

The Impact of Strategic Options in Promoting Companies International Growth: the case of exporting companies in Algeria

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Abstract:

The present study aimed at identifying the main strategic options available for Algerian economic companies and the impact on their global growth. The focus was on the most important exporting companies that were found in the following states: Annaba, Souk Ahras, Tebessa, Guelma, and Constantine. The results showed that the majority of these companies rely on export activities to enter international markets. We also found that the bodies charged with the exports' promotion should constantly communicate with the owners and marchers of the companies, as well as, introduce them; in order to move from the export option to other alternatives, thus, promote their global economy growth.

Keywords: International growth, strategic options, export.

Jel Classification Codes : F2.M16

1. INTRODUCTION

Given the economic openness and liberalization of international markets and the increasing intensity of competition, the international economic environment has imposed a high level of productive efficiency and competitiveness on the economic companies to meet various challenges on the one hand and seize their opportunities on the other. These companies have had to keep up with these developments and move from a profit-only goal to their international growth goal, which is no longer only a secondary activity that receives attention only in the event of saturation or intense competition in the domestic market, but is now imperative to ensure its survival and continuity experience.

Access to international markets, has become inevitable in the current economic context. But it is not an easy task for any company that wishes to do so. It is a serious decision because of its many consequences, particularly with the choice of the appropriate income strategy; as it has many strategic options associated with the circumstances of international, political and economic variables, each of which has the existing need. They have to decide what alternative is best suited to this experience to reach their goal.

In light of the above, the research question of this study will be as follows:

To what extent can the strategic options of the Algerian economical commercial export companies affect the international growth?

1.1 The study hypotheses:

✓ **Hypothesis 1:** Algerian trading economic exporting companies, adopt an international strategy, according to specific qualities and methods.

✓ **Hypothesis 2:** Algerian trading economic exporting companies choose the appropriate international strategy in accordance with the deliberate international strategic option.

✓ **Hypothesis 3:** Algerian trading economic exporting companies choose the right strategic choice based on their resources and available capabilities.

✓ **Hypothesis 4:** Algerian trading economic exporting companies, contractual companies' agreements are adopted as an option for international growth.

✓ **Hypothesis 5:** Joint projects are the best option and alternative to growth for Algerian internationally exported businesses.

1.2 Study objectives:

The objectives that can be reached through this study can be summarized as follows:

- Introduce the basic concepts of both enterprise international growth strategies and strategic options for demystifying both.

- Highlight the parameters and criteria for selecting the optimal strategic alternative to the success of the international strategy.

1.3 Methodology:

The population consists of the managers and sample frames of Algerian trading economic exporting companies, located in the following markets in: Constantine, Annaba, Tebessa, Guelma, Souk-Ahras, with a number of 85 active exporters. According to the method of sample intent, managers were chosen as the decision makers in deciding the alternative and the right choice to grow internationally, in addition to informing them and their knowledge of all large and small related to this process.

For this purpose, 85 questionnaires were distributed to the members of the sample researched, using possible means by personal contact, e-mail, 50 of which were valid for analysis.

2. Strategic options for international company growth:

The strategic option is the best alternative available to the Organization, where it is consistent with its mission and strategic objectives. It satisfies all associated parties, including its resources and available capacities, as the end result of a sequential and coherent process of steps, where it moves the economic company to a better position, and enables it to achieve its goals. The strategic options for international growth are the range of alternatives that facilitate the enterprise's access to the markets of a range of countries:

2.1 First Option: Export

Export opens up wide horizons and opportunities for most companies in various industries and services, to achieve huge returns and profits. The global market is of course larger than the national domestic market of any company. Hence, exporting becomes means of increasing revenues and profits for any organization, and through the expansion of the market; the company can reap the savings of economies of large size, thereby reducing

the cost of the product, and companies that do not often export lose a great opportunity to expand and reduce costs. (Harem, 2015, p. 225)

It is the easiest way for companies to break into foreign markets, and we find that most of them begin their expansion towards the global markets by acting as a source. Then, switch to one of the other forms to serve the foreign market; it is the first stage of the company's transformation towards the world. It should be noted that there is a quality of exporters depending on the company's level of activity.

