategic alliances pose challenges and risks such as reputation and relationship management, risk assessment and legal issues, intellectual property protection, dealing with alliance contract breaches, and determining when and how to exit alliances with minimal risk.

c. Huriah BEN ABBAS (2010-2011): The Contribution of Marketing Innovation in Achieving Competitive Advantage for the Enterprise: A Case Study of the National Company for Vehicles (SNVI).

This study aims to highlight the importance of marketing innovation in the product field in achieving its competitive advantage. The results reached SVVI, the largest multi-activity national company. The company adopts several competitive strategic policies, the most important of which is the marketing innovation policy. The company did not stop at developing the bus product only, but extended the development process to various activities. The SNVI faces several competitors, especially in the bus field, and it is believed that it has achieved considerable success through the adopted innovation policy.

1.6.2 Previous Studies in Arabic

a. Mourad ABDULHADI HOCINE (2020):

"دور التحالفات الإستراتيجية كضرورة للشركات الاقتصادية في ظل العولمة".

The study has shown that entering international markets is one of the most important challenges facing economic institutions today, due to the intense competition among countries. This has prompted them to search for ways to strengthen themselves and enable them to compete through various legitimate means and methods. The study has concluded that one of the most important of these methods is strategic alliances with international companies to gain more technological and scientific advancement and exchange knowledge to expand in both local and international markets.

b. Fatma MAHBOUB (2016) :

"تأثير التحالفات الإستراتيجية على الأداء التنافسي للمؤسسة الصناعية - دراسة حالة مجمع صيدال".

This study aimed to determine the extent to which the Saidal Group benefited from alliance strategy and made it a means to achieve leadership. It also aimed to analyze the pharmaceutical industry in Algeria, shed light on various competitive forces, illustrate the impact of strategic alliances on them, and clarify the crucial role of strategic alliance in enhancing the competitive performance of the Saidal Group in Algeria.

The theoretical aspect of the study concluded that:

- Sustainability of institutions in the global market requires cooperative strategies.
- Strategic alliances allow institutions to face competition and enhance the use of shared resources.
- Institutions complement each other in alliance relationships to maximize the use of shared resources.

The practical aspect of the study included:

- The Saidal Group heavily relies on strategic alliances to enhance its competitive position.
- Alliances have contributed to reducing costs and increasing productivity for the Saidal Group.
- Despite strengthening its position in the local market, the Saidal Group still cannot compete with foreign companies.

The crucial aspect to understand here is the extent to which our research diverges from prior studies, which can be summarized in the following points:

- a.** Our study will center on two prominent industrial entities in Algeria, namely SNVI and SAIDAL Companies.
- b.** The research aims to explore the role of alliances as a strategic approach to facilitate entry into new markets.
- c.** Our focus lies on examining the impact of strategic alliances, encompassing various types, on facilitating global expansion for both SNVI and SAIDAL Companies.

1.7 Research Difficulties

We faced many difficulties, generally including:

- a.** Difficulty accessing specialized references, especially those dealing with alliances and global markets.
- b.** Difficulty accessing the SNDL website, which was finally accessible after numerous attempts.
- c.** Lack of enough and confidential data for SAIDAL and SNVI Companies.

1.8 Research Structure

This study is structured into two parts, the first focuses on the theoretical framework, providing a comprehensive exploration of the study's theoretical foundations. The second part delves into the practical application of these theories, utilizing a case study approach to analyze the operations of SAIDAL and SNVI Companies.

2. Literature Review

One of the features of the economic environment is its dynamism and instability. Technology, development, and keeping pace have become crucial factors in achieving competitive advantage and superiority. Therefore, it has become difficult for organizations to face these changes with their production and marketing capabilities alone and to have a position in the global market.

Hence, institutions must cluster and cooperate to confront the changes and intense competition under the term strategic alliance. This involves at least two competing parties, where the idea of competition is abandoned, and a portion of their material, financial, or human resources is sacrificed to form a strong alliance and secure a position in the market.

2.1 Definition, Characteristics and Types of Strategic Alliances

2.1.1 Definition of Strategic Alliances

There are numerous interpretations of strategic alliances, and this section is dedicated to exploring a range of these definitions.

a. Strategic alliances are long-term agreements or short-term alliances among enterprises, more critical than ordinary market transactions, taking forms such as common enterprises, licenses, and long-term supply agreements (Porter, 1990).

b. A strategic alliance represents a voluntary agreement between enterprises, involving the exchange or distribution of products, technology, or the development of services (Gulati, 1998) .

c. An alliance denotes collaboration among two or more enterprises, facilitating the achievement of objectives and the attainment of a competitive edge (Teng, Kumer Das and Bing-Sheng, 2000).

d. A strategic alliance serves as a partnership, consolidating power for mutual benefit and enduring competitiveness in markets (Yi Wei, 2007).

e. A strategic alliance is a cooperative agreement, lasting for a short or extended period, among domestic or international enterprises, enhancing performance efficiency and achieving synergy effects (Cobianchi, 1994).

f. A strategic alliance represents a voluntary agreement between enterprises involving the exchange or distribution of products, technology, or the development of services (Gulati, 1998).

From the above definitions, we can say that, a strategic alliance is essentially collaboration between companies or organizations that allows them to combine their strengths and resources in pursuit of shared objectives. These objectives might include accessing new markets, leveraging complementary technologies or expertise, reducing costs through economies of scale, or mitigating risks by pooling resources. Unlike mergers or acquisitions, where companies combine into a single entity, strategic alliances allow participants to maintain their independence while capitalizing on the synergies created by their partnership.

Overall, Strategic alliances can offer several advantages, such as expanded market reach, enhanced innovation through knowledge sharing, access to new resources or capabilities, and reduced investment or risk compared to independent endeavors. However, they also come with challenges, including the need for effective communication, trust, and alignment of interests among the participating entities.

2.1.2 Characteristics of Strategic Alliances

a. Mutual Benefit

- **Definition:** Strategic alliances are established to generate value for all participating organizations, ensuring mutual advantages.
- **Explanation:** The essence of strategic alliances lies in mutual gain, where each involved party anticipates deriving value and benefits from the collaboration (Doz, Y. & Hamel, G., 1998).

b. Shared Risks and Rewards

- **Definition:** Partners in strategic alliances actively share both the risks and rewards linked with the joint-venture, fostering a collective responsibility.
- **Explanation:** This attribute underscores the cooperative nature of alliances, where risks are collectively managed, and rewards are distributed among partners (Gulati, R., 1998).

c. Common Goals and Objectives

- **Definition:** Strategic alliances are propelled by shared business goals and objectives, aligning the collaborating organizations toward a unified purpose.

- **Explanation:** Goal alignment is pivotal for alliance success, ensuring a cohesive direction and purpose (Contractor, F. J. & Lorange, P., 2002).

d. Long-Term Orientation

- **Definition:** Strategic alliances typically prioritize long-term objectives, extending beyond immediate projects to foster enduring relationships.
- **Explanation:** The emphasis on a long-term outlook underscores the intent to cultivate sustained value and ongoing collaboration (Hitt, M. A., Ireland, R. D. & Hoskisson, R. E., 2019).

e. Flexibility

- **Definition:** Strategic alliances demonstrate adaptability, evolving over time to address changing market dynamics and organizational requirements.
- **Explanation:** Alliance flexibility empowers organizations to adapt strategies and operations in response to dynamic environments (Das, T. K., & Teng, B. S., 1998).

f. Resource Sharing

- **Definition:** Organizations in strategic alliances pool resources such as technology, expertise, or distribution channels to achieve mutual objectives.
- **Explanation:** Resource sharing enhances the capabilities of each partner, resulting in a synergistic effect (Parkhe, 1993).

g. Open Communication

- **Definition:** Successful alliances are characterized by transparent and open communication among partners, fostering trust and comprehension.
- **Explanation:** Open communication forms the foundation for conflict resolution and maintaining a positive working relationship (Madhok, A., 1997).

h. Governance Mechanisms

- **Definition:** Establishing effective governance structures is vital for managing alliances, ensuring sound decision-making and dispute resolution.

- **Explanation:** Governance mechanisms offer a framework for addressing issues and maintaining alignment between partners (Ring & Van de Ven, 1994).

i. Legal Agreements

- **Definition:** Strategic alliances involve formal contracts and legal agreements outlining the collaboration's terms and conditions.
- **Explanation:** Clear legal agreements delineate expectations, responsibilities, and safeguard the interests of each party (Spekman, R. E., & Isabella, L. A., 2000).

j. Continuous Evaluation

- **Definition:** Regular assessment and evaluation are crucial to ensure the alliance remains aligned with its objectives and adapt to evolving circumstances.
- **Explanation:** Continuous evaluation enables proactive adjustments, optimizing the alliance's effectiveness over time (Dussauge, Garrette, B., & Mitchell, W., 2000).

These characteristics provide a comprehensive overview of the essential elements associated with strategic alliances, with each point elaborated upon and supported by relevant references.

2.1.3 Types of Strategic Alliances

Various forms of organisations collaborating based on property and activity relations within a value development network delineate strategic alliances. These alliances encompass a range of interrelations among organizations, with pivotal roles played by agreements related to activity and property.

The potential formation of strategic alliances is categorized into three types, contingent upon agreements concerning activity (contractual non-traditional partnership) and property (the decision to establish separate entities): learning alliances, hybrid alliances, and business alliances (Koza and Lewin, 2000).

a. Learning Alliances

- **Aim:** Facilitate the exchange of insights, deepen existing knowledge, and foster new knowledge and creativity.

- **Objectives:** Uncover new market information, acquire new competencies, introduce new technologies, and enhance management processes.
- **Success Criterion:** Partners' capacity to project and manage organizational processes within the alliance through informal interrelations.

b. Business Alliances

- **Aim:** Driven by the need for exploitation, often utilized to establish a unique position in a geographical market or dominate a specific market segment.
- **Objectives:** Ensure new income by leveraging combinations of partners' property, establish a strong and independent identity to become a market leader.
- **Current Trends:** Emphasis on new value formation within the network, viewing it as a cooperative form where each member specializes in creating new value for the market.

c. Hybrid Alliances

- **Characteristics:** A combination of two alliance types, unifying enterprises' strategic intentions and a need to exploit resources to maximize or create new value.

Furthermore, Xie and Johnston (2004) proposed a categorization encompassing three alliance types: production alliances, marketing alliances, and innovation alliances.

d. Production Alliances

- **Focus:** Organizing production, ensuring the supply of raw materials, standardization, technology renewal, and increasing production efficiency.
- **Aim:** Efficiency and volume of production economy.

e. Marketing Alliances

- **Characteristics:** Non-competitive organizations with common interests in utilizing different niche markets, responding to market changes, increasing speed, developing brand names, sharing distribution channels, and having common pricing.

- **Advantages:** Lower formal obligations, better utilization of knowledge and technologies in industries experiencing rapid innovative changes.

f. Innovation Alliances

- **Aim:** Deepening knowledge, developing technologies, products, or services by generating and absorbing modern knowledge from scientific research organizations and transferring it to other organizations.
- **Participation:** Consumers, suppliers, and enterprises with their resources and competencies contribute to alliance activity.
- **Regulation:** Poorly regulated by agreements or other obligations.

