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ARROUCHE Nacera, Assistant Professor

Department of commerce

Mouloud Mammeri University of Tizi-Ouzou

New city BP 17 RP, Tizi-Ouzou, 15000, Algeria

e-mail: nacera86@live.com

ORCID: <https://orcid.org/0000-0002-1909-3724>

TALBI Lahcene, PhD Student in Marketing & International commerce

Department of commerce

University of Jijel — Mohammed Seddik Benyahia

BP 98, Jijel 18000, Algeria

e-mail: lahcene.talbi@univ-jijel.dz

ORCID: <https://orcid.org/0009-0008-4736-6524>

BOUKHEDIMI Chems Eddine, PhD in Marketing Management

Department of commerce

Mouloud Mammeri University of Tizi-Ouzou

New city BP 17 RP, Tizi-Ouzou, 15000, Algeria

e-mail: chemsrko@gmail.com

ORCID: <https://orcid.org/0000-0003-1728-1809>

MOTIVATIONS, SUCCESS FACTORS AND EXPORT RISKS: CASE OF SATEREX-IRIS

The current study aims to identify the motivations that encourage Algerian enterprises to export, the factors that determine their success on foreign markets, as well as the risks they face. Interviews with certain managers of SATEREX-Iris tyres have shown that different stimuli have driven the company to internationalize, they are more proactive. The most influential hindering factors are exogenous and therefore cannot be controlled by the organizations, but they are causally related to the specific internal context in Algeria.

Keywords: business; export; motivation; success factor; risk; Algeria.

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The phenomenon of globalization is characterized by a significant reduction in trade barriers and a corresponding decline in transport, communication and information costs, providing numerous opportunities. However, to pass over national borders still continues to be a significant obstacle to the expansion of many companies' activity, and they turn principally towards their domestic market. In a context of increasing competition and reduced product life cycles, companies are forced to constantly improve their ability to identify the needs of foreign consumers, and to create a suitable and differentiated offer for them. The level of competitiveness of companies and nations/countries depends strongly on their participation in international trade. In this regard, according to B. Esambert (1991), there is no prosperous economy without efficient companies. Hence the need for public authorities is to empower national companies to innovate, to constantly export more, and to establish themselves abroad.

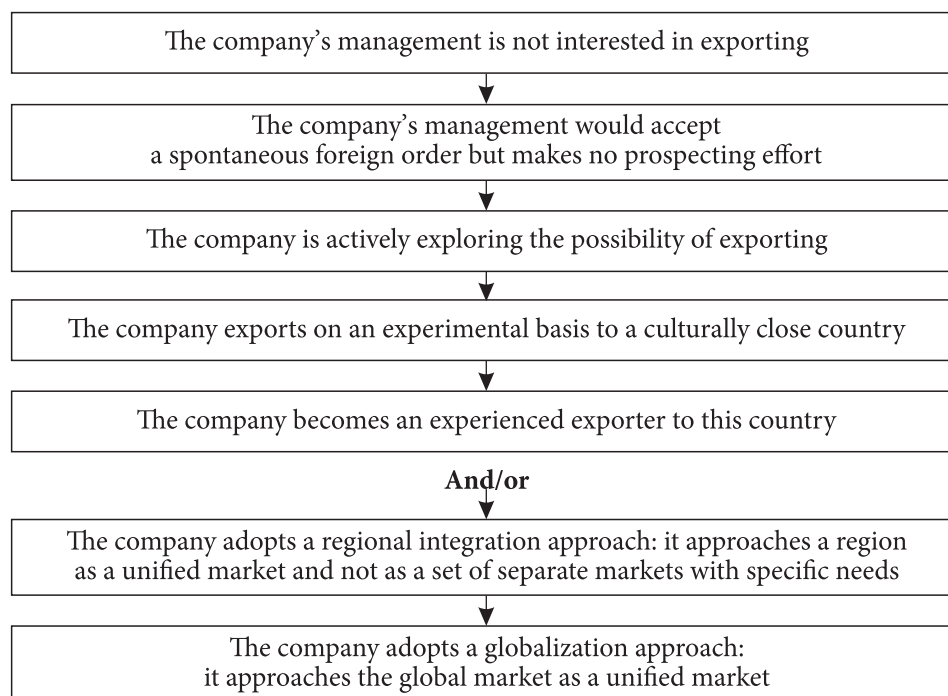
Exporting represents one of the modalities of the development strategy of companies through international markets. Several factors motivate these companies to explore growth drivers and seek new international outlets. Nevertheless, addressing demand requires mastering some key factors. These conditions determine the success of the company in foreign markets and determine its long-term presence in these markets. In addition, export operations entail risks that the company should evaluate in order to put in place means to protect against them.