Enterprises usually export in one of two ways:

2.1.1 Direct export: (Ghaleb Yassin, 2007, p. 38)

This type of export requires a link between the producing and exporting enterprise at the same time (seller) and the beneficiary enterprise (buyer) outside the country of origin.

2.1.2 Indirect export:

Brokers or companies specialized in import and export are used, which are often characterized by the lowest investment, and reduce the risk due to the contribution of broker knowledge and services that allow for avoiding certain errors, but in return they are less profitable than the direct method. (Gul, 2008, p. 190)

2.2 Second Option: Contractual Agreements :(Indirect Investment)

Contractual agreements are a long-term association between an international company and another in a different country, whereby technology, the right to know or the trade name are transferred from the first party to the second party without investments in material assets by the international company (Al Damour, 2004, p. 20) and the most important contractual agreements recognized are:

2.2.1 Licensing contracts:

This activity is carried out through a licensing agreement in which the company with a (donor) licenses the right to own unforeseen assets to another company under which it is granted the right to use technology, patent, trademark, design processes, copyrights and the like for a specified period for a certain amount of money. The licensed company finances the investments required to carry out the work, and assumes the associated risks. (Harem, 2015, p. 228)

2.2.2 Contracts: Franchising

The franchise is similar to licensing in many aspects and License is usually basically adopted by industrial companies. However, the concession is used as a strategy by service companies; it is a form of licensing contracts, like the most prominent international companies that operate their international operations through the franchise such as: Mc DONALDS restaurants and HILTON hotels. Franchise contracts are when the mother company (the franchisor) sells limited rights to use its trademarks by the (franchisee) in return for a sum of money and the franchisor's share.

2.2.3 Manufacturing and management contracts: (AbdulMutallab Amer, 2010, p. 211)

Manufacturing contracts:

These are agreements between the multinational company and one of the national public or private companies of the host country. Whereby, the second party on behalf of the first party manufactures and produces a particular commodity, i.e., it is proxy production agreements.

✓ **Management Contracts:** Are agreements or a set of legal arrangements or procedures under which the multinational company manages all or part or the functional processes and activities of a particular investment project in host counties, for a certain material return- in the form of fees –or in exchange for participation in profiles and the most prominent example of this type of project; Hilton Hotel Chain worldwide.

✓ **Turnkey contracts:** Under a contract or agreement between the foreign party and the national party; the first will establish and supervise the investment project from the beginning of operation, until the project reaches the operational stage, to be delivered to the second party.

2.3 Third Option: Foreign Investment

Foreign Investment means all projects created by foreign investors, owned, shared by the national investor, or controlled by the administration, where foreign direct investments, which are long-term investments, are highly stable and are often carried out through international companies, contributing to the transfer of modern technology, expertise and management development.

Foreign Investment involves partial or absolute ownership of (AbdulMutallab Amer, 2010, p. 198) the foreign party's investment project,

whether it is a marketing, sales, manufacturing and production project, or any other type of productive or service activity, which means that foreign Investment can be divided into two main types:

2.3.1 Joint investment:

Kolde believes that joint investment is a business owned or shared by two parties, two moral figures, or more than two permanently different countries. The participation is not limited to equity but also to management, expertise, patents, or brands.

It was also defined as: a co-ownership between an international company and a local institution in a target market, with the aim of making gains. **Terpstra** believes that joint investment involves productive or marketing processes in a foreign country, in which one of the parties invests is an international institution that exercises an adequate right to manage the project or production process without full control of it. (Gul, 2008, p. 198) The ownership rate of the international company ranges from (10.90%), but is usually between 25-75%.

2.3.2 Projects wholly owned by foreign investors:

This alternative includes the company of an independent subsidiary wholly owned by the mother company in a foreign country. This can be achieved by establishing new operations/activities or a new project from scratch in the foreign country, or owning/purchasing an existing enterprise operating in the host country. These investments consist of multinational companies (Gul, 2008, p. 205) establishing production, marketing or other type of productive or service activity in the host country to which they are wholly owned.