In conclusion, the categorization of strategic alliances encompasses learning, hybrid, and business alliances, along with production, marketing, and innovation alliances, offering a comprehensive framework for comprehending the diverse collaborative forms within the business landscape.

d. Joint-Ventures

- Result from agreements where partner companies create a new legally distinct organization.
- Capital participation can range from 50/50 to other distributions.
- Often limit collaboration to specific functions; for example, focusing only on R&D.
- Joint ventures were crucial during the Cold War due to restrictions on foreign property.
- In the early '90s, joint ventures facilitated collaborations between Western and Eastern European companies, leveraging technology, finances, and labor.

e. Consortia

- Involve two or more organizations, public and private, for specific initiatives or projects.
- Common in construction, large infrastructure, or Aerospace projects.

f. Contract of Partnership in Specific Functions

- Companies collaborate in specific functions without creating a new entity.
- Partners remain independent and may be competitors.
- Contracts or formal agreements define their collaboration.

j. Networks

Collaboration occurs without formal relationships, relying on mechanisms to achieve reciprocal advantages. This may involve agreements such as "code sharing" among airlines for joint ticketing.

k. Franchising

Franchising is an agreement that allows a company (franchisor) to grant another (franchisee) the right to sell its products or services. It can be either exclusive or non-exclusive and typically involves a royalty payment. Notable examples include Coca-Cola and McDonald's.

l. Licensing

Licensing is an agreement wherein a company permits another (either exclusively or non-exclusively) to use its technology, distribution network, or manufacture its products. Such agreements usually entail fixed payments or royalties and may carry risks, such as sharing know-how with competitors. A notable example is the cross-licensing alliance between Motorola and Toshiba, where both companies exchanged technology, enhancing their capabilities in their respective areas (Pellicelli, 2004).

2.1.4 Examples of strategic alliances

a. Automotive Industry: Renault-Nissan-Mitsubishi Alliance Renault, Nissan, and Mitsubishi have forged an alliance aimed at jointly developing technology, sharing manufacturing facilities, and making collective investments in electric vehicles. This collaborative effort enables them to consolidate resources, achieve economies of scale, and bolster their competitive edge in the global automotive arena.

b. Technology Industry: Apple and IBM Apple and IBM have entered a strategic alliance with a focus on creating business applications for iOS devices. IBM brings its enterprise-level software solutions, analytics, and cloud services to the table, complemented by Apple's expertise in mobile hardware. This partnership harnesses the respective strengths of both companies to cater to the needs of the business market.

c. Airline Industry: Star Alliance Star Alliance stands as one of the largest global airline alliances, counting members such as Lufthansa, United Airlines,

and Singapore Airlines among its ranks. Through this collaboration, member airlines synchronize routes, share facilities, and offer passengers seamless connectivity across various carriers. This initiative amplifies the global reach of member airlines and enhances the overall travel experience for customers.

d. Pharmaceutical Industry: Sanofi and Regeneron Sanofi and Regeneron have established a strategic alliance to collaborate on the development and commercialization of innovative biopharmaceuticals. A notable outcome of this collaboration is the cholesterol-lowering drug Praluent. By merging their expertise, both companies aspire to expedite the introduction of groundbreaking therapies to the market.

e. Consumer Goods: Starbucks and Nestlé Starbucks has forged a global coffee alliance with Nestlé, granting Nestlé the rights to market, sell, and distribute Starbucks' packaged coffee products worldwide. This strategic partnership enables Starbucks to extend its reach to a broader audience through Nestlé's expansive distribution network while tapping into Nestlé's marketing prowess.

f. Entertainment Industry: Sony Pictures and Marvel Studios Sony Pictures and Marvel Studios have collaborated on the Spider-Man film franchise, facilitating Spider-Man's inclusion in the Marvel Cinematic Universe (MCU) films. This strategic partnership has allowed the character to seamlessly integrate into a larger cinematic universe, benefiting both studios by capitalizing on the character's widespread popularity.

g. Telecommunications: Verizon and AT&T Verizon and AT&T, two prominent telecommunications giants, have joined forces in an alliance aimed at sharing network infrastructure. Through this collaboration, they streamline the costs associated with building and maintaining cell towers, enhance coverage, and elevate the overall quality of service for their respective customer bases.

2.2 Market entry

Market entry denotes the strategic procedure by which a company extends its activities into fresh geographic or product markets. This encompasses a thorough assessment of the dynamics of the target market, comprising its scale, consumer trends, legal framework, and competitive landscape. Strategies for market entry are diverse and may include approaches like exporting, licensing, forming joint-ventures, or establishing wholly-owned subsidiaries. Achieving successful market entry necessitates a nuanced comprehension of local circumstances and the development of customized business tactics (Jossey-Bass, 1999).

2.2.1 Market Entry Strategies

a. Direct Exporting Approach

Direct exporting entails shipping products directly to the new market, with the manager overseeing all aspects independently, including transportation, payments, and operations in the new market. This method requires significant resources and time compared to working with intermediaries. Establishing an export infrastructure, training staff, and managing international payments are among the challenging tasks involved. On the positive side, this method maximizes profits by eliminating the need to compensate third parties and provides complete control over sales and marketing processes.

b. Indirect Exporting Approach

Indirect exporting involves collaborating with intermediaries and offers several advantages:

- **Reduced Risk:** Experienced third parties manage the export process, minimizing the risk of failure.
- **Focus on Core Business:** Businesses can concentrate on their core operations and domestic markets without being burdened by new ones.
- **Lower Resource Requirements:** Fewer resources are required from the business's side.

However, there are also drawbacks, such as:

- **Lower Profit Margins:** Profits diminish as intermediaries need compensation.
- **Disconnection from Customer Base:** The business may lose touch with its customer base, missing out on crucial insights.

- **Loss of Control:** Complete control over international sales and marketing is surrendered.

Various options exist for the indirect exporting approach, including:

- **Indirect Exporting with Buying Agents:** Buying agents represent foreign companies interested in purchasing products, handling transactions on their behalf. They are typically remunerated by commission and may include government agencies.
- **Indirect Exporting through Distributors:** Products are sold directly to distributors or wholesalers, who then distribute them to retailers.
- **Indirect Exporting via Management and Trading Companies:** Export Management Companies (EMCs) specialize in managing all export and sales processes in the new market. Research is vital to finding the right EMC, often specializing in specific markets and regions, aiding in market identification, customer acquisition, shipping, logistics, and more.
- **Indirect Exporting via Piggybacking:** Piggybacking involves allowing another non-competing company to sell the product, leveraging its existing customer base and distribution infrastructure. Immediate access to the new market is gained, but a fee is incurred (Jossey-Bass, 1999).

c. Local Production Strategy

Another option is manufacturing products within the target market, eliminating transport costs and logistical challenges associated with exporting. However, challenges in foreign manufacturing, legal issues, costs, potential risks, and other factors must be carefully considered. (<https://kadence.com/what-is-market-entry-strategy>, accessed on February 14th, 2024).

2.2.2 The Factors of Entering New Market

a. Political Landscape

Whether a company operates domestically or internationally, regardless of its size, considering the political environment of the target country is paramount (Cateora & Graham, 1999). Evaluating the political orientation and climate of the target country is a crucial step during the initial screening phase of market selection. Any company contemplating international business should conduct a thorough examination of the government structure and political systems of the target market. Interest in politics constitutes a primary dimension in many frameworks assessing export environments. This is chiefly because foreign firms

must ensure that their activities are politically acceptable or risk encountering politically sanctioned challenges (Cateora & Graham, 1999). Government involvement in business is linked with the formulation of policies aimed at promoting national interests. Firms engaging in international marketing should also acknowledge the significance of sovereignty to national governments and its implications for global business (Keegan & Schlegelmilch, 2001).

b. Risk Evaluation

Assessing risk is critical when selecting target markets, given the high levels of uncertainty associated with government policies and evolving political ideologies in the target market (Cateora & Graham, 1999). It is imperative for a firm contemplating internationalization to consider all forms of political risk. Johansson (1997) categorized political risk factors into four levels:

- Level 1: General Instability;
- Level 2: Expropriation;
- Level 3: Operations;
- Level 4: Finance.

If any level reveals unacceptable risk, the firm should promptly reconsider conducting business in the concerned country.

c. Entry Barriers

Entry barriers refer to factors that impede new entrants from accessing a market, thus enhancing the value of existing companies while minimizing the threat of new competition. These obstacles can manifest in the form of tariffs or other non-tariff measures. Governments may impose entry barriers to protect local industries or to ensure that foreign enterprises comply with trade agreements with other nations. Conversely, exit barriers are obstacles encountered by market participants when attempting to withdraw due to lack of profitability. From an economic standpoint, it becomes rational to manufacture and market an additional unit of a product or service if the generated revenue at least covers the variable costs.

d. Legal Framework

The legal framework plays a pivotal role in international business endeavors, shaping a company's global expansion strategies through legal judgments. Corporations encounter a myriad of hurdles arising from cultural, political, and

geographical disparities, alongside the diverse legal frameworks worldwide that influence business dealings (Cateora & Graham, 1999). Nations are broadly classified into four legal systems: Common Law, Civil or Code Law, Islamic Legal System, and Marxist Legal System. Understanding the legal environment of target markets is essential in market selection, given its impact on issues ranging from foreign exchange rates to intellectual property rights, jurisdiction, patents, trademarks, licensing, antitrust laws, and bribery. International marketers must comprehend the intricacies of diverse legal systems and anticipate potential challenges as they navigate the global business arena.

e. Economic Setting

The vigilant observation of a nation's economic progress and performance is crucial for global marketers, as it profoundly impacts the strategies employed by international firms. The stage of economic growth that a country is in significantly influences its approach towards foreign business ventures, the demand for goods, and the internal distribution system. Therefore, comprehensively studying the economic landscape is imperative, particularly when dealing with developing nations, to accurately assess market potential and expansion opportunities. Various models categorize countries based on their stages of economic advancement, ranging from Traditional Society to the Age of High Mass Consumption. Alternatively, countries can be classified based on their level of industrialization into Less Developed Countries, Newly Industrialized Countries, and Advanced Industrialized Countries. Economic factors play a pivotal role during the pre-screening phase, offering invaluable insights into a country's attractiveness (Wood & Robertson, 2000).

f. Market Potential and Size

Assessing foreign markets and estimating international market potential present significant challenges for many firms venturing into international markets. The primary focus is on determining whether the export market has the means to purchase imported products and whether the market's needs are adequately met (Wood & Robertson, 2000). Market size analysis involves evaluating the share of the total market that a firm can reasonably expect to capture, considering domestic and foreign competition and product affordability.

g. Cultural Factors

Navigating culture poses one of the most formidable challenges in market selection. According to Cateora & Graham (1999), a proficient marketer must immerse themselves as a student of culture, given its influence on a group's lifestyle—a crucial aspect in international marketing. Culture is integral to the marketing concept, revolving around meeting the desires and needs of potential buyers. It significantly shapes how messages regarding a product or service's ability to fulfill these needs are perceived, especially in diverse international markets. Ensuring the acceptance of products, styles, and other marketing strategies within the relevant cultural context is crucial. Culture influences various aspects of marketing, including pricing, promotion, packaging, and styling, permeating every facet of the process.

h. Technological Aspects

Technology plays a pivotal role in gaining a competitive advantage in international markets and serves as a significant driver of globalization. It enables companies to produce goods or services more efficiently and with higher quality. Technological advancements introduce innovative products and services to consumers and businesses, such as Internet banking and cutting-edge mobile phones. Moreover, technology enhances companies' capabilities in distributing and serving customers, from online book sales to flight ticket bookings and online auctions. Furthermore, technology contributes to improving communication processes both within and outside the company by offering novel ways of interaction. The integration of technological tools like digital communication platforms, advanced software, and data analytics not only streamlines internal operations but also enhances the efficiency of communication with external stakeholders (adapted from Cateora & Graham, 1999).

