

Does practicing marketing in Algeria allow integration into the knowledge-based economy?

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Abstract: *In the essential criteria of economic dynamism, immaterial capital, or capital knowledge, has become the true wealth of a country. known as the knowledge economy, it attempts to overcome the major concern of economists for material goods and to focus on intangible elements that have to do with the production of knowledge, science, technical skills, and also "human capital". These various elements are distinguished by many aspects of traditional "material" economic goods in terms of appropriation and rivalry in their use and transmission. While material goods are generally characterized by "rivalry", in the sense that the use of a good by an agent prevents another agent from using the same good, knowledge has a nature of good. The objective of this article is to shed light on the concepts of the knowledge-based economy and marketing to better understand how marketing can integrate the enterprise in the knowledge-based economy!*

Keywords : *Knowledge Based Economy, Intangibles, Marketing, Marketing in Algeria, innovation.*

I. Introduction

In just a few years, a new component has emerged as a determining engine of economic growth: "The immaterial." As the economy has changed. Today, real wealth is not concrete, it is abstract, it is not material, it is immaterial, known as the knowledge economy tries to overcome the major concern of economists in regard to material goods and to bring attention to intangible elements that have to do with the production of knowledge, science, technical skills, and also the "human capital".

This knowledge economy offers a form of transversal coordination between market and enterprise and leads to the nesting of the economy and society. This broadcast can be done through marketing that creates a link between the enterprise and its environment which allows it to adapt to its environment by studying the needs of consumers. The benchmarking which can create a competitive also creates and added value to the company. The consumer can play a decisive role that can be integrated in the enterprise physically or virtually via the web creating knowledge through actions of co-conception and co-production, making him a consum-actor. A declination of knowledge management applied to marketing gives birth to knowledge marketing (notion that is still new in marketing literature).The knowledge is present in different areas economic activities : production, technology, organization and management, marketing, and finance etc.

At the level of marketing practices of Algerian enterprises, profound transformations are noticeable concerning the implementation of many forms of partnership in various sectors between on the one hand, Algerian private enterprises and foreign private enterprises, such is the case as in, (as in the steel industry, the consumer electronics, household products, the food industry,...) on the other hand, public enterprises and Algerian private and foreign public enterprises especially in the hydrocarbon sector.

The objective of this article is to help articulate the concepts of the knowledge-based economy and the marketing for clarification and better apprehension on how marketing can integrate an enterprise into the knowledge-based economy?

I. knowledge-based economy

Knowledge Economy, Knowledge Management, Know Society, Knowledge Society, New Economy. All these terms resend today at : the economy based on knowledge. (our veille focuses on the knowledge-based

economy). Before starting the *veille*, we will define each of the terms reference returned in the concept of "knowledge based economy". At the base of the knowledge-based economy is Knowledge Management. The latter brings together all the techniques used to identify, to organize, to store and provide internal and external knowledge (Economic intelligence) to members of organizations. It's not just about acquiring information but indeed an exchange allowing the capitalization of knowledge within the organization. The Knowledge Management is an expression which stems from the knowledge economy, it is above all a term that applies to all organizations.

The knowledge economy, marks a new phase in the history of the economy. According to some economists, this phase began at the end of the last century, in the 1990s. This economic mutation would be the mercantilism and industrial capitalism, two currents having already participated in the regulation of capitalism. For this same current, we also talk about "New Economy" or "Post-industrial economy".

The knowledge based economy describes both as a discipline of economics, which research object is knowledge, it is a phenomenon specific to the contemporary period which, results in a change in the functioning of economies by rapidly and strongly developing the service sector rather than relying solely on initiatives of traditional industrialization, which is typical of the economy based on knowledge. The knowledge-based economy is a new way of designing development strategies, in which the politics concerning knowledge and innovation play a central role (Aubert, 2004). The knowledge based economy rests on four pillars : Innovation, Institutions, information and communication technologies and formation.

Furthermore, the knowledge based economy involves specifications of processes by which economic agents (public and private) contribute to production, and the use and dissemination of knowledge. Therefore, education, training, research and development, innovations and information, and communication technology are at the heart of the knowledge-based economy.

According to A. Djeflat (2006)¹, the objective and strategy of the European Union is to make knowledge economy and society the most dynamic and most competitive in the world. The knowledge economy is based on activities with high added innovative and competitive value, and which rests on four pillars : education and training, research and development, and innovation, information and communication technologies and the organizational system.