2.3.4 Investment in free zones:

Foreign investment here is far from undergoing with the host country's laws, it operates through special laws organized to regulate the establishment of investment projects in free zones, and enjoys a complete taxation of fees and taxes imposed on investment projects within the host country (AbdulMutallab, 2006, p. 185)

2.4 Fourth Option: Global Strategic Alliances

Identify them as cooperative agreements between competing and non-competing companies, and make strategic alliances between two or more companies to enter into the ownership of a project or just a short-term agreement limited to solve a problem where they are signed between the two companies to cooperate that might be an example in the development of a new product..... etc. (Abbas, 2009, p. 178)

Therefore, it brings together many independent companies with the aim of establishing their own projects and activities. Also, coordinating their expertise, efficiency, means and necessary sources instead of carrying out these projects by their own and facing competition and taking losses and risks individually. (Mutlak Al-Dour & Ali Saleh, 2009, p. 95)

The economic companies seek to enter international markets, as dictated by the characteristics of these markets and their time-related entry decisions, control and risk... in order to formulate the appropriate international strategy for its international growth.

3. International Growth of Economic Companies

The business environment is known for radical changes and developments that have resulted in instability, making the company operate in a threatening environment. In order to achieve this, it must adopt an appropriate international strategy based on strategic options and alternatives that will allow it to enter these markets, in line with its capabilities and available possibilities.

3.1 The concept of international strategy:

The international strategy is defined as a long-term plan that reflects the company's vision of what it should be in the future in relation to the international market, its environment, and its different variables on the one hand and its different resources on the other. (Abu Qahf, 2002, p. 144)

It is also defined as: that policy-derived approach of the organization, which directs its geographical options and the international strategy, specializes in a range of available options: (Berho, 2002, p. 24)

- ✓ Market selection and enterprise activity field.
- ✓ Choose strategic alternatives suitable for their activity.
- ✓ Allocate the resources of the enterprise.

These options are the result of the analysis phase, which is essential to strategic thinking (strategic diagnosis phase), through which elements of the internal and external environment of the enterprise are analyzed.

✓ Analyze of the external environment of the enterprise, which would allow the discovery of opportunities and threats at the international level; taking into account environmental differences between states.

✓ Analyze the internal environment of the enterprise, in order to highlight the strengths and weaknesses of the enterprise and its competitiveness, and to discover its distinctive capacities.

✓ Companies adopt this analysis in order to formulate and select appropriate strategic alternatives according to the enterprise's capacities and environmental conditions.

✓ After selecting and choosing strategic alternatives, the numbering phase comes in the form of audited and detailed practical plans and tactics for each of the enterprise's functions.

✓ At the end comes the stage of censorship and measuring deviation from what is planned.

4. RESULTS AND DISCUSSION

4.1 Field side of the study:

4.1.1 Community and study tool:

The study community consists of themarchers and sample frames of Algerian commercial economic exporting companies, located in the following states: Constantine, Annaba, Tebessa, Guelma,souk Ahras market, which number about 85 active exporters, and according to the method of sample intent, managers and marchers were chosen as the decision makers in choosing the alternative and the right choice to the international growth, in addition to their informing and their knowledge of every big and small related to this process.

The design of the questionnaire included paragraphs reflecting the dimensions of the independent variable of international growth (international strategy) and the variable of strategic options: export, contractual agreements, fully owned joint and foreign direct investment, and strategic alliances, and for this purpose 85 questionnaires were distributed to the members of the sample researched, 50 of which were valid for analysis.

Table1. The Name of companies

N °	Exporting company's name	Activity	Exported substance	Internationally growth option
Annaba				
01	SomiphosSpa	Industrial	Phosphate	The joint project / Indian
02	SiderElHadjar	Industrial	Iron and steel	Exportation
03	Fertial	Industrial	Phosphate and nitrogen fertilizers/ ammonia substance	The joint project/ Spanish
04	LLCBorhane Export	Industrial	All kinds of marble	Exportation
05	SMLLCAdra Export	Commercial	Agricultural products	Exportation
06	LLC Finta Peche	Commercial	Marine products	Exportation
07	International Drinks Company	Industrial	Soft gazous drinks	Contractual Agreements
08	Enof	Commercial	Building supplies	Exportation
09	LLCNadaf	Industrial	Hygiene supplies	Exportation
10	LLC Map	Industrial	Fats and their derivatives	The joint project/ Tunisian
11	S.A.H AlgerieSpa Lilas	Industrial	Diapers and tissues paper	Contractual agreements
12	LLC B.M. A	Industrial	All kinds of cement/ marble	Exportation
13	LLC E.A.P. I	Industrial	School supplies	Exportation
14	Saidal company*Annaba*	Industrial	Pharmaceutical materials	The joint project and the strategic alliances
15	LLC General commerce international company	Industrial	Vegetable oils	Export
Souk Ahras				
16	LLCGlofor-Trade	Industrial	Cartoon cups, eggs cartoon container	Export
17	Yahiya's commercial company	Commercial	Potato, Rami juice, Danonne juice	Export
18	Orient Glass Company	Industrial	Tea cups, coffee cups	Export
19	Balghith Grand Mills	Industrial	Flour and pasta	Export