The purpose of this article is to cover issues relating to the export process, focusing on the motivations that encourage companies to export, the factors that determine their success on foreign markets, as well as the risks they face. Moreover, the first part of this paper will be devoted to the review of work that has dealt with the issue of exports. The second part will be allocated to a case of an Algerian company, exporting tires to different foreign markets. Thus, the results will be presented based on the interviews carried out with the managers of this company, and relating to the elements discussed in the first part of our study.

INTERNATIONALIZATION: A BUSINESS ADAPTATION STRATEGY

In response to the evolution of their international environment, companies are encouraged to develop outside their original economic area. The level of commitment of companies to international markets differs. As part of this study, we will focus on the initial internationalization process, through exporting, which takes place in several stages, as shown in the Figure below adapted from C. Berho (2002).

Export stimuli. Although most of works devoted to the export activities of companies have focused on the study and analysis of the barriers faced by firms, in particular SMEs given certain inadequacies which characterize them, some studies have been quite similarly oriented towards the identification and study of the motivations and stimuli at the origin of these activities and their development. Many researches have also been carried out in developed countries, particularly in the 1970s. However, some authors have highlighted the fact that very few studies have been carried out on firms, particularly SMEs, in countries in transition (Cook, 2001; Le,



Business and exporting: a multi-step process

Source: Berho, 2002, p. 33.

Luong, 2009). Moreover, W. Bilkey (1978) emphasized that the main motive which encourages companies to export is not necessarily the search for profit, but the avoidance of losses which could be generated by the saturation of the domestic market.

Additionally, F. Wiedersheim-Paul et al. (1978) identified the following export stimuli: production, the fortuitous arrival of an order from a foreign customer, an opportunity on a foreign market, excessive competition on the internal market, or the government's export support policies are the main factors mentioned by the Swedish SMEs surveyed.

For M. Brooks & P. Rosson (1982) (cited by Hammami, Zghal, 2016), the existence of unused production capacity, well before the arrival of an unsolicited foreign order, would be the most important motivation for export. Some authors have also classified export motivation factors, according to their degree of importance. Indeed, according to M. Czinkota (1986) (cited by Le, Luong, 2009), the seven export stimuli which play an important role, two are the main ones, namely: the opportunity to make a better profit foreign and having a unique product. The other stimuli are cited as follows in their order of importance: technological advance, the will of management, government aid, the pressure of competition on the national market and the fact of having an advantage in terms of marketing.

In a work carried out on the study of export stimuli in developing countries, C. Katsikeas (1996) has identified 18 export motivation factors. The most identified stimuli are respectively: the presence of a manager with an export culture, receipt of

orders from unsolicited foreign customers, the increase in sales and value thanks to exports, possession of a distinctive offer, ability to easily adapt products to the requirements of export markets, the following motivations are then cited: possibilities to better exploit skills and qualifications, possibility of diversifying markets and reducing risks, availability production capacities, reduction of barriers tariffs and non-restrictive import regulations in target countries. Also, C. Katsikeas (1996) has shown that several factors can attract or push companies to export. On the other hand, the desire to exploit potential sales in foreign markets and new sources of profit, as well as the growth of the company partially due to its commitment to export markets, seem to be the most important motivating factors.

In this sense, N. Arrouche & C.E. Boukhedimi (2024) recommended that public authorities should promote exports, improve commercial logistics, and prioritize customer relations management to enhance infrastructure, customs procedures, and services in Algeria.

Typologies of export stimuli. The classification proposed by the export literature addresses both the origin of the motivation factor and whether it is proactive or reactive. G. Albaum & J. Strandskov (2008) proposed a typology of export stimuli by integrating the two dimensions. According to L. Leonidou et al. (2022), internal stimuli are rather related to the functions and activities of the company (human resources, finance, organization, R&D, production and marketing), while external stimuli are linked to the local environment or international of the company, to national or international public policies, to intermediaries, to competition, to customers, etc.

