

## THE TOURISM PROMOTION STRATEGY KEY FACTORS: COMPARATIVE STUDY (ALGERIA, MOROCCO AND TUNISIA)

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### Summary:

In almost every country, the tourism sector works as the engine of sustainable development and support for the economic growth.

Amongst these countries, Algeria could be given as an example with its rich and diversified natural, cultural and historical assets, which makes it a privileged tourist destination.

Nevertheless, only 02 million tourists visited Algeria in 2018, compared to Morocco and Tunisia, which both received, respectively 11 and 8 million tourists.

In this article, we are going to analyze the Algerian tourism strategy and submit a marketing vision for its promotion, as well as review the key factors of the success achieved in Morocco and Tunisia in the same area.

**Keywords:** Tourism, strategy, marketing, promotion, Algeria

### ملخص

يُضطلع قطاع السياحة في معظم الدول تقريبا بدور المحرك للتنمية المستدامة والداعم للنمو

الاقتصادي. ومن ضمن هذه الدول، يمكن التنويه بالجزائر كمثال من حيث غنى وتنوع مقوماتها الطبيعية والثقافية والتاريخية التي تجعل منها وجهة سياحية متميزة.

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وعلى الرغم من ذلك، فإن الجزائر لم تتمكن في 2018، من استقطاب إلا 2 مليون سائح مقارنة بالمغرب وتونس اللتين تمكنتا على التوالي، من استقبال 11 و8 مليون سائح.

سنقوم في هذا المقال بدراسة تحليلية لاستراتيجية الجزائر في مجال السياحة وعرض رؤية تسويقية للنهوض بها، بالإضافة إلى استعراض أهم عوامل النجاح الذي حققته المغرب وتونس في نفس المجال.

**الكلمات المفتاحية:** السياحة، الاستراتيجية، التسويق، الترويج، الجزائر

### **1- Introduction:**

Tourism is an ancient activity, which has taken a planetary dimension since the second part of the 20th century.

Until the middle of the 20th century, tourism was only reserved to a certain group of rich people having both time and money.

Traveling was seen as a high social status symbol, putting the tourism activity as a luxury consumption reserved only for few people.

It was with the advent of the industrial revolution that tourism began to develop and expand. Henceforth, people started experiencing more important events, especially with the introduction in 1936, of paid holidays and the creation in 1970, of the World Tourism Organization (UNWTO).

The progress and professionalism attained in the tourism field have enabled it to become a real industry whose long-term development perspectives are bright and promising.

Regarding the particular case of Algeria - the subject of our research- it's worth noting that tourism has always been looked at in the process of the country's successive development policies as a non-essential sector. Despite the 1966 Tourism Charter that set up a clear list of missions and objectives of the first Quadrennial Plan (1970-1973), in terms of foreign exchange, job creation and integration of Algeria in the international tourism plan.

The choice made in favor of international tourism was questioned at the beginning of the second Quadrennial Plan (1974-1977), which confirms the shift made towards domestic tourism. The same shift was further

endorsed successively by the National Charters of 1976/1986 and also reflected in both Quadrennial Plans of 1980-1984 and 1985-1989.

Since the late 1980s, the situation of tourism in Algeria has been badly affected by "terrorism", commonly referred to as the "black decade", which struck almost all parts of the country. As a result, not only foreign tourists totally relinquished the Algerian destination, but considerable financial shortfalls ensued as well, putting thus more pressure on the Tourism sector, already seriously strained and compelled to seek alternative resources to survive.

On the other hand, the financial comfort reached by the country thanks to the huge revenues generated by the oil industry over the past two decades has not brought relief to the tourism sector or boosted its promotion as it should have been expected, but rather had a negative impact on it.

As a matter of fact, the law n ° 01-20 of December 12th, 2001, relating to land use planning and sustainable development has been promulgated. This law sets the guidance and the instruments of regional planning, likely to guarantee a harmonious development of the national space. It is against this background that were defined the National Scheme for Regional Development (SNAT) and its implementation instrument, the Master Plan for Tourist Development (SDAT).

In addition, despite the political will displayed by the State, through the establishment of a legislative and regulatory system which had raised much hope among tourism professionals at the time, the sector, unfortunately, did not register qualitative or quantitative progress as the figures do illustrate it. Algeria today attracts annually only two (02) million tourists, unlike Morocco and Tunisia, which have made of their tourism sector a real economic strength.

In this context, our research work will try to make a modest contribution to the national effort to stimulate the tourism sector in Algeria through raising awareness and emphasizing the need of developing this sector.

As a matter of fact, we will conduct a qualitative study through a benchmarking method of the marketing strategy applied in Tunisia and Morocco, with respect to tourism promotion.

Our study is exploratory based on a deductive method which allowed us to carry out a descriptive and analytical study of the subject.

To carry out our work, we have relied on the quantified results of several forums, seminars, studies as well as, medium and long term, reports established, by several less advanced countries, in terms of tourism development.

We will also try to provide a concrete illustration of the real situation in Algeria and to identify the key factors enabling it to stimulate its tourism. We will then, try to highlight the different determinants of the marketing strategy and adapt them to the Algerian context.

Our goal is to provide answers to the following main questions:

- What are the key levers of a marketing strategy to promote tourism in Algeria?

In order to better understand this question, we believed it was appropriate to answer these following subsidiary questions:

- What are the key factors, which allow the development of tourism in Algeria?

- What is the contribution of marketing in the promotional strategy of the Algerian tourism?

Our article is organized around two main axes, namely:

- The first line of research is based on a documentary research through a rich review of the literature which serves to define the fundamental principles of tourism marketing in general and marketing strategy in particular;

- The second research axis aims to analyze the promotional strategy of tourism in two Maghreb countries, namely Morocco and Tunisia.