The Impact of Strategic Options in Promoting Companies International Growth: the case of exporting companies in Algeria Boughalem Zineb /Mecheri Mohamed Nacer

20	Natourama Algeria	Industrial	Unrefined vegetable oil	Export
21	Magri Foundation	Industrial	Plastic bags	Export
Guelma				
22	SMLLC Soultani Mouhamed Fawzi for import and export	Commercial	Dates, food products	Export
23	Nifid Stsit	Industrial	Fats and their derivatives	Export
24	Mawna's Company	Industrial	Marble and their derivatives, tiles	Export
25	Omor Ben Omor's mills	Industrial	Flour and pasta canning food, coffee	Export, the joint project/ Emirates
Constantine				
26	LLC Natura Pro	Industrial	Cosmetics	Export
27	LLC AAHP	Industrial	Veterinary medicines	Export
28	LLC Mexicali	Industrial	Flour and pasta	Export
29	LLC Oleasens	Industrial	Cosmetics and essential oils	Export
30	LLC Vetopharm Pro	Industrial	Veterinary medicines	Export
31	LLC So. Al. Tu. Bi	Industrial	Food industries tobacco, juices	The joint project/ Turkish
32	SMLLC Wisso Algerie	Industrial	Wet paper towels	Export
33	LLC Gvs « Grande Vinaigrerie Constantinoise	Industrial	Vinegar	Export
34	HUPP pharma	Industrial	Pharmaceutical materials	Export
35	SMLLC AROMEST	Industrial	Essential and vegetable oils	Export
36	SMLLC BIO collecte	Industrial	Collection of used edible oils	Export
37	Trust Company	Industrial	Food products	Export
38	National salts corporation	Industrial	Nutritional salts	Export
39	SMLLC Narma World	Commercial	Pharmaceutical materials	Export
40	LLC KENZA	Industrial	Flour and couscous	Export
Tebessa				
41	SMLLC OZJANE EXPORT	Commercial	Dates, hygiene products	Export
42	SMLLC SIDI MED CHERIF	Commercial	Agricultural products	Export
43	LLC AHRAR SERVICES	Commercial	Building supplies	Export
44	LLC Zwina Import/Export	Commercial	Fresh potato	Export

The Impact of Strategic Options in Promoting Companies International Growth: the case of exporting companies in Algeria Boughalem Zineb /Mecheri Mohamed Nacer

45	LLC Belkis et Safia	Commercial	Agricultural products	Export
46	LLC Bio Sol Import/Export	Commercial	Agricultural products	Export
47	SMLLC Wisteria	Commercial	Food products	Export
48	LLC ART Stone Groupe	Industrial	Decoration materials	Export
49	SMLLC Soufi Commerce	Commercial	Building supplies	Export
50	Desert's Gate company of export and import	Commercial	Food products	Export

✓ LLC (limited liability Company) Sarl.

✓ SMLLC (single member limited liability Company) Eurl.

Source: Prepared by the researcher.

4.1.2 Statistical methods of data analysis:

After uploading data, descriptive methods were used; where averages and standard deviations were calculated, relying on the stability test. This latter, according to ‘Cronbach’s Alpha’ internal consistency test, ‘Pearson’s correlation coefficient’, to find out the relationship between the strategic options available to adopt the appropriate international strategy.