2.3 Expansion of Global Reach

Organizations often seek to broaden their operations, boost revenue streams, and seize potential opportunities by venturing into fresh markets. This endeavor entails pinpointing promising market segments and methodically establishing a foothold in them. Such strategic moves not only enhance the organization's prosperity but also extend its influence globally, positioning it as a frontrunner in its field.

Furthermore, global expansion represents a strategic approach to business growth, entailing entry into new international markets. When executed with meticulous planning, it holds the potential to enhance profitability, mitigate risks, and facilitate rapid business expansion. Given the increasing interconnectedness of the world, even small-scale enterprises can now extend their operations globally. (Charlotte Darrell, <https://www.omnipresent.com/articles/what-is-global-expansion-a-definitive-guide>, April 22nd, 2022).

2.3.1 Steps of Expanding Global Reach

Expanding global reach necessitates a strategic and methodical approach to entering new markets and engaging with diverse audiences. Here are the steps organizations typically undertake to broaden their global presence:

a. Market Research

- Conduct thorough market research to pinpoint potential markets.
- Analyze demand for the intended product or service across various regions.
- Assess the competitive landscape and regulatory framework in each target market.

b. Define Objectives

Clearly outline the objectives for global expansion, which may encompass sales growth, market entry, product diversification, or competitive positioning.

c. Develop a Global Strategy

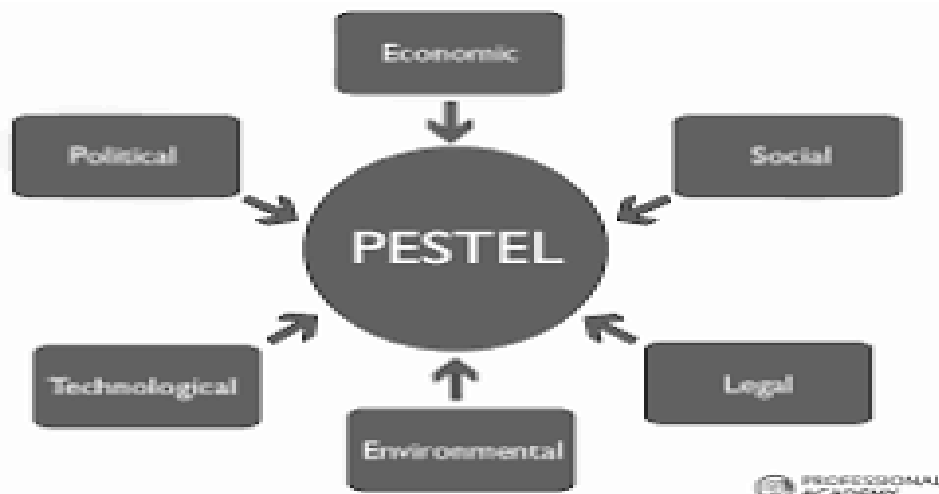
- Formulate a comprehensive global strategy aligned with business objectives.
- Take into account factors like pricing, distribution channels, marketing approaches, and tailored customer service for each target market.

d. Utilize the PESTEL Framework

An invaluable tool for thorough research is the PESTEL framework, which considers political, economic, social, technological, environmental, and legal factors. Each aspect of PESTEL can significantly impact the business, thus warranting meticulous examination and strategic planning tailored to each target country:

- Political: Assess the country's governmental structure, stability, and overall political climate.
- Economic: Evaluate both the general economic outlook and industry-specific economic indicators in the target country.
- Social: Investigate cultural values, social norms, religious influences, and historical contexts.
- Technological: Analyze available technology and related regulations affecting both the company and its customers.
- Environmental: Consider local environmental concerns, regulations, and historical factors.
- Legal: Examine regulatory standards and compliance requirements essential for operating in the target market.

Figure 01:PESTEL Framework



Source: <https://www.professionalacademy.com/blogs/marketing-theories-pestel-analysis/>, accessed February, 22nd, 2024.

e. Cultural Adaptation

- Gain insight into and adapt to the cultural intricacies of target markets.

- Tailor marketing messages, packaging, and product features to align with local preferences.

f. Legal and Regulatory Compliance

- Ensure adherence to international laws and regulations.
- Understand import/export restrictions, licensing prerequisites, and any industry-specific regulations.

g. Forge Partnerships

- Explore collaborations with local businesses or distributors.
- Engage with seasoned partners possessing expertise in the local market.

h. Online Presence

- Enhance the online presence to cater to a global audience.
- Customize the website, social media platforms, and other digital content to resonate with local audiences.

i. Logistics and Supply Chain Management

- Develop a streamlined global logistics and supply chain strategy.
- Factor in considerations such as transportation, warehousing, and distribution to optimize operations.

j. Marketing Investment

- Allocate resources to marketing campaigns tailored to each target market.
- Leverage digital marketing, social media platforms, and traditional advertising to foster brand recognition.

k. Customer Support

- Offer multilingual customer support to meet the needs of diverse clientele.
- Establish communication channels accommodating different time zones.

l. Adaptability and Flexibility

- Remain adaptable and ready to adjust strategies based on feedback and market dynamics.

- Monitor global trends and economic fluctuations that could impact business operations.

m. Risk Management

- Identify and mitigate potential risks associated with global expansion.
- Develop contingency plans to address unforeseen challenges.

n. Measurement and Analysis

- Define key performance indicators (KPIs) to gauge the success of global expansion efforts.
- Regularly analyze data and feedback to make well-informed decisions and adaptations.

2.3.2 Forms of Expanding Global Reach

Expanding global reach can take various forms, depending on the nature of the entity (business, organization, etc.) and its objectives. Here are some common ways to expand global reach:

a. International Trade

Engaging in import/export activities to reach customers in different countries. This might involve establishing distribution channels, partnering with local businesses, or setting up subsidiaries abroad.

b. Market Entry Strategies

Using strategies like exporting, licensing, franchising, joint ventures, or foreign direct investment (FDI) to enter new markets and reach customers globally.

c. Digital Presence

Leveraging the internet and digital platforms to reach a global audience. This could involve e-commerce websites, social media marketing, search engine optimization (SEO), and online advertising.

d. Localization

Adapting products, services, and marketing strategies to suit the cultural, linguistic, and regulatory differences of target markets. This might include

translating content, customizing products, and adhering to local laws and customs.

e. Global Distribution Networks

Establishing partnerships with distributors, retailers, or logistics companies to ensure efficient delivery of products or services to customers worldwide.

f. Strategic Alliances and Partnerships

Collaborating with other businesses, organizations, or governments in different countries to leverage their resources, expertise, and networks for mutual benefit.

g. Expansion of Physical Presence

Opening new branches, offices, manufacturing facilities, or warehouses in different countries to serve local customers more effectively.

h. Franchising

Allowing third parties to operate under your brand and business model in exchange for fees and royalties. This can facilitate rapid expansion into new markets with lower capital investment.

i. Cultural Exchange and Engagement

Participating in international events, sponsoring cultural exchanges, or supporting community initiatives to build brand awareness and goodwill in different regions.

j. Strategic Marketing Campaigns

Launching targeted marketing campaigns that resonate with the values, preferences, and aspirations of audiences in specific regions or countries.

Each of these approaches comes with its own opportunities, challenges, and considerations. The most effective strategies will depend on factors such as the nature of the business, target markets, available resources, and competitive landscape.

3. The Role of Strategic Alliances in the Expansion and Global Reach – A Case Study on SAIDAL and SNVI Companies.

3.1 Presentation of SAIDAL and SNVI Companies

3.1.1 SAIDAL Company

SAIDAL is the first pharmaceutical laboratory producing generic drugs in Algeria. Founded in 1982 to meet the need for establishing a local pharmaceutical industry capable of ensuring the availability of medicines and improving citizens' access to treatments. It is now organized as an industrial group specialized in the development, production, and commercialization of pharmaceutical products for human use. SAIDAL is a joint-stock company, with a capital of 2,500,000,000 Algerian dinars. Listed on the Algerian stock exchange since 1999, and around 80% of its capital is owned by the State, while the remaining 20% is held by institutional investors and individuals (group SAIDAL, 2024).

a. Historical Outlook

In 1969, the Algerian Central Pharmacy (PCA) was established by presidential decree, tasked with ensuring the state's control over the importation, design, and distribution of pharmaceutical products for human use. In 1971, a production unit was established in El Harrach, and PCA acquired BIOTIC and Pharmal units in two phases (1971 and 1975). In 1982, the National Pharmaceutical Production Company was established, later renamed SAIDAL in 1985.

SAIDAL transitioned into a Public Economic Company (EPE) in 1989. Amendments to the company's bylaws in 1993 allowed it to engage in industrial or commercial activities related to its mission by creating new companies or subsidiaries. A restructuring plan in 1997 transformed SAIDAL into an industrial group with three subsidiaries: Pharmal, Antibiotic, and Biotic. In 1998, SAIDAL emphasized its social mission by focusing on basic research in human and veterinary medicine. SAIDAL shares debuted on the Algerian stock exchange in March 1999, priced at 800 Algerian dinars each. A production unit in Batna was opened in 2002 under the BIOTIC branch, specializing in suppositories. In 2003, SAIDAL obtained ISO certification and won a national quality award from the Ministry of Health. The insulin factory in Constantine, under the Farma branch, was inaugurated in April 2005. In March 2006, SAIDAL was selected for privatization and capital opening among 55

institutions. SAIDAL increased its stake in Soumedical to 59% in 2009 and purchased 20% of IBERAL's capital in 2010, along with increasing its stake in Takfa. In 2011, SAIDAL raised its stake in Iberal to 60%. The integration of SAIDAL's branches, including Antibiotics, Farma, and Biotech, began in 2014 (Fatma., 2016).

b. Organizational Structure

SAIDAL's organizational structure is characterized by its hierarchical setup, which facilitates efficient management and coordination across various departments and subsidiaries. At the top of the structure is the executive leadership team, including the CEO and other top executives, responsible for setting strategic goals and overseeing the overall operations of the company.