KEY SUCCESS FACTORS FOR INTERNATIONAL BUSINESS DEVELOPMENT

Whatever the company does to deal with the changes in the world and the competition, it needs to control certain things so that its international activities help it do well and reach its goals (St-Pierre, Perrault, 2009).

The company's capacity for innovation. Innovation is an integral part of the business model of internationally successful companies. Innovation according to OECD is "the implementation of a product or service, or a new or significantly improved process, a new marketing method or a new organizational method in business practices, workplace organization or external relations"¹.

M. Freel (2005) argued that innovation goes beyond the control of technological resources but integrates all the elements allowing the company to open up more to the outside, to be more flexible and to learn continuously. Indeed, R. Larsson et al. (1998) (cited by H. Yli-Renko et al., 2002) have shown that the success of certain companies on international markets results from the ability of these companies to learn and use this learning in a more efficient way than others.

¹ OECD. Manuel d'Oslo. 3rd éd. 2005. URL: <https://ec.europa.eu/eurostat/documents/3859598/5889957/OSLO-FR.PDF/93ff557c-e822-43fe-a0ad-ec8b5d7b9c7b>

In this regard, he emphasizes the role of competent human resources who are successfully engaged in the organization. The company can improve the quality of its offer by utilizing technologies or other tools, and also rectify its informational shortcomings, which are significant from a strategic perspective, by integrating collaboration networks that would encourage the reduction of uncertainty in foreign markets.

The company's network capacity. Companies looking for business opportunities on international markets by relying on collaborations with foreign partners, in particular, are becoming wide-ranging. Indeed, these companies are aware of the advantages provided and the interest of their integration into cooperation networks. In the current globalized context, the relational dimension in the international strategies of companies is a major issue for long-term success in foreign markets.

According to J. Jarillo (1988), membership in a network can provide competitive advantages to firms in comparison to their non-network competitors. Thus, J. Jarillo (1988) defined the network as a particular mode of organization, useful to entrepreneurs in their strategy by allowing them to access external resources and achieves their objectives. So, the interest is on the strategic dimension of the network concept, to the extent that it helps the company to specialize in value chain activities to obtain a competitive advantage.

For companies, particularly those in developing countries, the integration of a network allows the acceleration of their internationalization process to the extent that it offers them the possibilities of accessing new technologies, knowing about managerial skills, quality supplies, and distribution networks in target markets.

Despite that, the company's ability to develop and maintain its relationships within its networks as well as its capacity to absorb strategic information facilitating its penetration of international markets are major determinants for benefiting from its integration into collaboration networks. Hence, S. Chetty & C. Hunt (2003) also showed the role of the dynamics in which the company interacts with its network partners to expand, penetrate and integrate international markets. This dynamic therefore is reflected in part by the importance the company places on increasing the number of visits to its customers, suppliers and partners. According to the authors, it is achieved on a regular basis, and the company increases its possibilities of exploring new business opportunities.

The company's strategic capabilities and skills. In addition to the factors previously mentioned, the success of the company in its international strategies is also determined by the strategic capabilities, and skills that it mobilizes, because these influence the company's ability to build, develop and maintain a sustainable competitive advantage in international markets. The notion of competence is a major interest. According to P. Sanchez (2000), competence corresponds to "the ability of the company to sustainably coordinate the use of its assets with the aim of achieving its objectives". Also, B. Quélin & J. Arrègle (2000) pointed out that skills therefore refer to the company's ability to mobilize the assets it holds to profit from a market opportunity and to invest them in new activities or new places of activity. Furthermore, J. St-Pierre & J. Perrault (2009) demonstrated that the coherent development of company capabilities in terms of innovation, technologies and production sys-

tems automated which greatly increase flexibility and reduce response time to foreign demand are key factors for international success.

The commitment and determination of the management team. Getting involved internationally is also an act that depends on the determination, intent and ambition displayed by the company's main manager in the context of deployment on international markets. S. Kundu & A. Katz (2003) mentioned that the level of education of the manager and his desire to innovate (his experiences bring new ideas) play a major role, particularly in terms of sales abroad as well as in annual growth of sales.