✓ **The validity and reliability arithmetic average:**

The questionnaire was presented to some experts and their opinions were taken into account in developing it to its final form. The stability factor was extracted, according to Cronbach’s Alpha, for internal consistency as the total final form, where it amounted to 0.87, which is a high and acceptable stability rate for the purposes of conducting the study, compared to the acceptable minimum of 79 so that the tool is acceptable and able to monitor variables. (Mohammed Sobhi & Adnan Mohammed, 2007, p. 63)

The following table shows this:

Table 2. Cronbach’s Alpha Value Calculation

Reliability Statistics	
Cronbach’s Alpha	Number of elements
0,772	50

$$0.87 = \sqrt{0.772}$$

Source: adopted from SPSS outputs.

Through the table, Cronbach's alpha was found to be equal to the value (0,772), greater than 0.6% and therefore it can be said that if the same forms are redistributed to the same sample or a similar sample of society, the match rate in the answers is greater than 60%, i.e., the form is stable.

4.1.3 Analysis and discussion of results:

✓ **Descriptive analysis of the respondents' answers to the study questions:**

Calculation averages and standard deviations were calculated as the analysis scale standard was based as follows: if the average value of parts is greater or equal to 3.5, the level of perceptions is high. Which means that the sample researched agrees to the part. But, if the average value of the calculation Limited between 2.5 and 3.49, the level of perceptions is considered average, and if the arithmetic average is less than or equal to 2.49, the level of perceptions is low, and the calculation average categories have been divided based on the five-year Likert scale.

Presentation and analysis of the international growth hub of business economic companies (international strategy):

✓ **First Dimension:** This dimension looks at the reasons for the foundation's desire to grow internationally, and the foundation's adoption of the international strategy (international business requirements).

Table 3. International Growth of Economic Companies.

Figure	Content of the part	Arithmetic average	Standard deviation	Order	Grade
01	The transition to international strategy is one of the directions of senior management (desire).	1.46	0.52	17	Low
02	Your company has outstanding production/marketing capabilities and products that qualify it to operate in international markets.	1.76	0.74	14	Low

The Impact of Strategic Options in Promoting Companies International Growth: the case of exporting companies in Algeria Boughalem Zineb /Mecheri Mohamed Nacer

03	Capture opportunities (available) in international markets. To make bigger profits.	1.66	0.68	16	Low
04	Algeria's domestic market is saturated and unable to absorb the company's products as a result of increased production, as the international market is considered an outlet for sale after the end of the season.	2.88	1.20	04	Medium
05	The lack of competition in the international markets for our products is forcing us to invade international markets.	3.12	1.06	03	Medium
06	The growing foreign demand for the enterprise's products is the main reason for thinking about moving to international action.	1.94	0.93	13	Low
07	The nature and quality of your products have made you commit to a specific strategic choice for international growth.	2.22	0.78	11	Low
08	Your desire to grow internationally comes from your network of relationships abroad.	3.70	1.11	02	High
09	Your company selects international markets based on their geographical proximity to reduce costs	2.40	1.17	08	Low
10	Easy legislation, laws and international conventions are the subject of attracting your enterprise to international markets	2.66	1.00	05	medium
11	Your company conducts continuous and periodic market research until you make the decision to enter the international market.	2.44	1.38	06	Low

The Impact of Strategic Options in Promoting Companies International Growth: the case of exporting companies in Algeria Boughalem Zineb /Mecheri Mohamed Nacer

12	To go to the international market, your company analyzes and studies its strengths and weaknesses in order to determine its strategic direction.	2.24	1.17	10	Low
13	It analyzes its outer perimeter (opportunities, threats) in order to formulate its international growth strategy.	2.40	1.24	07	Low
14	Your company has merged with an international company to create new international companies.	2.26	1.15	09	Low
15	Our company has cooperated with international competing companies, to creat joint project to reduce the competition intensity, and to creat ports to the international distribution.	1.94	0.93	12	Low
16	Your company has collaborated with international companies to set up joint ventures to create outlets for international distribution.	1.66	1.04	15	Low
17	Your company seeks to produce products with international specifications, relying on its resources and capabilities without resorting to other sources.	3.76	0.87	01	High
Overall average		2.63	0.99		Low

Source: adopted from SPSS outputs.