We can use as a definition of the knowledge based economy :

"The capacity for an economy to create and use knowledge for the production of goods and services, and where mastery of technology and innovation constitute key factors for sustainable economic and social development"². Arrow (1962)³ is at the origin of a first economic knowledge conception. According to this one, the innovation activity is separate from conventional production activities. Knowledge is produced by a specialized sector from a production function which combines skilled labor and capital. In the same perspective, OECD defines knowledge-based economies as " those that are directly based on production, the distribution and the use of knowledge and information" (OECD 1996).

Foray and Lundvall (1996)⁴ and Foray (2000)⁵ develops an original approach according to which knowledge-based economies are formed from a double phenomenon : "A long trend, relating to the increase of resource dedicated to production and the transmission of knowledge (education, formation, R&D, economic coordination) and others, a major technological event - the advent of the information and communication technologies -" (Foray, 2000)⁶

¹ A. DJEFLAT (2006), « L'économie de la connaissance : nouvelle source d'avantages compétitifs », in *Revue Partners Economie*, n° 02-Juillet 2006, rubrique Economie de la connaissance, page 48-49.

² DJEFLAT, « Economie de la connaissance et knowledge management: quels défis et perspectives », texte non publié, Université de LILLE 1.

³ Quote by General Planning Commission, development service, industriel and technologic, Redactor : Sandrine Paillard, « Les indicateurs de l'économie de la connaissance ». Introductory note to the work of the expert seminar of experts gathered under the axis « La France dans l'économie de la connaissance » of the work program of SDTI. This note benefited from comments by Sandrine Haas, Mohamed Harfi, El Mouhoub Mouhoud and Rémi Lallement

^{4 5 6 7 8} idem

On the following we will analyse the pillars of the knowledge-based economy. These pillars determines a better framework for the emergence of an economy ;

1.1. Innovation & knowledge based economy :

The knowledge based economy and innovation, two notions clearly related. First, Innovation being none other than creation and the application of new knowledge for productive returns (Penrose, 1959 ; Drucker, 1993). Second, the politic of innovation is a fundamental pillar for the implantation of the knowledge-based economy. Innovation is not considered exclusive of services R&D the big companies, it is the result of interactions of several actors, which is registered for a purpose of increasing all the knowledg, including human knowledge, of the culture and society as well use of this body of knowledge for new applications. The "necessity of innovation" gets stronger, since innovation tends to become the almost unique way to survive and prosper in highly competitive and globalized (David et Foray, 2002).

The knowledge based economy only develops if the enterprise adheres to it and actively participates in production and in the knowledge management. In this regard, the enterprises,are able to organize the complementarity between external knowledge wich are produced by different incentive actions and which, can be capitalized in various forms and their internal knowledge.

1.2. Information and communication technology&knowledge based economy :

The information and communication technologies hold central place in to the knowledge economy for several reasons. On the one hand, this technologies are produced in a sector where innovation activity is intense., and on the other hand, the information and communication technologies, which can be called generic technologies, are behind process and product innovations in all the economy. The use of information and communication technologies promote potential for activity creation as they allow remote access to information and even knowledge. Not only they allow the transmissions of written messages and everything that can be "digitized", but they also allow access to knowledge systems on which we can act from a far (remote experimentation), and distance learning in an interactive relationship.

The information and communication technologies group toghether the techniques used in the treatment and transmission of information, mainly computer science, the internet, and telecommunications.

We can distinguish several types of information technologie impacts on knowledge creation : The first is simply the creation of a potential abundance of informations, which is truly revolutionary, the second type of impact relates to the rise of creative interactions between, for example, product designers, providers and end users which facilitates work and collective learning. The third type of impact lies in the treatment possibilities by the new technologies of gigantic databases.

1.3. Education & formation end knowledge based economy :

Education and formation appear to be key conditions for an enterprise success and national economies. Raising the general level education itself has important effects on the functioning of the labor market The indicators constructed from data relative, education and training allow to evaluate skills and knowledge (or "human capital") acquired during the formal education process. These indicators are used to assess the stock and investment in human capital. The adequacy of the education system's response to the needs of the economy and the training systems are eventually centered centres on the enterprise (work-astudy, continuing education). Wealth creation now resides in knowledge and skills.