J. St-Pierre & J. Perrault (2009) added that the level of education and experience of the manager contribute to developing his skills in instilling an international vision throughout his company. This vision, corresponds to the ability to have a clear idea of the company's international development possibilities (Pantin, 2009), makes it possible to maintain motivation over time, that is to say throughout the internationalization process of the company's activity. However, the strategy of penetrating foreign markets is not the sole commitment of the manager. Indeed, carrying out such a strategy requires coordinating actions at several levels and overcoming the inherent obstacles (commercial, financial, legal, etc.). Hence, it is important to consider the internationalization strategy as a collective process led by a team (Leconte, Forgues, 2000a) (cited by Pantin, 2009)².

From this point of view, the behavior of the individuals who make up this team is decisive to the extent that they are specialized in making decisions relating to the coordination of resources, and they constitute a key variable, particularly when it comes to a decision to expand the company internationally. F. Pantin (2009) emphasized that the strategic skills of this team remain the key variable in the company's internationalization process to the extent that it initiates, leads and allows the company to access international markets. The author stated that these skills encompass the ability of the management team to create and manage a business network, to develop a business strategy, to coordinate and organize activities on an international field, to promote both internal communication than external, to recognize and respond to development opportunities, to select and quickly process information, and the ability to build a relational network (Pantin, 2004). However, these skills do not exclude those which are mobilized at the operational level; in fact, this type of skill plays the role of implementing the strategy, and their absence can be the cause of significant dysfunctions. These competencies correspond, among other things, to knowledge of export techniques and mastery of international trade operations procedures, etc. In addition to the elements cited above, public policies and initiatives that support the internationalization of companies also play a considerable role, in particular through actions to support the creation of resources by these companies, as well as to improve their environment to increase their international competitiveness. This point will be developed in the next section.

² For P. Leconte & B. Forgues (2000b), the management team is defined "as the group, located between the shareholders and the operational lines, formed by individuals whose decisions involve the sustainability of the firm".

THE ROLE OF THE ENVIRONMENT

One of the conceptions of the relations between the company and its environment concerns the environment as a network of actors and stakeholders who directly influence the company and its evolution (Joyal et al., 2000). Some authors have highlighted the influence of the environment in which the firm is located and show that when the latter is “internationalizing”, the company will be predisposed to export (Johannisson et al., 2006) (cited by Lecerf, 2012).

O. Torres (2002) (cited by Bello, 2016) distinguished between the local or national environment and the international environment of the company. The first refers to the factors that exist in the locality or country of origin of the company and which it can exploit in the course of its activities. This is the case for access to financing, business aid programs, and possibilities for cooperation agreements. While, the second refers to factors external to the company that it is possible to find in the foreign country, where it carries out its activities and which influence them.

Thus, O. Torres (2002) showed that the quality and components of the local environment can be factors in the success of companies internationally and this, by facilitating access to different activities, namely; transport-transit, export financing, transport insurance and mobilization of aid. A. Joyal et al. (2000) added that the environment can also be a factor blocking the internationalization of companies. According to them, although government programs can encourage exports, they can also constitute obstacles because of their complexity, requirements and administrative burden.

As stated by O. Torres (2002) spaces do not all have the same properties, some are more favorable in terms of innovation (innovative environment), learning and industrial exchanges (industrial district) or creativity and initiative (entrepreneurial environment). The author adds that certain environments make it possible to maintain strong local coherence as well as strong accessibility to the rest of the world. These environments are referred to as the “internationalizing environment”, because they facilitate both the internationalization of businesses, particularly SMEs, and the local entrepreneurial fabric. An internationalizing environment is, according to O. Torres (2002): a sustainable cooperation system, where local actors (SMEs, local authorities, public or parapublic institutions, university research centers, banking systems, etc.) collaborate to generate an internationalization dynamic that strengthens both the total accessibility of local enterprises and the territory's appeal on a global scale.

Risk can be defined as the possibility of occurrence of an event that can have negative effects on the achievement of the organization's objectives (Hutchins, Gould, 2004). It is necessary for the company to identify the risks that it can encounter during the stages of the sales (export), purchase (import) or international establishment process (Lemaire, 1997). The author summarizes the risks inherent in international sales operations as follows:

- Prospecting risk (partial non-amortization of study costs and expenses incurred for prospecting);

- Internal risk (total or partial non-fulfillment of contractual commitments: technical, logistical, calendars);
- Economic risk (abnormal increase in costs during the implementation period);
- Change risk (depreciation of the settlement currency compared to the cost currency);
- Transportation risk (depending on the INCOTERM chosen);
- Manufacturing risk (cancellation of contract or interruption of order);
- Credit risk (total or partial non-payment);
- Risk of excessive caution.