The table shows that the overall average of the paragraphs of the axis of the international strategy, which included the reasons for the company's desire to grow internationally, the reasons for its adoption of the international strategy (requirements for international action). Your company seeks to produce products with international specifications, relying on its resources and capabilities without resorting to other sources "with an average account of 3.76, which is higher than the total calculation average of 2.66, and with a standard deviation of 0.87 The arrangement of the company's ability to

The Impact of Strategic Options in Promoting Companies International Growth: the case of exporting companies in Algeria Boughalem Zineb /Mecheri Mohamed Nacer

produce its own products and with international quality, we are curious to know the nature of these products that they were able to internationalize without the need for external supplies, the amount of resources and capabilities available to them, in other words these companies relied on the strategy of integrative growth for their growth. Internationally, we find that these products are half-made food products from: pastries, estuaries, juices, dates, salt.

The lowest average was observed in the paragraph "transition to international strategy is one of the directions of senior management (desire), since the beginning of our " which is low by the measure of analysis, with an average calculation of 1.46 and a standard deviation estimated at 0.52, which shows that the adoption of international strategy by the companies in question was not a major trend by senior management from the beginning of its activity, but rather a surplus in production is the necessity.

✓ **Presentation and analysis of the focus of strategic options for international growth:**

Table 3. The strategic options for international growth for Algerian economic Companies

	Fréquence	Pourcentage	Pourcentage cumulé
Export	42	84.0	84.0
Contractual Agreements	02	04	88.0
Joint investment	06	12	100.0
Total	50	100.0	

Source: adopted from SPSS outputs.

It is clear that 84% represents the direct export option, followed by 12% the joint investment option and the remaining one as the option of contractual agreements.

Table 4. If your choice is to export

Figure	Content of the paragraph	Arithmetic average	Standard deviation	Order	Grade
01	Our choice of export option to produce our goods in Algeria at the lowest cost	1.96	0.90	08	Low
02	Prices of raw materials in Algeria Low helps reduce the costs of exported goods.	2.66	1.13	04	Medium
03	Low labour price in Algeria	2.04	0.85	06	Low
04	Lack of experience in international work makes export the best alternative in this case and with the least risk	2.08	1.06	05	Low
05	Our commodity is raw materials produced only in Algeria.	3.04	1.02	01	Medium
06	We specialize in exporting certain goods with long experience in their production and export globally.	2.24	1.15	07	Low
07	You want to be satisfied with the export option (direct, indirect) without moving to other options for international growth and expansion	2.82	1.18	02	Medium
08	You are interested in partnering or partnering with the companies of the countries to which you export your products.	2.60	0.94	03	Medium
Overall average		2.43	1.02		Low

Source: adopted from SPSSoutputs.

The table shows that the overall average of the axis parts of strategic options, the export option, was 2.43. With a standard deviation estimated at 1.02 and is low considering the criterion of the analysis scale. Noting that the parts came between medium and low degrees, where the fifth part achieved the highest average indicating our commodity is raw materials produced only in Algeria. Then comes the second paragraph with an average calculation of

2.82 and a standard deviation of 1.18 confirms the desire of the majority of the sample study on the option of export without moving to other options for growth internationally, due to the weakness of their financial and financing resources needed to achieve this, but the lowest average was noted in the sixth paragraph we specialize in the export of certain goods we have long experience in the field of production and export globally, and this indicates that the companies in question are not interested in developing and changing their products and It is merely in its old direction to benefit from the economics of size.

Table 5. If your choice is **Contractual Agreements**

Figure	Content of the paragraph	Arithmetic average	Standard deviation	Order	Grade
01	The small size of the enterprise has resulted in the need to seek contracts for a contractual agreement (licenses, concessions) for international growth.	3.04	0.34	01	Medium
02	To gain experience in international manufacturing at the lowest cost and at the lowest risk.	2.92	0.34	06	Medium
03	Agreement contracts are a means of reducing the risk of entering the international market (entry barriers).	2.98	0.14	02	Medium
04	Acquire new technological knowledge without incurring research and development costs.	2.94	0.31	05	Medium
05	Get training opportunities abroad.	2.98	0.14	03	Medium
06	Paves the way for the transition to joint or wholly owned investment projects, alliances.	2.98	0.14	04	Medium
Overall average		2.97	0.23		Medium

Source: adopted from SPSSoutputs.