Access to knowledge for all is essential and the learning capacity of people and businesses creates a collective dynamic which, requires the multiplication of interactions and cooperative relationships between actors.Various economic studies In Algeria the emerging training and skills market, which is difficult to structure and does not manage to return the return the essential of its potentialities and transfrom the awesome latent resources in human assets can be mobilized in sectors with high added value⁷.

⁷BAHLOUL Mohamed, (2015), "le capital humain, comme socle d'un nouveau développement : éléments pour une analyse comparée du système éducatif algérien", Synthèse du rapport (volume IV) remis au Premier ministre - 15 janvier 2013 par le Professeur Abderrahmane MEBTOUL

1.4. Institutions & knowledge based economy :

Successful models have relied heavily on institutions that have worked towards the establishment of the knowledge-based economy⁸. How can institutions get into the mainstream and become stakeholders in the knowledge-based economy ? What for example will be the roles the institutions various actors (managers, executives, employees, unions, etc.) will have to adopt ? Before looking at the Knowledge Marketing, it is essential for us to define what is the Marketing ! Then to determine the interfaces between marketing and the four pillars of the knowledge-based economy.

II. The Marketing, a philosophy of thought

Marketing is not a new activity since it covers tasks that have in fact always existed and which, have always been assumed in one way or another, but their manifestation is spontaneous and does not require a particular mode of organization to ensure their functioning. In its most traditional sense, marketing is "this function of the organization, which remains in constant contact with its customers, deciphering their needs, developing 'products' that correspond to these needs, and setting up a communication program to express the objectives of the enterprise"⁹.

The modern birth of marketing is often attributed to the 50s and 60 s as a crucial step in formalizing the marketing approach in the enterprise, with the emergence of the so-called marketing management school (Drucker, 1954 ; Levitt, 1960 ; Mac Carthy, 1960 ; Borden, 1964 ; Kotler, 1967), this school brings together notions and concepts of the segmentation, the positioning, and the marketing-mix. The function marketing is assigned a specific mission and that is to, implement the formal recommendations of marketing management. This mission has led to two levels of analysis :

- The level of the marketing strategy, where the target is identified, the positioning, and structure of the offer.
- The level of operational marketing, where the decisions included in the marketing plan are implemented.

The marketing management, positioned for many years as the marketing paradigm *Marion (1999)*, sees its importance challenged in favor of new approaches, first developed in industrial marketing, then in service marketing, and relationship marketing *Flambard-Ruaud (1997)*.

Currently, a new school of thought opens an alternative ; the post-modern trend ; rejecting the concept of need and proposing to refer it to the concept of consumer experience, feelings and emotions (Hirschman, 1982 ; Holbrook et Hirschman, 1982). Consumers thus, express their affection preferences for new forms of consumption (Hetzl, 1996 ; Filser, 1996). They expect products to give them the ability to develop memory experiences and ownership product/services (V. Cova et B. Cova, 2001).

The concept of postmodernity has appeared in marketing quite recently, essentially thanks to authors like (Hirschman, Holbrook, Firat or Venkatesh). It has given rise to some major contribution including a reflection for the paradigms allowing to apprehend the complexity of postmodern consumption.

The concept of marketing postmodern was developed by Badot and Cova (tribal marketing) and by Hetzel (2002) "experiential marketing" who put aside the concept of needs and base their reflections on the notion of link and experiences ; this school of thought is situated as a mediator, it has been called "mediator marketing" (social convention and interaction).

However, marketing is a **state of mind**, meaning to never leave an environment due to existing competition, because it is easier to lose consumers than to conquer them by leaving. Adopting a marketing approach, is to admit the constant renewal of all enterprise data and its environment, is to listen in order to adapt to change, it is to anticipate this change whenever possible, it is knowing that nothing is immutable and that nothing is never definitively won.

⁸DJEFLAT Abdelkader, (2006) "L'économie fondée sur la connaissance – Etat des lieux et perspectives pour l'Algérie", Dar El Adib, Oran-Algérie, p107.

⁹Jean Pierre MATHIEU, Gilles ROEHRICH (2005), « les trois représentations du marketing au travers de ses définitions », in Revue Française de Marketing, n° 204 2005/9, cité par Kotler et Levy, 1969, p 15.

In such a context, marketing practice is bound to evolve, the complexity of the environment that gradually led the enterprise to create first, then strengthen the marketing function.

But what about the relationship between marketing and knowledge-based economy ? How is marketing affected by the knowledge-based economy ?