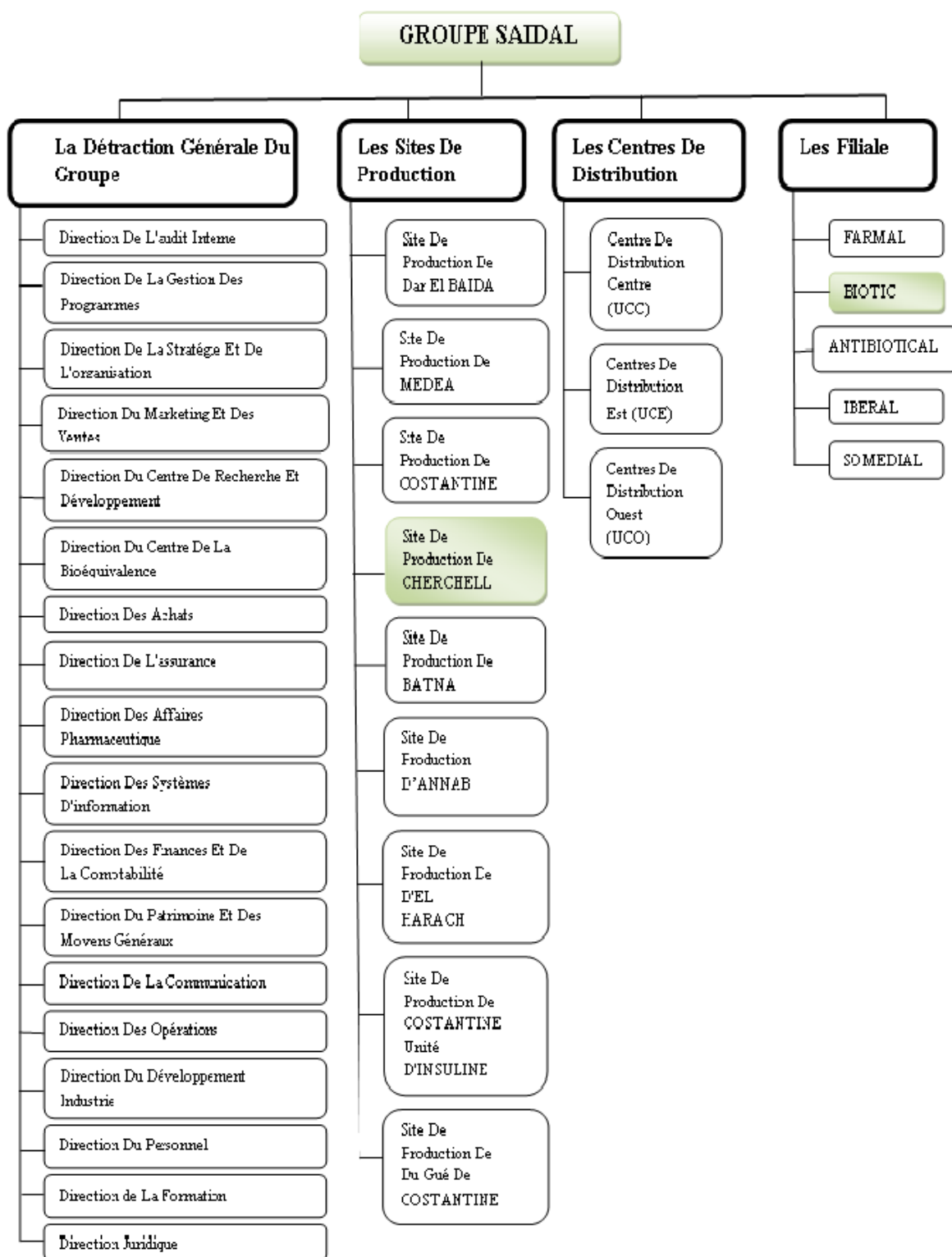
The company is typically organized into several key departments or divisions, each focusing on specific functions such as production, research and development, marketing, finance, human resources, and quality control. These departments work in tandem to ensure the smooth functioning of the organization and the achievement of its objectives.

SAIDAL also comprises several subsidiaries, each with its own management team and operational structure, but ultimately reporting to the central leadership of SAIDAL. These subsidiaries may focus on different aspects of the pharmaceutical industry, such as production, distribution, or research, and may operate in different geographic regions or markets.

Overall, SAIDAL's organizational structure is designed to promote efficiency, innovation, and collaboration, enabling the company to effectively navigate the complexities of the pharmaceutical industry and deliver value to its stakeholders.

The organizational structure of SAIDAL Company is shown the figure 02 below:

Figure 02: Organizational Structure



Source: (SAIDAL Official Siteweb: <https://saidalgroupe.dz>)

c. Types of Alliances at SAIDAL Company

SAIDAL Company has two types of strategic alliances: Integrated Alliance contracts (Integrated Partnerships) and Joint Project Contracts (Mixed Partnerships).

- **Integrated Alliance contracts**

Involve the manufacturing of medicines for foreign parties in SAIDAL's production units, either for its own account or on behalf of partners. This arrangement allows for the utilization of raw materials and production methods, with the foreign party receiving a royalty in return. This form may facilitate technology transfer at a reduced cost. Notable agreements in this category include:

- **SAIDAL-Pfizer:** Established in October 1997, this contract involves the manufacturing of four products at the formal level. The project, which commenced operations on September 6, 1998, specializes in the production of dry species, with a production capacity of 30 million units sold and the creation of 110 jobs.
- **SAIDAL - Novo Nordisk:** This partnership, formed in 2012, aims to produce the complete range of Novonordisk insulin at the Constantine factory level. The collaboration involves enhancing traditional insulin production facilities at SAIDAL's Constantine factory and establishing a new factory for Novonordisk insulin.
- **SAIDAL - Dar Al-Dawa:** Signed in September 1997, this contract with the Jordanian laboratory Dar Al-Dawa involves the production of six types of medicines, including tablets, capsules, ointments, syrups, and creams.
- **SAIDAL-Ram Pharma:** Formed in December 1997 with the Jordanian company "Ram Pharma," this contract focuses on producing three products in SAIDAL's Pharmal branch.
- **SAIDAL Hayat Pharm:** Agreed upon in 1998, this partnership with the Jordanian partner Hayat Pharm involves the manufacture of two products at the Farmal branch in Casablanca.
- **SAIDAL Anfal and Solopharm:** In 2004, SAIDAL entered contracts with Anfal and Solopharm, resulting in the production of agreed-upon medicines in the antibiotic compound in Medea.

- **Joint Project Contracts**

Involve significant foreign capital contributions to establish joint production units. Key examples include:

- **The Pfizer-SAIDAL Project:** Established in September 1998, this partnership with the American Laboratory Pfizer led to the creation of SAIDAL-Pfizer PSM, with a production capacity estimated at 30 million units sold. Production commenced in October 2000, covering a range of dry and liquid forms of medications.
- **Novonordisk - Pierrefabri - SAIDAL Project:** Formed in January 1999, this agreement involves the completion of insulin units and anticancer agents in Oued Issa, Tizi Ouzou province. SAIDAL contributes 10% to the project, with Novonordisk Laboratories and Pierrefabri Laboratories each contributing 45%.
- **The Joint Partnership "TAPHCO":** Established by "SAIDAL - Acdima - Spimaco - GBM - Degromad" in July 2000, TAPHCO specializes in manufacturing products for eye diseases and injection products. Production commenced in the third semester of 2001.
- **SAIDAL Project - Apolmed:** Signed in March 2004, this agreement between SAIDAL and Apolmed focuses on producing antibiotics, with an estimated 11 products.

In addition to these partnerships, SAIDAL has entered numerous other contracts since its inception to meet the growing national demand for medicines. The company now aims to export new products to neighboring countries and EU countries.

3.1.2 The National Industrial Vehicle Company (SNVI)

The National Industrial Vehicle Company (SNVI), is a public economic company incorporated as a joint stock company since May 1995, produces and markets industrial vehicles.

The National Industrial Vehicle Company (SNVI) is dedicated to the design, manufacturing, marketing and after-sales support of a large range of products, and with a share capital of 2,200,000,000 DA, wholly owned by the Algerian State, SNVI builds trucks and tractor trucks, coaches, buses, industrial bodywork equipment and railway equipment (<https://snvigroupe.dz>, accessed February 21st 2024).

Three qualities distinguish this flagship of the national industry from its peers on the market and explain its success and strength. The mastery of technology allows "the company to design, manufactures, and assembles industrial vehicles and mechanical connection parts" is another quality of the company. The third quality of SNVI lies in its human resource. "We have a potential human resource in terms of number, quality and diversity.

a. Historical Outlook

- **From 1957 to 1966**

Establishment of the French company BERLIET on Algerian territory through the construction in June 1957 of a "heavy goods" vehicle assembly plant 30 km east of Algiers, more precisely in Rouïba.

- **From 1967 to 1980**

In 1967, SONACOME (National Society of Mechanical Construction) was created. The organizational plan adopted for SO.NA.CO.ME bringing together ten (10) independent companies.

- **From 1981 to 1994**

The S.N.V.I (National Industrial Vehicle Company) becomes a socialist public company (EPS). S.N.V.I was born following the restructuring of SO.NA.CO.ME and the decree of its creation consecrated it the status of a socialist enterprise of an economic nature governed by the directive principles of Socialist Business Management (G.S.E).

- **From 1995 to 2011**

In May 1995, the S.N.V.I changed its legal status to become an economic public enterprise governed by common law: the S.N.V.I was then established as a Joint Stock Company (SPA), with a share capital of 2.2 billion Dinars. S.N.V.I became an industrial group.

- **From 2011 to January 2015**

In October 2011, S.N.V.I changed its legal status to become an Industrial Group made up of a Parent Company and four subsidiaries.

- **From February 2015 to January 2018**

Following the reorganization of the State Public Merchant Sector on February 23, 2015, EPE FERROVIAL and all its holdings were attached to the SNVI Group.

- **Since February 2018 to date**

The SNVI Group is made up of:

- Epe Foundries of Rouïba (FO.R);
- Epe Industrial Vehicles of Rouïba (V.I.R);
- Epe Industrial Bodies of Rouïba (C.I.R) ;
- Epe Industrial Bodies of Tiaret (C.I.T) ;
- Epe Enterprise Renovation of Industrial Vehicles (E.R.V.I).

SNVI Company had also managed to make a name for itself on the global market thanks to the robustness and reliability of its products, and the availability of their spare parts. Until the mid-1980s, the company's head office and its factory in Rouiba (east of Algiers) were always full of foreign delegations coming to inquire about the rapid development of the Algerian mechanical industry. Many of them did not hesitate to place an order to acquire vehicles from the wide range offered by SNVI. To mark its difference and honor its reputation as a leader, the company launched, at the end of the 1970s, the manufacture of a series of new models of industrial vehicles. These trucks, buses and machines, defying all competition, were sold on the local market but also exported to many countries. Designed to travel on the most rugged terrain, the robust SNVI vehicles were particularly appreciated by North African, Arab and African customers. Countries like Tunisia, Libya, Mauritania, Senegal, Gabon, Niger, Mali and Iraq remained loyal customers of SNVI for years, which even exported its products to France in 1986 in 1999. By winning the second edition of the Paris-Dakar Rally in 1980, thanks to the performance of its “M 210” truck, the SNVI had proven, once again, that its products had nothing to envy of those of the Western or Asian manufacturers. This great success, achieved in such tough competition, boosted the number of orders placed by foreign customers (<https://snvigroupe.dz>, accessed March 9th 2024).