The table shows that the overall average of the paragraphs of the axis of strategic options, the option of contractual agreements, was 2.97 by a standard deviation estimated at 0.23, which is an average score considering the criterion of the analysis scale, noting that all paragraphs came at an average level, where paragraph 01 achieved the highest average, indicating that companies of small size and limited potential are the ones that resort to this type of contract (licenses, privileges,...) for international growth, while the lowest average was observed in paragraph 02, which shows that the companies in question adopt internationally. But this does not mean that in some cases risk-taking is necessary.

Table 6. If your choice is **direct investment**

Figure	Content of the paragraph	Arithmetic average	Standard deviation	Order	Grade
01	Our company does not have much potential to invest directly.	3.00	0.00	01	Medium
02	A means of entering the international market directly (entry barriers, costs, transportation....).	3.00	0.00	03	Medium
03	You produce your goods in other countries because of their low costs, and then market them.	2.98	0.14	04	Medium
04	Investment legislation and laws in host countries are the best in Algeria.	3.00	0.00	02	Medium
Overall average		2.99	0.02		Medium

Source: adopted from SPSSoutputs.

The table shows that the overall average of the strategic options hub paragraphs, the fully owned direct investment option, was 2.99 standard deviations estimated at 0.02, which is an average score considering the criterion of the analysis scale, noting that all paragraphs came in at an average degree, where paragraph 01 achieve company does not have much potential to invest directly " the highest average calculation3.00, this means the

The Impact of Strategic Options in Promoting Companies International Growth: the case of exporting companies in Algeria Boughalem Zineb /Mecheri Mohamed Nacer

problem of My key to Algerian in companies their inability to go to the investment option represents the few qualifications and possibilities that do not qualify them, and the following paragraph "means of entering the international market directly (entry barriers, costs, transportation....) "sure, that the owners and managers of the companies consider it the best and easiest option to reach the international market without any barriers or barriers. "

Table 7. If your choice is **joint ventures**

Figure	Content of the paragraph	Arithmetic average	Standard deviation	Order	Grade
01	This alternative allows for the protection of raw and raw material sources for the mother company.	2.82	0.52	03	Medium
02	This option allows for the increase in the management, productivity and organizational skills of the company.	2.84	0.46	02	Medium
03	Increase the quality of the company's products.	2.86	0.49	01	Medium
04	Creates organizational cultures as a result of friction between local/foreign enterprise workers	2.82	0.48	04	Medium
05	This option allows the mother company to share profits as well as risks with the foreign partner.	2.78	0.58	06	Medium
06	The right partner must be chosen because in the event of failure, the company has serious problems and losses.	2.82	0.48	05	Medium
Overall average		2.82	0.50		Medium

Source: adopted from SPSSoutputs.

The table shows that the overall average of the strategic options axis paragraphs, the joint venture option, was 2.82 standard deviations estimated at 0.50, which is an average score considering the criterion of the analysis scale, noting that all paragraphs came at an average score, where the paragraph achieved 03 The highest average this indicates that the goal of this partnership is to increase the quality of its products, and comes the 02 second paragraph, which achieved a mathematical average of 2.84 and a standard

The Impact of Strategic Options in Promoting Companies International Growth: the case of exporting companies in Algeria **Boughalem Zineb /Mecheri Mohamed Nacer**

deviation estimated at 0.46 to confirm what the previous paragraph said, The management, productivity and organizational skills of the company will necessarily result in the quality of the products. The lowest average was observed in paragraph 03, as the companies in question consider that this type of option creates new organizational cultures, provided they are on the positive side in order to increase the productivity and productivity of workers.

Table 8. If your choice is **strategic alliances**

Figure	Content of the paragraph	Arithmetic average	Standard deviation	Order	Grade
01	Your company has chosen an ally with unique abilities.	2.98	0.14	02	Medium
02	There is compatibility in the culture of your company with that of an ally.	2.96	0.19	04	Medium
03	Reduce competition in the target international market because the ally is our competitor abroad.	3.06	0.31	01	Medium
04	Participating in research and development projects with the allied partner.	2.94	0.31	05	Medium
05	Reducing industrial costs and technological exchange.	2.94	0.31	06	Medium
06	Your company sets appropriate criteria for selecting the right ally.	2.96	0.31	03	Medium
07	The results of strategic alliances are consistent with the efforts of your company and ally.	2.94	0.19	07	Medium
Overall average		2.96	0.25		Medium

Source: adopted from SPSSoutputs.