III. Interface marketing and the 4 pillars of knowledge-based economy

By interfering the four pillars of the knowledge-based economy and marketing we always find a link, as described by McKenna (1997), "the marketing includes everything and everything includes the marketing" as shown below :

3.1. Marketing & Institutions : An action on institutions is generally used by the big enterprises known worldwide, which allows the demand function to evolve so that it becomes consistent with their own attributes, and actions which they master better than their competitors. This action is addressed in strategy¹⁰.

The use by institutions of this concept, for the purpose of building satisfying relationships in order to gain long-term trust, and to create a favorable climate for the enterprise and its activities, and an economic and social exchange "Corporate citizenship" is plausible thanks to different actions implemented in planning (through public relations). The role of public relations through lobbying in order to create tailor-made mostly

For this purpose the marketing, can carry out influential actions in order to convince and entice institutions orienting them in a direction that is more favorable to the enterprise¹¹. The new social relations of marketing, according to which marketing is not an end in itself and must serve the general public interest.

3.2. Marketing & innovation : The differentiation is one of key concepts of the marketing strategy. The innovation is a way to stand out by capitalizing on its strengths. This is the element that allows the enterprise to define its competitive advantage over other providers, a way to stand out in the market by capitalizing on its strengths and minimizing its weaknesses.

The marketing mission is to tie these new proposals to the market by carefully, adjusting the parameters of the device provided for this purpose : the marketing-mix.

3.3. Marketing & information and communication technologies : Promotes the flow of information and knowledge in regard to information and communication technologies, include equipment modernization, implementation of a quality management system and evaluation methods, and development of marketing with tools promotion and advertising online. With the emergence of the internet and its many technological applications not only the managerial practices of companies in the elaboration of their development strategy have changed, but also their relationships with more and more fragmented markets, and consumers who are increasingly equipped, autonomous and familiar with new technologies. A new discipline appears "Digital Marketing".

The digital marketing is growing at a fast rate, largely influencing customer behavior and corporate markets, it's a discipline of communicating, distribute, and sell products/services using digital channels and especially the internet.

3.4. Marketing & Formation : The education system is a public good, therefore, the market cannot provide the development conditions that are required for producing values for the whole community, however, marketing can allow to find a system that values the community's well-being. Marketing in this area plays a key role as it opens up a dialogue with prescribers such as ; doctors, teachers, researchers, and the administrative authorities through the communication "public relation" (using relays) which thus allows to show the social character of the enterprise apart from its economic motivation¹².

¹⁰STEPHANE Bourcieu (2007), « quand la stratégie marketing se fonde sur la transformation des institutions : Le cas des PME sur des marchés industriels », in Revue Décisions Marketing, n° 46 Avril-Juin 2007, p105-108.

¹¹With the aim of evolving standard standards to close the market to less advanced companies

¹²Creation of cancer research centers, creation of leisure centers, creation of foundations, etc.

To strengthen the perspective of an education system, we need to mention the internal functioning of the enterprise, in the sense of an organization managing personnel. Hence, marketing leverages the enterprise knowledge to educate the consumer : creation of schools, foundations, staff training, intermediaries (distributors)...Allows to spread tacit knowledge.

Marketing is based on the diffusion and exchange of tacit information which allows the capitalization of knowledge within the enterprise. This capitalization can only be done if it is based on a strategy and at that time that the creation and transfer of knowledge and collaboration within and outside the enterprise can be done, thus considered key to success in a complex and dynamic competitive environment in which companies operate today.

Giving marketing a central place in the strategy of the company, inserts the company in the knowledge-based economy.

IV. The transition to knowledge-based economy

Dosi, (1996) stresses that all the economies we know are deeply knowledge-driven. Like other countries, Algeria is gradually and firmly integrating into the world economy, notably in the framework of the establishment of the free trade area with the European Union. This deal means that our businesses (in the midst of changes) need to be more competitive in order to keep up with the pace imposed by large renowned companies on a planetary scale that are well versed in new managerial techniques and in developing knowledge by extending the capacities of their uses. As an independent country, Algeria has significant natural resources and tends to make efforts to end its dependence on the income generated by these resources and to make its way to a knowledge-based economy.