Furthermore, SNVI has earned recognition as one of the most socially responsible national companies, demonstrating its commitment during both challenging and celebratory moments spanning fifty years in the country's history. An exemplar in the realm of third-world firms, SNVI, a mechanical industry specialist, promptly pivoted to manufacturing wooden chalets for the

rehousing of individuals affected by the Boumerdès earthquake in 2003 and the Ghardaïa floods in 2008, at the government's behest. This initiative marked a pioneering milestone. In another historic gesture, when Algeria secured qualification for the 2010 Football World Cup, SNVI crafted a bespoke bus to join in the jubilant reception of the legendary national team upon their return from Sudan on November 19, 2009. Winding through the streets of Algiers at a leisurely pace, the bus allowed throngs of supporters to acclaim the OumDourman heroes it transported. Moreover, SNVI has played an integral role in nurturing a national subcontracting network within the mechanical industry, championing the establishment of a professional association uniting experts in mechanical subcontracting and offering them facilities at its Rouiba factory.

b. Organizational Structure

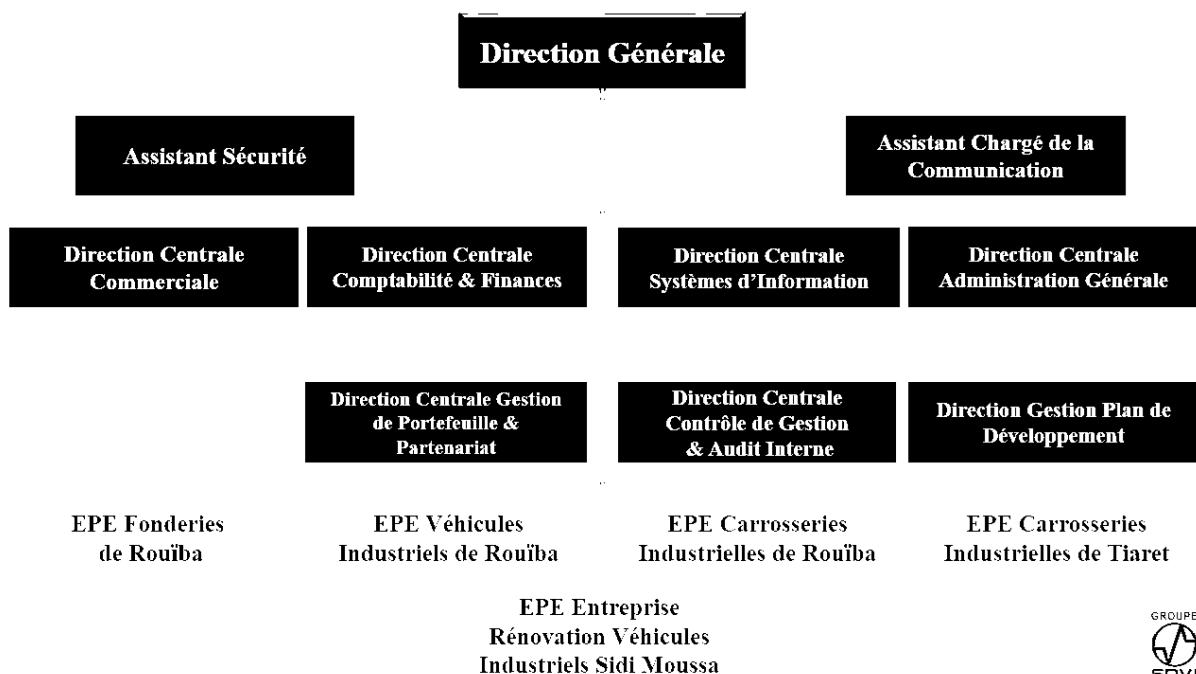
The organizational structure of SNVI (Société Nationale de Véhicules Industriels) typically consists of several key departments and hierarchical levels. While specific details may vary, a common structure for a company like SNVI might include:

- **Board of Directors:** Responsible for setting overall strategic direction and overseeing major decisions.
- **Chief Executive Officer (CEO):** The top executive responsible for the overall operation and performance of the company.
- **Executive Management Team:** Comprising senior executives such as Chief Operating Officer (COO), Chief Financial Officer (CFO), Chief Marketing Officer (CMO), and other top-level officers, this team assists the CEO in decision-making and strategy implementation.
- **Divisions or Business Units:** SNVI may have separate divisions or business units focused on different product lines or geographic regions. Examples might include Commercial Vehicles Division, Military Vehicles Division, Export Division, etc.
- **Departments:** Within each division or business unit, there are typically functional departments responsible for specific tasks. Common departments might include:
 - Production/Manufacturing;
 - Engineering and Research & Development (R&D);
 - Sales and Marketing;
 - Finance and Accounting;

- Human Resources (HR) ;
 - Supply Chain and Logistics;
 - Quality Assurance/Quality Control (QA/QC);
 - Information Technology (IT).
- **Middle Management:** This layer includes managers who oversee the day-to-day operations of departments or teams within the company. They report to the executive management team and ensure that organizational goals are met.
 - **Employees:** The workforce responsible for carrying out various tasks and operations within the company, including production, sales, administration, etc.

This structure allows SNVI to efficiently manage its operations, allocate resources effectively, and pursue its strategic objectives in the manufacture and distribution of industrial vehicles. The figure 03 illustrates SNVI Organizational Structure.

Figure 03: Organizational Structure of SNVI Company



Source: <http://www.snvigroupe.dz/pagesweb/entreprise/entreprsuite>, accessed on, April, 20th, 2024.

c. Types of Alliances at SNVI Company

SNVI Company has engaged in numerous alliances contracts with international firms, aiming to broaden its operations and address local demand for vehicles.

- **ZF-ALGERIE:** Formed in October 2004 as a partnership between SNVI and the German company ZF, primarily focused on gearbox production. SNVI holds a 20% stake, while ZF Germany owns 80%. The facility, located in Rouïba Industrial Zone, Algiers, marks North Africa's inaugural gearbox manufacturing venture for ZF, a renowned automotive leader.
- **BTK Tiaret:** Established through a partnership between SNVI and the French consortium (BEHM-TITAM-KAISER) in December 2006, specializing in chassis production. BTK holds a 60% share, with SNVI holding 40%. This collaboration aims to bolster presence in Africa and the Middle East, offering SNVI an avenue to enter European markets by enhancing products to meet European standards.
- **MERCEDES BENZ:** Joint ventures were formed in July 2012 between SNVI and the German automaker Mercedes Benz. Facilitated by the Ministry of National Defense, in collaboration with Emirati investment fund "Aabar" and the German manufacturer, these ventures focus on manufacturing premium vehicles and industrial engines.
 - **First Joint Venture:** Establishing a factory at SNVI's Rouïba site for Daimler-branded trucks and buses, with SNVI holding 34%, EDIV (a Ministry of National Defense affiliate) holding 17%, and the Emirati investment fund holding 49%.
 - **Second Joint Venture:** Located in Tiaret, dedicated to producing Sprinter utility vehicles and 4x4 vehicles for the national army, with EDIV holding 34%, SNVI holding 17%, and Aabar holding 49%.
- **Renault Production Algeria:** Formed on January 31, 2013, between SNVI and the French automaker Renault, with SNVI holding 34%, the National Investment Fund holding 17%, and the French manufacturer holding 49%. This collaboration oversees the production of Renault vehicles in Algeria, including the "Symbol" model unveiled at the Algiers Motor Show (<https://snvigroupe.dz>, accessed March 21st 2024).

3.2 The Role of Strategic Alliances in the Expansion of SAIDAL and SNVI Companies

In this section we are going to discuss the impact of the strategic alliances on the expansion of the two biggest industrial Algerian Companies; SAIDAL and SNVI.

3.2.1 The Role of Strategic Alliances in the expansion of SAIDAL Company

To highlight the role and impact of strategic alliances on SAIDAL Company, we will compare the evolution of its turnover and profit before and after adopting the alliance strategy.

k. Before Holding the Strategic Alliances

The evolution of SAIDAL Company turnover and net profit before holding the strategic alliances, i.e. during the period: 1996-1998 can be shown in the table 01.

Table 01: Development of SAIDAL turnover and results during the period 1996-1998 (unit 10³ DZD)

Year	1996	1997	1998
Turnover	2960514	3650550	4499579
Net profit	244566	401150	569006

Source: Fatma BEN MAHBOOB, 2016.

From the above table, we notice that the turnover and results have been constantly increasing over the three years. Where the turnover was estimated at 2,960,514 thousands DZD in 1996, and it rose to 4,499,579 thousands DZD in 1998.

B. After Holding the Strategic Alliances

In this step, we are going to discuss the development of SAIDAL Company turnover and net profit after holding the strategic alliances, i.e. during the period: 2012-2023, as shown in table 02.

Table 02: Development of SAIDAL turnover and results during the period 2012-2023 (unit 10³ DZD)

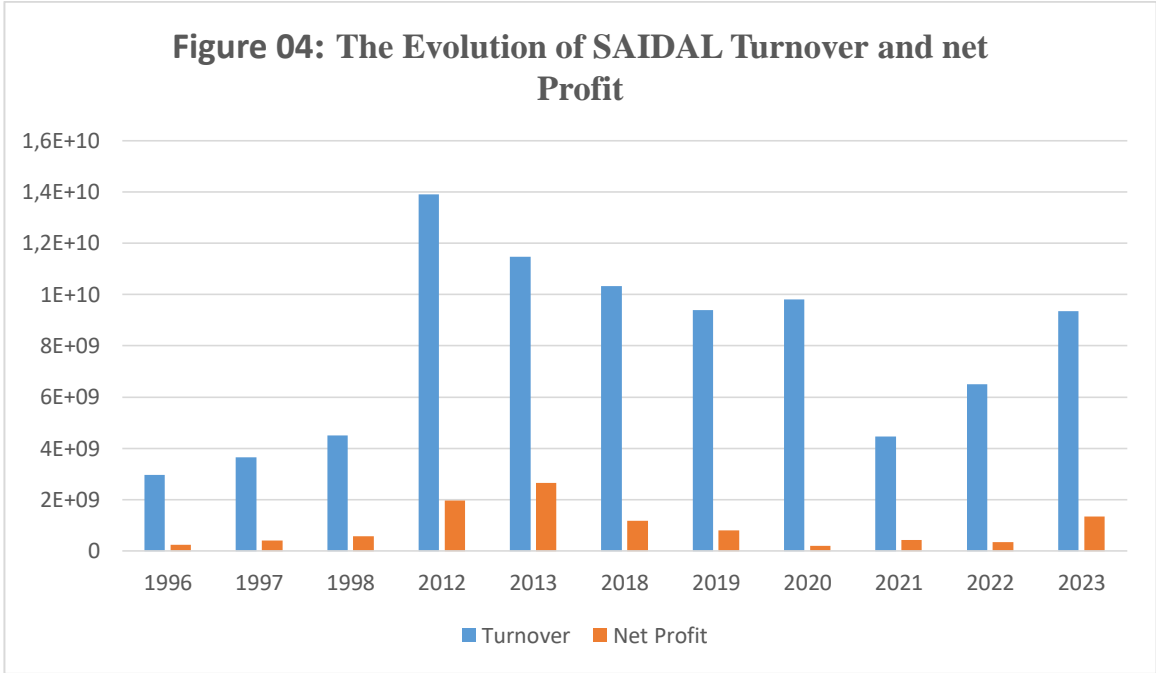
Year	2012	2013	2018	2019	2020
Turnover	13895054472.57	11461847581.90	10317577775.54	9392750935.10	989929760.98
Net profit	1965160951.44	2658147326.76	1174214390.98	793514004.08	189936341.33
Year	2021	2022	2023		
Turnover	4454905710.22	6491131955.35	9345790493.23		
Net profit	426192433.81	339755196.01	1344973182.45		

Source: Prepared by the student based on data of the Algerian Stock Exchange, April 2024.