The table shows that the overall average of the strategic options axis paragraphs, the strategic alliance option, was 2.96 with a standard deviation estimated at 0.25, which is an average score considering the criterion of the analysis scale, noting that all paragraphs came in an average score, with paragraph 03 achieving a mathematical average of 3.06 and a standard deviation of 0.31, as it appears that the companies that chose this option.

In order to reduce competition in the target international market because the ally is a competitor. The lowest average was observed in the 07 paragraph with an average calculation of 2.94 and a standard deviation estimated at 0.19, which confirms that the results of strategic alliances are not in line with the efforts made by the companies in question and the ally.

4.1.4 Pearson’s Coefficient:

Through the table we note that the Pearson’s coefficient between the two axes of the study(S1) and (S2) equal to the value 0.373 at a moral level greater than 0.05, and going back to the previous peace we note that the value falls in the field less than 0.5 positively, and therefore it can be said that the relationship between the two variables of the study (S1) and (S2)a rather weak ejection relationship, so it can be said that there is a weak soft relationship between the independent and dependent variables.

Table 9. Pearson’s coefficient between S1 and S2 study variables.

		Correlations	
		S1	S2
S1	Pearson’s correlation	1	,373**
	Sig. (Bilaterale)		,008
	N	50	50
S2	Pearson’s correlation	,373**	1
	Sig. (Bilaterale)	,008	

Source: adopted from SPSS outputs.

4.2. Results and recommendations:

4.2.1 Results:

Our applied study has reached many of the results and proposals that we will outline below:

Answer to hypotheses:

We presented a set of hypotheses for this study and through our answers we found the following:

✓ **Hypothesis 1:** Algerian trade exporting economic companies adopts an international strategy, according to specific methods and methods.

The hypothesis is not supported, as we found that Algerian companies do not have in their entirety, especially the sample in question, a basically systematic strategy and economic scientific methods for international growth. Most of them do not even have an interest dedicated to international activity.

✓ **Hypothesis 2:** Algerian trade exporting economic companies choose the appropriate international strategy in accordance with the deliberate international strategic option.

The hypothesis is supported because Algerian enterprises in most of them and the sample of the study in particular adopt the option of export and based on this option, they adopt the strategy of integrative growth, ensuring all the supplies of the production process without any outside interference.

✓ **Hypothesis 3:** Algerian trade exporting economic companies choose the right strategic choice based on their resources and available capabilities.

The hypothesis is supported, we found that most of the study sample chose the companies option of export because their capabilities and capabilities are not enough to go for another option, but it is the only way to drain their production surpluses.

✓ **Hypothesis 4:** Algerian exporting commercial economic companies, contractual agreements adopts an option for international growth.

The hypothesis is not supported because we have found most of the study sample companies adopt the option of direct, indirect export for growth internationally, because they do not have enough experience to work at the international level, as well as the weakness of their financial and financing materials necessary.

✓ **Hypothesis 5:** Joint ventures are the best option and alternative to growth for Algeria's internationally exported businesses.

A valid hypothesis and this are for the impressive results achieved by the companies that adopted this option instead of the export alternative, which is no longer feasible, as the option allowed them to increase their management, productivity, organizational skills and quality in their products....

5. CONCLUSION

In view of the findings of this research, I would like to make a number of recommendations and suggestions:

✓ Provide all appropriate facilities for companies, especially industrial ones, in order to accelerate their growth and increase their productive efficiency.

✓ Bodies charged with promoting exports and supporting foreign trade must support and accompany Algerian exporting companies, since they are mostly newly established. This would enable them to move beyond the stage of direct and indirect exports.

✓ Activate the public-private sector's partnership to increase these companies' resources and possibilities, therefore, build new economic entities that are strongly competitive at the international level.

The bodies charged with the follow-up on exporting companies should constantly communicate with the owners and managers, in addition, build a developed and challenging database to keep them updated on the latest market and international developments.

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