L. Leonidou (2004) showed that export activity can be hampered by:

- The deterioration of economic conditions in foreign markets;
- Exchange rate risk: one of the most endemic constraints relating to commercial transactions concerns the risk linked to unfavorable developments in the foreign currency (Kneller, Pisu, 2011). Indeed, the exchange rate prevailing at the time of currency conversion may not be in favor of the exporter and thus cause him a financial loss (Bahri, 2000);
- Political instability in foreign markets: this instability manifests itself in particular through economic (low per capita income, inflationary trends, foreign debt), societal (religious fundamentalism, ethnic tensions, high degree of corruption), and political factors (authoritarian regime, control) and military factors. These factors negatively impact the exporter's activity by suspending it or prohibiting the repatriation of profits;
- The restrictive regulations in force: foreign governments can impose a certain number of controls on companies that market their products on their market.

Commercial risks are linked to non-payment by foreign buyers for various reasons such as insolvency/bankruptcy of the buyer: default by the buyer following a dispute, delay or refusal of payment; refusal of buyers to accept certain goods subject to special conditions.

Political/country risk includes the imposition of funds transfer restrictions by the buyer's country, change in the foreign trade policy of the buyer's or seller's country, and interruption or diversion of goods during transit resulting in additional freight/insurance charges which cannot be covered by the buyer. The risk of loss of goods exists to the extent that they may be damaged or lost along the way.

PRESENTATION OF THE STUDY CASE & RESEARCH METHODOLOGY

In this part, the case study will be presented, as well as the methodology adopted.

Presentation of the SATEREX-Iris. SATEREX-Iris is a one-person company with limited liability, created on January 28, 2004, its head office is located in the Industrial zone 3rd tranche lot n° 92 Setif. The company has the following different production units: television unit, refrigerator unit, household appliances complex, washing machine unit, plastic injection unit and pneumatic complex.

IRIS Tyres is a grandiose project, a mega industrial complex built on an area of 5.5 hectares, located in the industrial zone of Setif. The SATEREX-Iris' project brings several foreign technological partners with the aim of benefiting from the transfer of technology and know-how. Additionally, quality and safety are at the heart of the brand's strategic thinking, the latter has implemented more than 320 checkpoints for each tire. In terms of international operations, during the first half of 2024, the company exported 30% to the United States, 10% to Portugal, 8% to Italy, 8% to Brazil, and 6% to Malta. However, SATEREX-Iris is mainly confronted with the competition from Chinese brands such as Linglong, Double coin, Triangle, Sailun and Double star.

Research methodology. Based on R. Yin (2009) approach, the most interesting part of the current study is to understand the export process within a company that operates in a specific environment and ecosystem. Therefore, a qualitative method has been chosen, among a case study. This method is also proposed by J. Paul et al. (2017). In order to provide a comprehensive and faithful description of the specific international behavior of SMEs in different contexts. Furthermore, interviews with managers of the SATEREX-Iris company were conducted, particularly with those who are largely involved in the foreign sales operations. This paper includes one of the executives responsible for exports within this company. The study focused on specific questions relating to the company's export approach. The main axes of the study are essentially the motivations, the success factors and the difficulties/risks in exporting. With regard to each of these aspects, an interview grid has been established. The latter consists of a set of open questions addressed to the manager interviewed. However, in addition to the interview, and in order to identify the factors identified in the literature which are perceived as important or very important for export, we submitted a multi-item grid and asked the manager to tell us the degree of importance of each of them. This approach is mainly applied to success factors, stimuli and barriers/risks to export. In this paper, we take up the results of the interviews related to motivations for exporting, key factors of success abroad and the risks linked to export operations incurred by the SATEREX-Iris company.

Results and discussion. Adopting the interview that was conducted with SATEREX-Iris managers, particularly those involved in the export process, we collected the following:

The motivations. During the interview, the manager immediately expressed the following motivations:

- Strengthen the supplier/customer relationship, customer satisfaction and loyalty, and gain their trust;
- Win the prize for the first national exporter, awarded by the President of the Republic. Thus, exporting is also seen as a factor which promotes the improvement of working conditions within the company: "There is no special bonus for the team responsible for export operations, but on the plan to improve the working environment for all the company's workers.