We note from the previous table that the turnover of SAIDAL increased significantly, reaching 13895054472.57 DZD in 2012, accompanied by an

increase in the net profit, which amounted to 1965160951.44 DZD, while in 2013, the turnover decreased, as it reached 11461847581.90 DZD, and an increase in the net result compared to the year 2012, in the year 2018. Both the turnover and the net result decreased, reaching 10317577775.54 DZD, respectively, and the net results (net profit) amounted to 1174214390.98 DZD.

The decline in turnover in 2019, which amounted to 9392750935.10 DZD, was also accompanied by a significant decrease in the net result, which amounted to 793514004.08 DZD, while in 2020 we notice a slight increase in turnover, as it reached 989,929,760.98 DZD. However, in 2021 we notice a significant decline in turnover, while In the years 2022 and 2023, the turnover gradually increased, also accompanied by an increase in the net result, as in the year 2022 the turnover reached 6491131955.35 DZD, and in the year 2023 the turnover reached 9345790493.23 DZD. The decline in the turnover in the years 2019 to 2021 is due to the Corona pandemic.



Source: Prepared by the student based on tables 1 and 2.

Looking at figure 04, we notice that after the alliances, that is, after the year 1998, there was a significant increase in the number of business and it reached its peak in the year 2012, which shows that the alliance strategies undertaken by the SAIDAL Company have returned positive effects on its activities and receipts.

3.2.2 The Role of Strategic Alliances in the Expansion of SNVI Company

In order to study the role of alliances on SNVI, we are going to study the development of turnover over the years, as we did previously with SAIDAL Company.

a. Before Holding the Strategic Alliances

According to data retrieved from the company's website, it appears that the alliances commenced toward the conclusion of 2005. Hence, the timeframe preceding 2005 can be regarded as predating the alliances, given the absence of data pertaining to the organization prior to this year. The subsequent table illustrates the evolution of turnover and the outcomes of SNVI Company.

Table 03: Development of SNVI turnover and results during the period 2003-2005 (unit million DZD)

Year	2003	2004	2005
Turnover	14977	19138	17742
Net profit	(6701)	(3046)	(2194)

Source: Fouad, 2017.

From the table we notice that the company's turnover is constantly increasing, as in 2003 it was estimated at 14,977 million dinars, while in 2004 it rose to 19,138 million dinars, and in 2005 it decreased compared to the previous year, reaching 17,742 million dinars.

Since the data is limited, we resorted to comparing the amount of production before and after the alliance as well. The following table shows the development of the amount of production before the alliance.

Table 04: Development of Production during the period 1970-1994

Year	1980-1970	1994
Production Quantity (Units)	6000	2200

Source: Report of the Algerian Press Service, August 18th, 2012.

From the previous table, we notice that the amount of production decreased in 1994, reaching a capacity of 2,200 units.

b. After Holding the Strategic Alliances

In this section, we are going to discuss the SNVI turnover evolution after the adaptation of joint project contracts with foreign companies, and the following table shows the development of turnover during the period from 2008 to 2021:

**Table 05: Development of SNVI turnover and results
during the period 2008-2021** (unit million DZD)

Year	2008	2009	2010	2019	2020	2021
Turnover	15487	17658	16189	97311	73473	40535
Net profit	1570	(2145)	(3306)	(8467)	(1052)	(1119)

Source: Fouad, 2017.

From the previous table, we notice that the turnover increased in the year 2009, reaching 17,658 million dinars, compared with the previous year. In 2010, the turnover decreased, reaching 16,189 million dinars. From the year 2019 to 2021, we notice a continuous decline in the turnover gradually, reaching its lowest level in the year 2021, when it reached 40,535 Million of dinars.

The net result was negative in all years except for the year 2008, which was positive, with an amount of 1,570 million dinars. We note that the negative result had been on the rise during the period.

Furthermore, the development of production in the period after the alliances can be shown in the following table:

Table 06: Development of Production during the period 2008-2013

Year	2008	2009	2010	2011	2013
Production Quantity (Units)	1707	1480	1547	2000	16500

Source: Fouad, 2017, and Website; <http://snvigroupe.dz/pagesweb/entreprise/entreprsuite.php>.

From the above table, we note that the amount of production decreased in 2009 compared with 2008. However, in the period; from 2010 to 2013, the amount of production was constantly increasing, reaching its maximum in the 2013, estimated at 16,500 units.

Broadly speaking, we note that SNVI's turnover has been declining, especially in recent period (2019-2021), as it has not achieved any profit, but the net result is a direct negative decline over the years, which indicates in turn that the alliances made by the company had no benefits, but rather constant losses.

This is due to the fact that the partnership with the allies was not successful, (iMahfoudh&Ouchache Fouad, 2017).

The partnership with ZF and BTK did not succeed: due to the short-sightedness of the former and the lack of commitment of the latter to achieving its established promises and goals. It included allocating approximately 400 billion centimes for the burden book in one year, to rise, according to the expectations of the European partner, to 800 billion centimes during the first five years. The production capacity increased to 1,500 units annually during the

period and exports them to the Mediterranean countries. The aim was to increase the product at the local level, and re-equip the company with new machines.

However, these goals were not achieved, and in 2008, the French group transferred its profits abroad at a time when SNVI needed financial support, as the partnership with BTK was a goal in itself, and this is what made it rush to sign despite the foreign partner showing signs of rejection of some of the terms of the contract.

As for ZF, the company did not try to exploit this partnership in other aspects, such as obtaining technology and qualifying workers.

3.3 Expanding the Market Share

3.3.1 Expanding SAIDAL's Market Share

To investigate SAIDAL's expansion into global markets, we'll thoroughly examine and assess the export performance (market share) of SAIDAL Pharmaceutical's products throughout the study period. Table 05 showcases the export values and key destination countries for SAIDAL Company's pharmaceutical products from 2010 to 2020.

Table 07: SAIDAL Pharmaceutical's exports

Country	2010	2011	2012	2013	2016	2019	2020
Senegal	12425.00	27760.00	84550.00	50500.00	216633.00	2682000	9662000
Niger	17004.36	5400.00	30533.00	18050.00	-	-	-
Mauritania	-	35086.00	-	-	-	-	-
Yemen	31786.00	-	-	-	-	-	-
Value (€)	105601.00	109000.00	173950.00	86334.00	360000.00		

Source: Mustafa MAASHO & Fares FADIL,(2020) and Fatiha HADIDI &Noural-DIN BARBAR, (2023).

Table 05 shows that in 2010, the SAIDAL Company exported to three countries: Senegal, Niger, and Yemen, with a value of 105,601 euros, where the largest value it exported was Yemen. In 2011, it also exported to three countries, namely Senegal, Niger, and Mauritania, with a total value of 109,000 euros, and the country with the largest export value was Mauritania. In 2012, it exported to two countries, Senegal and Niger, with a total of 173,950 euros, which is higher compared with the period; 2010 and 2011. In 2013, SAIDAL also exported to only two countries, Senegal and Niger, with a value of 86,334 euros, and in 2016 it exported to only one country, which is Senegal, at a total value of 360,000 euros, which is the largest value exported from the year 2010 to 2020. In the years 2019 and 2020, we notice a decrease in the value of exports and countries as well, as exports were made to the State of Senegal in both years, at a value of 2,682 thousand dinars in the year 2019, and a value of 9,662 thousand dinars in The year is 2020, and we explain this decrease to the Corona

pandemic. From the above, we note that the largest value of exports was in 2016, at a value of 360,000 euros, which is the highest value exported from 2010 to 2020. In 2019 and 2020, we notice a decrease in export value and the number of countries exported to, where exports were made only to Senegal in both years, with a value of 2,682 thousand dinars in 2019 and 9,662 thousand dinars in 2020. This decrease can be attributed to the COVID-19 pandemic. It is evident that the highest export value was in 2016, totaling 360,000 euros.

Broadly speaking, we observe a decline in SAIDAL's foreign markets share over the years from 2010 to 2020. Initially, it exported to four countries, and then decreased to two countries in 2012. In the period; 2016 to 2020, SAIDAL Pharmaceutical's exports decreased to a single country, Senegal. This decline can be attributed to intense competition and production shortages, especially during the pandemic period, where domestic demand was prioritized.

Recently, in order to retrieve its market share SAIDAL Company has signed a partnership agreement with a group that will undertake the distribution and marketing of the pharmaceutical products to African countries, namely: Cameroon, Côte d'Ivoire, Gabon, Senegal, Congo, Niger, Togo, Chad and Mauritania.

Furthermore, an agreement was signed with the State of Côte d'Ivoire to export about 50 medicines destined for hospitals (Radioalgerie, 2024).

3.3.2 Expanding SNVI's Market Share

Expanding market share for a company like SNVI (assuming it's an automotive company) could involve several strategies:

- **Product Diversification:** Introduce new models or variants tailored to different customer segments or geographic regions. This allows SNVI to tap into previously untapped markets or cater to specific needs within existing markets.
- **Enhanced Distribution Channels:** Strengthen distribution networks by partnering with more dealerships, expanding into new regions, or leveraging online sales platforms to reach a wider audience.
- **Marketing and Branding:** Invest in marketing campaigns to increase brand visibility and awareness. This could involve targeted advertising, sponsorships, or partnerships with influencers or organizations that align with SNVI's brand values.