This growing role played by knowledge can be explained by the socio-economic and technological changes which have accelerated thanks to among other elements, the development of information and communication technologies. Therefore, the transition to a growth pattern geared more towards technical progress, innovation and the development of human resources is essential, as the regime based primarily on the accumulation of physical capital begins to show its limits. The knowledge-based economy builds communication, information, knowledge and skills as a production on its own right and presents them as the principal key of value creation, the critical resource of economic competitiveness, and the essential productive asset of the attractiveness of organizations and territories. The knowledge and the know-how form at the same time a contextual and nomadic, and a conceptual capital both organizational and relational, and a source of positive externalities, "invisible work" increasing returns and rents of innovation, position or scarcity¹³.

Algeria's size in population and territory is sometimes considered to be a complicating factor for its insertion in the EFC. However, if there's a will as witnessed by the diaspora that has often succeeded when favorable conditions are in place, no obstacles will prevent an effort towards EFC. Although few performance achievements have been fulfilled in some areas, Algeria has a strong potential allowing it to chart a path toward the new economy¹⁴.

Diversification of the economy is a condition for this mutation. In the situation in which Algeria finds itself, one cannot diversify if the investment is still closed.

But what is marketing in Algeria ? What is its degree of development ? How can marketing generate knowledge ? what is the degree of this mobilization ? how does marketing allow better knowledge management ?

The information and communication technologies in particular, the Internet makes it possible to set up a form of humanized relationship marketing promoting a differentiated management of customer relations, through the use of knowledge capitalization tools, communication and customer management. The provision of a

¹³Léo DAYAN, Université de Paris I Panthéon-Sorbonne (2005.), « ECONOMIE DE LA CONNAISSANCE ET DURABILITE - ECOEFFICIENCE, ATTRACTIVITE , COMPETITIVITE - concepts / techniques / stratégies / terrains / éthiques / pratiques - LE LIEN LE LIANT », Colloque International : la connaissance, un nouveau levier et défi de la compétitivité pour les entreprises et les économies. Faculté des sciences économiques et de gestion de l'Université de Biskra - Algérie , 12-13 novembre 2005.

¹⁴Abdelkader DJEFLAT, (2015), "Sans économie de la connaissance, l'Algérie régressera : capital humain et transfert technologique et managérial, pivot du développement", Synthèse du rapport (volume IV) remis au Premier ministre - 15 janvier 2013 par le Professeur Abderrahmane MEBTOUL

knowledge sharing system to telephone advisers, marketing oriented, commercial, or support in a call center of a mobile operator has significantly increased the rate of correct responses to the first call.

The use of the Internet to create collective & individual access and the appropriation of information and communication technologies is done fairly regularly; the technologies of information are the foundation of this revolution; In Algeria the third pillar (TIC) records the best score (even if there is still space to grow). A new discipline that is starting to impose itself and is becoming more professional in Algeria, is digital marketing, in the field of training, masters were already launched and one of the proofs that the discipline takes a considerable place and prepares for different trades whether at the advertiser or in the agency : Web-marketeur, traffic manager, community manager, Webmaster editorial, project manager web/marketing interactif, mobile project manager, consultant e-business, etc.

This research work arises as a main question which can be formulated as follows :

"Does the marketing practiced by our enterprises allow integration into the knowledge-based economy ? "

The general objective of this investigation is to make a modest contribution to the progression of knowledge of a little explored area, and yet, of a considerable importance which is, the contribution of marketing to inserting enterprises in the development of the knowledge-based economy in Algeria.

V. Epilogue

The analysis that we present in a synthetic way allows us to highlight a number of characteristics of marketing & knowledge-based economy in Algeria, summarized around three main points :

- On the one hand, the interest given to marketing activities by enterprises in Algeria
- On the other, knowledge of marketing practice in Algeria
- Lastly, the emergence of the knowledge-based economy in Algeria

The discussion we are having, is based on the one hand, on documentary analysis (*desk research*) to lead to the elaboration of a panorama on fundamental notions, and on the other hand is based on an analysis of the interviews that we conducted with a number of enterprise managers.

This analysis is thus carried out simultaneously with extremely different organizations in terms of size and profession. The lack of similar work and benchmarks, and the myriad of existing elements encouraged us to focus our work in order to reduce the field of analysis.

I. Interest in marketing activities by enterprises in Algeria :

Faced with competition between national enterprises and highly seasoned and experienced foreign enterprises in dominant international marketing practices, a new rule is imposed on Algerian enterprises : either adapt to international competition or disappear ; our enterprises found themselves in an unexpected and difficult situation by following market deregulation.