It has considered a salary increase, it offers occasional bonuses, mutual insurance, and it provides free transport for staff and catering free». As for the stimuli

that are perceived as important by the manager, they are proactive in nature in the sense of L. Leonidou et al. (2004), such as: the manager's particular interest in exporting, the manager's international experience, the improvement of the company's management system, the development of new products and services and the desire to benefit from export support programs. But being able to sell a surplus of production is also an important motivation for this same manager, although this is considered rather reactive behavior in exports.

Factors of export success. The export approach is a success for the company. The factors of this success are linked:

The resources used: The company sources and purchases high quality raw material from the world's leading suppliers. The finished product is tested and certified by specialized and globally recognized offices such as CABOT, ARLANXEO and ORION. The finished product complies with global standards and requirements.

Staff skills: The company has young, active staff (the average age of this staff, in 2023, was 32 years), very competent, conducts specialized training in the field of management, operation of machines and production lines. These training courses are organized by equipment suppliers.

Alignment with international standards and acquisition of recent industrial technology: "The production plant is installed according to the latest industrial 4.0 technology used in the field of tires. The factory is certified by ISO 9001, ISO 14001 and in the process of certification by IATF 16946".

Close to the highway, facilitating the transport of goods: "The SATEREX-Iris is located in the Setif industrial zone, the first and only nationally, closest to the East-West highway". In addition to these factors, the manager in charge of export emphasizes that: the good professional and friendly relations that they maintain with their partners have contributed to the development of their international activities, as has their ability to involve their employees strengthens their motivation and their participation in this process. In the next point, we will focus on the barriers that affect the export capacity of the company studied.

Barriers and risks linked to the export operations of the Saterex-company:

Logistics problem generating high transaction costs. Generally the company carries out its exports via the port of Algiers: "The Company finds difficulties at the port of Algiers, given the availability of ship destination choices compared to other ports, but unfortunately it finds difficulties of which we can quote":

- *Problem of availability of dock for boats:* "The shipping company sent us incorrect reconciliation deadlines. The commercial department orders the container transporters to transport the containers to the port of Algiers, but when they arrive at the port, they find that the shipment of the boat is canceled. Therefore, the export operation will be postponed, which generates additional costs";

- *Scanner operating problem:* According to the manager: "Sometimes the customs scanner breaks down".

Other risks are also cited, namely.

Country risk and interruption of orders from foreign customers. The official interviewed stressed that the international geopolitical context, which is

characterized in particular by the war between Ukraine and Russia and the Houthi attacks in the Red Sea, causes the increase in maritime freight costs (Due to the change of itineraries), and the loss of customers on the Asian continent.

Insufficient production capacity and risk of dissatisfaction with orders requested by foreign customers. “The non-availability of quantities ordered by customers, this situation is due to the limited production of the variety of stock (production planning), to satisfy all local orders and the foreign market”. Moreover, the respondent even underlined that: “Customer complaints concern the quantities delivered”. Thus, the production manager confirms these comments, specifying this:

Concerning the quantity: currently the company is unable to satisfy international orders (so far, the company has recorded 80% of the satisfaction rate for foreign orders), but from the month of May, the date of entry into production of the extension unit, the company will increase its export volume. This will make it possible, according to this manager, to satisfy orders 100% and to expand the foreign customer portfolio.

Manufacturing risk/strategic risk. The strategy adopted by the company aims to have a premium quality product from class “A”. But this strategy is costly for the company, due to the fact that the sorting of products is done by the robot, the latter rejects any downgraded product, which will be destroyed and sold as waste (which generates enormous losses for the company). In addition to the risks highlighted above, the lack of information on foreign markets is seen as the most important constraint to exports. Likewise, the difficulties in offering competitive prices abroad, limited financial resources, difficulties with export documents/procedures, difficulties in accessing foreign distribution networks, slow collection. Government export aid and restrictive/constraining regulations abroad are also obstacles that are perceived as important or very important to exports. The case studied shows that the Algerian exporting company is motivated by factors which are not necessarily reactive, but rather proactive behavior aimed at maintaining a lasting relationship with foreign customers.

Contrary to what several authors emphasize (Grosse et al., 2013; Berko, Damoah, 2013) (cited by St-Pierre, 2020) on the low-end positioning of local products manufactured in Africa, the company studied focuses on offering high quality products. And to do this, it is equipped with fast and competent staff, regularly benefiting from specialized training, it obtains high quality raw materials, and it acquires new industrial technology and aligns itself with international standards, particularly in terms of quality.