- **Customer Experience:** Focus on providing exceptional customer service and post-purchase support to build customer loyalty and generate positive word-of-mouth referrals.
- **Innovation:** Continue to innovate by investing in research and development to create cutting-edge products that differentiate SNVI from competitors and appeal to discerning customers.
- **Partnerships and Collaborations:** Form strategic partnerships or collaborations with other companies in complementary industries to expand SNVI's reach or enhance its product offerings.
- **Market Research and Analysis:** Conduct thorough market research to identify emerging trends, customer preferences, and competitive dynamics, allowing SNVI to adapt its strategies accordingly and stay ahead of the curve.
- **Price Competitiveness:** Offer competitive pricing strategies to attract price-sensitive customers while maintaining profitability.
- **Sustainability Initiatives:** Incorporate sustainable practices into SNVI's operations and products, appealing to environmentally conscious consumers and potentially opening up new markets or partnerships.
- **International Expansion:** Explore opportunities for international expansion by entering new markets with high growth potential or establishing partnerships with local distributors or manufacturers.

By implementing a combination of these strategies, SNVI can gradually expand its market share and strengthen its position within the automotive industry.

4. Conclusion

In this study, we examined the extent to which strategic alliances contribute to expansion and entry into global markets. We also attempted to determine their necessity in Algerian Companies, specifically focusing on SAIDAL and SNVI, which were the subjects of our empirical study. We integrated theoretical concepts with practical applications, aiming to answer the research questions and understand the nature and characteristics of strategic alliances. We also identified the types of alliances employed by both companies; SAIDAL and SNVI where both of them operate in highly competitive sectors and are considered s significant players in Algeria Economy.

By exploring strategic alliances, market expansion, and the impact of these alliances on Algerian Industrial firms, as applied to the SAIDAL Group and SNVI Company, we reached several findings.

4.1 Theoretical Findings

- a.** The concept of a strategic alliance is cooperative, based on collaboration and facing challenges together;
- b.** Strategic alliances offer benefits to companies, such as sharing expertise and technology;
- c.** Industrial companies in an alliance complement each other, seeking to maximize the use of their shared resources;
- d.** There are various types of strategic alliances, depending on the desired objectives.

4.2 Practical Findings

- e.** The SAIDAL Company has entered into several alliances, emphasizing their importance;
- f.** SAIDAL's alliances are characterized by their diversity and specialization, contributing to the opening of new branches and internal expansion;
- g.** Strategic alliances have enabled SAIDAL to increase its profits and expand into international markets;
- h.** SAIDAL is a national leader based on its achievements both domestically and internationally;
- i.** SNVI is the largest automotive manufacturing company in Algeria;
- j.** SNVI has engaged in fewer alliances compared with SAIDAL Company.

- k. While alliances did not significantly increase SNVI's profits, they did contribute to higher production volumes, though partner selection was not carefully managed;
- l. Despite its alliances, SNVI Company remains unable to compete with foreign companies, whereas SAIDAL is striving to improve its competitiveness by opening new branches and launching new products.

4.3 Hypotheses Testing

a. Hypothesis 01: There exists an effective role for strategic alliances for both SAIDAL and SNVI companies in entering new markets and expanding globally.

Analyzing the export activities of two Algerian companies revealed that SAIDAL has expanded its presence in both local and international markets by exporting to numerous foreign destinations. Conversely, limited data was available regarding SNVI's exports to foreign markets, with the company experiencing multiple financial setbacks as indicated by its profitability analysis. This suggests that the alliance strategy employed by SNVI for market entry was ineffective, thereby supporting the hypothesis's validity.

b. Hypothesis 02: The effectiveness of strategic alliances is demonstrated based on carefully selected partners according to specific criteria for SAIDAL and SNVI companies.

Comparing between SAIDAL and SNVI, we found that former has entered into several alliances (mixed, integrated, and licensing) with different countries and in various fields. Partners were carefully selected to address deficiencies, leading to success and profitability, thus proving the hypothesis. Conversely, SNVI Company has entered into fewer alliances, mainly joint ventures, which were seen as an end rather than a means (government pressure), indicating that partners were not carefully chosen. This also proves the validity of the second hypothesis.

c. Hypothesis 03: The presence of shared and detailed goals among alliance partners significantly contributes to the successful achievement of market entry objectives and global expansion for both SAIDAL and SNVI companies.

It has been found that SAIDAL has signed multiple contracts, specifying the products to be manufactured with each partner, agreeing on the objectives without any rejection, and this led to profitability and international market expansion. In contrast, SNVI's alliance with BTK lacked common and detailed

goals, with BTK rejecting some clauses, leading to losses, thus proving the validity of the third hypothesis.

4.4 Recommendations

Based on the previous results, the following recommendations should be considered for SNVI and SAIDAL Companies:

- a.** Address internal issues at SNVI and identify the causes of repeated losses.
- b.** Develop competitive strategies for both companies.
- c.** SNVI Company should evaluate alliance projects before initiating them to avoid foreign partners pursuing personal interests without considering the company's benefits.
- d.** SAIDAL Company should increase its expansion in foreign markets by creating a competitive advantage that allows market penetration.
- e.** Address the shortage in raw materials at SAIDAL Company.
- f.** Both companies, especially SNVI, should address their weaknesses and turn them into strengths, leveraging foreign partners' expertise, workforce training, and technology exchange.

4.5 Suggested Future Research

As an extension and complement to what was studied in this research work, we suggest some topics that could be future research.

- a.** The impact of global company strategic alliances on international markets.
- b.** The effect of strategic alliances on the allocation and training of the workforce.
- c.** The effect of strategic alliances on the exchange of expertise and technology and achieving a competitive advantage.

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6. Appendices

6.1 SAIDAL Company

Direction des Finances et de la Comptabilité /Groupe Industriel SAIDAL Spa

GROUPE INDUSTRIEL SAIDAL spa
EPE/Société Par Actions au Capital de 2.500.000.000 DA

États financiers Consolidé Groupe SAIDAL Au 31/12/2022

Etats Financiers Consolidé Groupe au 31/12/2022



2.3. Actif du Bilan (Consolidé Groupe)

UM : DA

ACTIF	31/12/2022			31/12/2021
	MONTANTS BRUTS	AMORTS OU PROVISIONS	MONTANTS NETS	
ACTIF NON COURANT				
Écart d'acquisition (ou goodwill)	141 648 564,00	0,00	141 648 564,00	141 648 564,00
Immobilisations incorporelles	568 182 071,69	446 119 234,37	122 062 837,32	74 170 413,60
Immobilisations corporelles				
Terrains	4 398 481 823,42	0,00	4 398 481 823,42	4 398 481 823,42
Bâtiments	13 528 529 989,50	6 193 807 728,92	7 334 722 260,58	7 342 094 769,19
Autres immobilisations corporelles	21 173 669 435,11	15 545 048 325,36	5 628 621 109,75	5 503 675 138,29
Immobilisations en concession	316 872 000,00	0,00	316 872 000,00	322 740 000,00
Immobilisations en cours	4 410 193 665,04	0,00	4 410 193 665,04	3 850 372 946,09
Immobilisations financières				
Titres mis en équivalences - entreprises associées	2 218 965 232,68	0,00	2 218 965 232,68	2 418 384 302,29
Autres participations et créances rattachées	44 667 575,00	153 650 987,24	-108 983 412,24	44 667 575,00
Autres titres immobilisés	1 000 000 000,00	0,00	1 000 000 000,00	2 001 000 000,00
Prêts et autres actifs financiers non courants	33 330 823,74	0,00	33 330 823,74	51 251 159,52
Impôts différés actif	244 260 019,92	0,00	244 260 019,92	244 899 794,64
TOTAL ACTIF NON COURANT	48 078 801 200,10	22 338 626 275,89	25 740 174 924,21	26 393 386 486,04
ACTIF COURANT				
Stocks et encours	10 529 211 735,74	4 075 962 514,31	6 453 249 221,43	9 804 951 484,95
Créances et emplois assimilés				
Clients	9 256 533 457,23	2 184 100 113,51	7 072 433 343,72	3 350 908 815,99
Autres débiteurs	1 468 506 617,14	7 500,00	1 468 499 117,14	1 302 856 167,38
Impôts	335 215 938,20	0,00	335 215 938,20	170 411 184,88
Autres actif courant	0,00	0,00	0,00	0,00
Disponibilités et assimilés				
Placements et autres actifs financiers courants	18 559 989,19	0,00	18 559 989,19	18 559 989,19
Trésorerie	3 875 103 432,21	82 435 666,36	3 792 667 765,85	3 770 411 504,24
TOTAL ACTIF COURANT	25 483 131 169,71	6 342 505 794,18	19 140 625 375,53	18 418 099 146,63
TOTAL GENERAL ACTIF	73 561 932 369,81	28 681 132 070,07	44 880 800 299,74	44 811 485 632,67



2.4. Passif du Bilan (Consolidé Groupe)

UM : DA

PASSIF	31/12/2022	31/12/2021
CAPITAUX PROPRES		
Capital émis	2 500 000 000,00	2 500 000 000,00
Dotation de l'état	411 677 000,00	411 677 000,00
Autres fonds propres	0,00	0,00
Primes et réserves-(réserves consolidées)	15 796 006 288,78	15 318 040 327,17
Ecart de réévaluation	3 055 720 451,96	3 055 720 451,96
Écart d'équivalence	1 463 082 352,04	1 838 063 594,82
Résultat Net	-2 987 159 711,62	48 694 704,82
Autres capitaux propres-report à nouveau	-2 092 312 082,35	-1 097 023 529,49
Intérêts minoritaires	818 357 587,56	837 395 665,76
TOTAL I	18 965 371 886,37	22 912 568 215,05
PASSIF NON COURANT		
Emprunts et dettes financières	14 259 371 288,67	13 825 430 092,80
Impôts (différés et provisionnés)	7 110 987,15	7 112 411,32
Autres dettes non courantes	316 872 000,00	322 740 000,00
Provisions et produits comptabilisés d'avance	1 028 540 134,63	1 021 362 673,15
TOTAL PASSIF NON COURANT II	15 611 894 410,45	15 176 645 177,27
PASSIF COURANT		
Fournisseurs et comptes rattachés	3 293 487 276,35	2 207 198 255,47
Impôts	125 547 764,68	121 945 175,14
Autres dettes	5 080 009 086,66	4 038 233 979,11
Trésorerie passif	1 804 489 875,23	354 894 830,63
TOTAL PASSIF COURANT III	10 303 534 002,92	6 722 272 240,35
TOTAL GENERAL PASSIF	44 880 800 299,74	44 811 485 632,67



GRUPE INDUSTRIEL SAIDAL SPA
 Direction des Finances et Comptabilité
 DATE DE CLOTURE : 31/12/2020