A total awareness of the role of marketing in the current stage characterized by a profound change in the national economy. Requires an imperative use of marketing and its role is gaining ground based on a finding revealed by all Algerian enterprises.

The enterprise with a sales department does not mean not using marketing activities, as marketing techniques are equally used under the same sales department.

The marketing structure within the Algerian enterprise company is initially occupied in the fields of quality (producing according to international standards), then it gradually takes care of the development of the company, moving it to strategy stage

We see that the marketing structure is transformed from a departmental function (service) towards a larger and more inclusive structure, with the development of the enterprise.

II. knowledge of marketing practice in Algeria :

The practices implemented by our enterprises seem to be a confused mixture of traditional rules and modern rules.

The approach is similar to a succession of sequences of the type : identification of needs by monitoring market complaints or by observing the market when developing the marketing mix.

Marketing from an Algerian perspective studies the needs of a large population of individuals. Marketing is conceived in the enterprise, its practice is more instinctive than reasoned, and obvious needs are immediately satisfied. There is at least one dimension of marketing practiced, some enterprises are marked by a production culture, others are strongly marked by the sales culture, etc. The advent marked a decisive turning point in the activity of Algerian companies «... we just started... », (as some managers prefer to recall), so we must designate a marketing approach capable of mobilizing consumers' knowledge and skills.

III. emergence of the knowledge-based economy in Algeria :

Despite Algeria's strong will to diversify its economy, unfortunately the transition to knowledge-based economy is not very apparent given the predominant characteristic of its economy known as, "rentier". The absence of an economy that creates wealth other than hydrocarbons is an established fact.

However, certain specificities appear when we act according to the status of the enterprise. This is how when we understand the answers provided by international enterprises, they are up to date with international changes. The knowledge-based economy as much as a concept exists.

At the macro level, heavy investments in information and communication technologies infrastructures and in key applications such as e-government, are courageous measures to develop innovation and startups.

The fundamental formula which accelerated the emergence of the knowledge-based economy during the last two decades is the democratization of the production tool. A delegated ministry has been created dedicated to the question of the knowledge economy and startups, which plans in the short term the creation of a fund for startups. It is a fund that will inject money into risky activities or project ideas and will tolerate far more risk than a bank.

VI. Principle résultats

The concept of marketing has definitely integrated the vocabulary of managers in the same way as that of staff or production.

The problem with the marketing function in many enterprises is being confined to operational marketing.

According to the national context: **«Marketing is the set of methods leading to a product (or a service) being bought by a market, in a logic of profit».**

Whole sections of the field of marketing knowledge are still little explored by our companies.

It is the image of a pre-marketing era « the marketing practice is in its embryonic state » ; marketing practiced by our companies does not allow integration into the knowledge-based economy.

Marketing led by our enterprises does not allow a good integration in the knowledge-based economy ! it exists but apart from all formal (scientific) support, it involves the manipulation of a few tools!

What matters is no longer to highlight the product but to place the customer at the center. This strategic vision offers a form of transversal coordination between the market and the enterprise and leads to the interweaving (combination) of the economy and society.

In conclusion :

By blindly following the same path taken by the practices of big brands known for their strong advertising pressures, before ensuring the existence of a solvent demand, few produce abusive translations of a number of concepts. On the other hand, total ignorance of marketing does not allow us to understand and master the markets in turmoil (this ignorance could have been fatal).

The marketing practice carried out by our enterprises exists but without any formal support. Recent decades are seen as the Marketing childhood period, before the passage to a period of refinement and formalization of a real marketing activity.

Marketing should be done strategically rather than being treated just as an operational part of the enterprise. It is only when it is treated as both a strategic and an operational orientation that it can ensure the capitalization of knowledge in the enterprise, and get it a competitive advantage and can guarantee its sustainability over the years, especially in a market as dynamic and changing as Algeria.

Limits of the study and perspectives

We now have an analytical framework applicable to the structures of the marketing function (this analytical framework is an essential first step towards a globalized vision on the emergence of the marketing practice of Algerian enterprises).

The size of the field of observation first suggests continuing the investigation of a larger population of enterprises with the same analytical framework.

We are of course thinking of a sectoral breakdown of research, in order to test the intra and inter-sectoral structural variances, the structures of the marketing function in transport, the agricultural sector, etc.

We also think of the interest of refining the analytical framework thanks to indicators perfectly adapted to each sector of activity, which could not be done here in our present research.

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