As for international risks, through the case study, we can note that certain difficulties are specific to the Algerian context and greatly hinder the company's export operations. Indeed, in addition to the risks/barriers identified in the literature on internationalization through export (Kahiya, 2013), others are inherent to the environment/ecosystem that is less organized and less favorable to the internationalization of the company in the sense of O. Torres (2000). The case of the Saterex company confirms that problems at the level of customs administration, inappropriate port management and logistical problems persist and cause delays, which lead to additional costs and harm the competitiveness of the company on foreign markets.

CONCLUSION

This paper aimed to examine the aspects linked to the export process by identifying, in particular, the factors which encourage or push companies to engage in foreign markets, the factors which should be controlled to succeed in these markets as well as the difficulties and risks hindering their export activity. In order to better understand these aspects in a specific context, we took the case of an Algerian company which regularly carries out export operations in the field of tires, and conducted interviews with its managers. Hence, it is important to outline that more than 90% of Algerian exportations depend on hydrocarbon products. Therefore, the case of SATEREX-Iris is considered as a successful exportation activity.

The exploratory nature of our investigation prevents us from transferring the findings obtained on other Algerian exporting firms, these latter nonetheless highlight certain aspects related to the export activity practiced in the country, highlighting peculiarities. Indeed, as part of this case study, it has been noted that different stimuli motivated the company to go international; they are more of a proactive nature. However, certain risks and difficulties mentioned by respondents relate more to the environment of the country of origin. These results are interesting insofar as they confirm that the most influential blocking factors are exogenous and therefore cannot be controlled by the company, but relate to the specific context and the national environment in which Algerian companies operate. It would therefore be wise for the Algerian public authorities to put in place public policies which would focus on the creation of an environment favoring the international engagement of businesses.

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Арруш Насера, ад'юнкт-професор кафедри торгівлі
Університет імені Мулуда Маммері в Тізі-Узу
Нове місто, а/с 17 RP, Тізі-Узу, 15000, Алжир
Талбі Лахсен, аспірант (маркетинг і міжнародна торгівля) кафедри торгівлі
Джиджелський університет імені Мохаммеда Седдіка Беняхії
а/с 98, Джиджел, 18000, Алжир
Бухедімі Хімс Еддін, аспірант (маркетинговий менеджмент) кафедри торгівлі
Університет імені Мулуда Маммері в Тізі-Узу
Нове місто, а/с 17 RP, Тізі-Узу, 15000, Алжир

МОТИВАЦІЯ, ФАКТОРИ УСПІХУ

ТА ЕКСПОРТНІ РИЗИКИ: КЕЙС SATEREX-IRIS

Досліджено аспекти експортного процесу, а саме змінні, які заохочують або спонукають підприємства до виходу на міжнародні ринки, фактори, які необхідно регулювати для досягнення успіху на цих ринках, а також перешкоди і небезпеки, що заважають експортній діяльності підприємств. Щоб краще зрозуміти сутність і роль цих елементів, було проведено опитування керівництва алжирської компанії, яка регулярно експортує шини. Оскільки вуглеводнева продукція становить понад 90 % алжирського експорту, кейс SATEREX-Iris вважається прикладом успішної експортної діяльності.

Дослідницький характер цієї статті не дозволяє поширювати отримані висновки на інші алжирські підприємства-експортери, проте вони дають уявлення про

певні аспекти експортної діяльності країни, підкреслюючи їх унікальність. У рамках цього аналізу було виявлено, що різні чинники, які мали переважно проактивний характер, спонукали компанію до розширення на міжнародному рівні. Однак деякі небезпеки й проблеми, зазначені респондентами, більше пов'язані з умовами їхнього місця походження.

Ці висновки демонструють, що найвпливовіші блокуючі змінні є екзогенними, і тому компанія не може їх контролювати; вони, радше, пов'язані з конкретним контекстом і національними умовами, у яких працюють алжирські підприємства. Тому органам влади Алжиру варто реалізовувати державну політику, спрямовану на створення сприятливого для участі іноземних корпорацій середовища.

Ключові слова: *бізнес; експорт; мотивація; фактор успіху; ризик; Алжир.*