BILAN CONSOLIDÉ DES FILIALES DU GROUPE ET PARTICIPATIONS MINORITAIRES

ACTIF	31/12/2020			31/12/2019
	MONTANTS BRUTS	AMORTIS OU PROVISIONS	MONTANTS NETS	
ACTIFS NON COURANTS				
Écart d'acquisition (ou goodwill)	141 648 564,00	0,00	141 648 564,00	141 648 564,00
Immobilisations incorporelles	468 576 191,02	343 249 100,26	125 327 090,76	174 057 244,76
Immobilisations corporelles	0,00	0,00	0,00	0,00
Terrains	4 398 481 823,42	0,00	4 398 481 823,42	3 805 721 423,42
Bâtiments	13 261 407 322,31	5 844 143 212,84	7 417 264 109,47	7 492 164 949,94
Autres immobilisations corporelles	20 778 518 111,59	15 362 335 010,82	5 416 183 100,77	5 632 128 168,46
Immobilisations en concession	0,00	0,00	0,00	0,00
Immobilisations en cours	3 523 900 855,21	0,00	3 523 900 855,21	3 580 260 602,98
Immobilisations financières	0,00	0,00	0,00	0,00
Titres mis en équivalences - entreprises associées	2 134 015 175,22	0,00	2 134 015 175,22	2 980 993 718,84
Autres participations et créances rattachées	335 939 575,00	59 416 028,43	276 523 546,57	48 760 055,87
Autres titres immobilisés	2 002 300 000,00	0,00	2 002 300 000,00	2 500 000 000,00
Prêts et autres actifs financiers non courants	14 614 749,45	0,00	14 614 749,45	107 512 187,56
Impôts différés actif	352 717 927,73	0,00	352 717 927,73	329 980 563,53
TOTAL ACTIFS NON COURANTS	47 412 202 349,53	21 609 433 239,51	25 802 769 109,76	26 742 207 938,88
ACTIFS COURANTS				
Stocks et encours	0,00	0,00	0,00	0,00
Créances et emplois assimilés	7 191 892 769,17	641 538 237,02	6 550 354 532,15	6 887 530 821,19
Clients	0,00	0,00	0,00	0,00
Autres débiteurs	5 911 959 706,26	1 887 229 726,08	4 024 729 980,18	3 177 533 740,40
Autres débiteurs	1 316 384 098,39	7 500,00	1 316 376 598,39	1 436 859 091,79
Impôts	188 887 081,60	0,00	188 887 081,60	222 336 344,63
Autres actif courant	0,00	0,00	0,00	0,00
Disponibilités et assimilés	0,00	0,00	0,00	0,00
Placements et autres actifs financiers courants	18 559 989,19	0,00	18 559 989,19	18 559 989,19
Trésorerie	2 888 002 018,68	82 435 866,36	2 785 566 152,32	1 918 151 410,71
TOTAL ACTIFS COURANTS	17 450 565 563,23	731 212 729,46	16 719 343 684,64	16 501 970 97,19
TOTAL GÉNÉRAL ADP	64 862 767 912,76	22 340 645 968,97	42 522 112 794,40	43 244 178 936,07





GROUPE INDUSTRIEL SAIDAL SPA
 Direction des Finances et Comptabilité
 DATE DE CLOTURE : 31/12/2020

BILAN CONSOLIDE DES FILIALES DU GROUPE ET PARTICIPATIONS MINORITAIRES

PASSIF	31/12/2020	31/12/2019
CAPITAUX PROPRES		
Capital émis	2 500 000 000,00	2 500 000 000,00
Dotation de l'état	0,00	0,00
Autres fonds propres	411 677 000,00	411 677 000,00
Primes et réserves -(réserves consolidées)	14 634 151 624,90	14 047 153 641,65
Écarts de réévaluation	3 063 429 710,86	2 686 752 011,24
Écart d'équivalence	1 408 146 175,83	1 905 284 336,88
Résultat Net	189 938 341,33	793 514 004,08
Autres capitaux propres -report à nouveau	-797 268 702,03	-1 178 074 235,34
Intérêts minoritaires	824 482 635,96	609 971 657,90
TOTAL I	22 234 554 738,95	21 776 278 416,42
PASSIFS NON COURANTS	0,00	
Emprunts et dettes financières	10 404 842 508,14	10 403 266 287,81
Impôts (différés et provisionnés)	24 094 670,27	21 011 203,32
Autres dettes non courantes	0,00	593 645 268,24
Provisions et produits comptabilisés d'avance	1 626 040 712,04	1 446 788 017,73
TOTAL PASSIFS NON COURANTS II	12 054 977 890,45	12 464 710 757,10
PASSIFS COURANTS	0,00	
Fournisseurs et comptes rattachés	1 247 407 073,70	1 556 885 668,31
Impôts	175 915 917,23	116 625 268,50
Autres dettes	4 052 684 542,80	3 708 972 235,69
Trésorerie passif	922 010 265,30	810 706 531,25
TOTAL PASSIF COURANT II	6 398 017 799,03	6 093 189 703,75
TOTAL GENERAL PASSIF	40 687 550 476,43	40 434 178 877,27

Direction des Finances et Comptabilité
DATE DE CLOTURE : 31/12/2020

BILAN CONSOLIDE DES FILIALES DU GROUPE ET PARTICIPATIONS MINORITAIRES

TABLEAU DES COMPTES DE RESULTAT	31/12/2020	31/12/2019
Chiffre d'affaires	9 809 929 760,98	9 392 750 935,10
Variation stocks produits finis et en cours	264 531 468,40	1 085 935 007,08
Production immobilisée	0,00	0,00
Subvention d'exploitation	0,00	0,00
I. PRODUCTION DE L'EXERCICE	10 074 461 229,38	10 478 685 942,18
Achats consommés	-4 245 356 684,94	-4 577 729 592,68
Services extérieurs et autres consommations	-910 765 524,13	-1 113 922 480,89
II. CONSOMMATIONS DE L'EXERCICE	-5 156 122 209,07	-5 691 652 073,57
III. VALEUR AJOUTEE D'EXPLOITATION (I - II)	4 918 339 020,31	4 787 033 868,61
Charges de personnel	-3 609 396 024,60	-3 514 951 683,35
Impôts, taxes et versements assimilés	-201 768 850,04	-154 310 399,06
IV. EXCEDENT BRUT D'EXPLOITATION	1 107 174 145,67	1 117 771 786,20
Autres produits opérationnels	205 038 628,28	687 941 345,58
Autres charges opérationnelles	-109 057 603,07	-75 628 723,04
Dotations aux amortissements, provisions et pertes de valeur	-1 088 338 701,82	-1 399 508 839,03
Reprises sur pertes de valeurs et provisions	214 605 132,80	664 533 494,03
V. RESULTAT OPERATIONNEL	329 421 501,86	995 109 068,74
Produits financiers	129 016 705,12	152 968 301,58
Charges financières	-154 762 522,08	-343 123 098,91
VI. RESULTAT FINANCIER	25 745 816,96	190 154 797,33
VII. RESULTAT ORDINAIRE AVANT IMPOT (V + VI)	303 675 784,90	804 954 266,41
Impôts exigibles sur résultats ordinaires	-88 374 651,00	-77 823 533,00
Impôts différés (variation) sur résultat ordinaires	-19 069 142,98	5 579 922,73
TOTAL DES PRODUITS DES ACTIVITES ORDINAIRES	10 623 121 695,58	11 984 129 083,37
TOTAL DES CHARGES DES ACTIVITES ORDINAIRES	-10 388 751 418,70	-11 262 578 272,69
VIII. RESULTAT NET DES ACTIVITES ORDINAIRES	234 370 276,88	721 550 810,68
Eléments extraordinaires (produits) (à préciser)		
Eléments extraordinaires (charges) (à préciser)		
IX. RESULTAT EXTRAORDINAIRE	0,00	0,00
X. RESULTAT NET DE L'EXERCICE	234 370 276,88	721 550 810,68
Résultat minoritaires	-592 334,84	19 736 411,44
part dans le Résultat dans Stes mises en équivalence	-43 841 600,71	52 226 781,96
RESULTAT NET DE L'EXERCICE	189 936 341,33	793 514 004,08



6.2 SNVI Company

Répertoire des com. détaillé

<https://sijil.com.tn/dz/repertoire-des-commerçants-détaillé?n>



 (www.affaires-economiques.tn)
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Recherche Commerçant Détaillée

D'tail CS

N° Comptes	Désignation des Comptes	Exercice	Exercice - 1
70	Ventes et produits annexes (Chiffre d'affaires)	9 731 183 715,1	9 167 011 722,74
72	Productions stockées et cédées (Variation stocks produits finis et en cours)	-943 412 670,33	1 207 233 900,37
73	Production immobilisée	3 052 049,08	561 338,47
74	Subventions d'exploitation	6 764 000,13	14 777 570,31
I PRODUCTION DE L'EXERCICE		8 797 156 892,92	10 390 205 257,89
80	Achats consommés	4 006 653 729,20	3 013 992 893,47
81/82	Services extérieurs et autres consommations	1 416 720 320,13	1 041 999 397,76
II CONSOMMATION DE L'EXERCICE		5 423 374 049,33	4 055 992 291,23
III VALEUR AJOUTÉE D'EXPLOITATION (I-2)		3 273 782 843,59	3 334 212 966,66
83	Charges du personnel	1 309 722 781,49	6 846 471 531,5
64	Impôts, taxes versements assimilés	132 886 264,37	128 148 268,14
IV EXCÉDENT BRUT D'EXPLOITATION		-4 164 817 202,27	-2 440 399 309,98
75	Autres produits opérationnels	402 924 231,09	266 466 287,6
65	Autres charges opérationnelles	441 345 952,74	416 604 998,83
66	Dotations aux amortissements, dévaluations et pertes de valeur	5 157 221 100,49	6 347 663 675,96
76	Rapports sur pertes de valeur de produits	3 631 300 260,6	6 234 751 603,70
VALEUR BRUTE D'EXPLOITATION		-1 114 296 670,13	-2 796 444 411,18

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D'tail CS

N° Comptes	Désignation des Comptes	Exercice	Exercice - 1
70	Ventes et produit annexes (Chiffre d'affaires)	7 347 385 645,09	8 721 63 710,1
72	Productions stockées et distorsions (variation stocks produits finis et en cours)	227 097 922,37	-843 412 570,09
73	Production immobilisée	4 682 062,84	3 632 048,08
74	Subventions d'exploitation	4 610 207,2	5 734 333,13
I- PRODUCTION DE L'EXERCICE		7 503 600 638,2	8 797 153 992,92
60	Achats consommés	4 237 104 589,57	4 063 533 720,28
61/62	Services extérieurs et autres consommations	1 335 275 268,28	1 416 729 320,13
II- CONSOMMATION DE L'EXERCICE		5 572 383 854,65	5 509 263 040,41
III- VALEUR AJOUTÉE D'EXPLOITATION (1-2)		1 931 216 783,55	3 287 890 952,51
83	Charges du personnel	6 967 250 360,2	7 309 722 701,46
64	Impôts, taxes versements assimilés	1 88 582 782,6	132 988 284,87
IV- EXCÉDENT BRUT D'EXPLOITATION		4 904 114 879,75	-4 154 817 022,66
75	Autres produits opérationnels	181 610 265,94	400 001 331,09
65	Autres charges opérationnelles	724 710 630,09	441 045 532,74
66	Dotations aux amortissements, provisions et pertes de valeur	1 384 756 175,71	5 167 201 196,43
79	Reprises sur pertes de valeur de provisions	453 836 676,04	3 331 000 220,8
V- PROFIT (A) OPÉRATIONNEL		-3 964 967 020,77	-5 710 044 630,19

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