Finally, we have made some proposals related to the key success factors, which have contributed to the tourism development of these two countries, likely to be applied in Algeria with the aim of providing some feasible solutions.

## **2. Literature review:**

Several authors around the world have addressed the issue of the development of tourism.

In fact, the growth experienced in recent years in tourism has enabled it to become a real industry with very long-term promising development prospects.

According to the World Tourism Organization (UNWTO), the volume of business in 2017 of the tourism sector exceeded that of petroleum, food or automotive industries.

Today, tourism is one of the most important areas for scientific research and economic development of nations. Its theoretical foundation is diverse and includes different themes dealing with the issue of promoting tourism in general and tourism marketing in particular.

Among these different research works, and for the purpose of our study, we based ourselves first on the work of Viviane Tauran Jamelin, entitled "tourism marketing", in which she proved the importance of implementing "tourism marketing principles" whilst promoting a destination.

Furthermore, the Algerian tourism expert Saïd Boukhelifa, in his book entitled Algerian tourist memories (2019), selected a collection of several memories, testimonies and recent statistics allowing a better understanding of the evolution of tourism in Algeria from 1962 to 2018.

### **2-1. Theoretical foundations of tourism marketing:**

Marketing was born from the continuous development of industrial civilization. The term appeared in the 1920s in the United States.

But it was not until the 1950s that the word marketing was adopted in the tourism industry. Until then, we used the terms "encouragement to foreign tourism", "information, propaganda and tourism advertising".

According to Viviane Tauran Jamelin "Tourism marketing is based on a state of mind that takes into account the need to anticipate the needs of consumers and the desire to bring together an organized and efficient structure. This must best meet changing demand expectations with an appropriate product or service. "

According to Guy Raffour, tourism marketing can be defined as the management process that allows tourism businesses and organizations to:

- \* identify their current and potential customers;
- \* communicate with them in order to identify their needs and influence their desires and motivations at the local level, regional, national or international;
- \* suggest and adapt their products with a view to optimizing tourist satisfaction and maximizing their organizational objectives.

The world tourism organization (UNWTO) attributes to tourism marketing three (03) main functions:

- Communication: Attract paying customers by convincing them that the existing destination and services, attractions and benefits, correspond exactly to what they want and prefer, better than any other alternative.
- Development: Develop new products likely to offer better sales possibilities because they correspond to the needs and preferences of potential customers.
- Control: Analyze through numerous research techniques, the results of promotional activities and find out whether these results demonstrate an effective use of the tourist possibilities available, and whether the money spent on promotion have returned their value.

Tourism marketing includes two forms of marketing, namely strategic marketing and operational marketing.

a- Strategic marketing:

The role of marketing is not just to tap into an existing market. The priority objectives are to find growth segments or niches, to develop new product concepts adapted to changing needs, to diversify the product portfolio and to define for each strategic business unit the type of defensible competitive advantage.

The analysis dimension then takes all its importance and gives a strategic foundation to operational marketing, which, as a result, will gain effectiveness.

Strategic marketing consists of three phases:

- Segmentation: divide the market into homogeneous segments from the point of view of the benefits sought but different from each other (condition of heterogeneity);
- Targeting: select one or more target segments;
- Positioning: Positioning is the act of designing a brand and its image in order to give it, in the mind of the buyer, a valued and different place from that occupied by the competition.

b- Operational marketing:

These are short-term actions, which require monitoring market trends to adapt to them. Operational marketing can be segmented into four key points also called marketing mix (price, product, communication and distribution).

## **2-2. The tourist experience in the Maghreb (Tunisia and Morocco VS Algeria):**

For a constructive and optimal evaluation, it is important to draw parallels between the strategy and the prospects of tourism development in Algeria, with those of Morocco and Tunisia. This choice is not accidental; it is motivated by the similarities these different countries do share with Algeria, regarding the social, cultural and economic environment.

#### 2-2-1. In Morocco:

After its independence, the Kingdom of Morocco, sustained by a diversified and rich tourist potential and tradition dating back to the French protectorate (which bequeathed to it nearly 200 hotels totaling 7,500 rooms), decided to pay a particular and significant attention to tourism development.

From the end of the 1960s, tourism was no longer seen as a simple adjuvant needed for the balance of payments, but as a key sector of development.

In this context, several studies and analysis of the sector and the implementation of a national tourism development strategy have been carried out in order to define on the one hand the main lines of a tourism development strategy in Morocco for the years 1995-2010 and on the other hand to suggest an action program which should accompany it. The implementation of this action plan has improved Morocco's image abroad.

Thus, the capacity of approved accommodation facilities experienced an average net growth rate of 5.5% per year during the period 1965-2000.

The evolution of the tourist offer of accommodation means has been accompanied by the development of a large network of travel agencies, the opening of restaurants outside hotels, the service offer of more than 2,000 guides and the operation of a large fleet of tourist coaches.

In addition, air liberalization (signing of the open sky agreement between Morocco and the European Union) was achieved in 2004, allowing the extension of the air transport activity to low cost companies, which have had a very positive effect on Moroccan tourism.

#### 2-2-2. In Tunisia:

The tourism sector in Tunisia plays a key role in the country's economy. Indeed, since the 1960s, this sector has continued to develop. Hotel capacity has experienced a meteoric rise, since the available capacity increased from 4,000 beds in 1962 to 80,000 beds in 1982.

In 2001, Tunisia received 5.387 million international tourists, 5.06 million in 2002, 5.11 million in 2003 and 6.5 million in 2006.

In 2007, Tunisia received more than 6.7 million tourists, mainly from France and Libya. Revenues generated by tourism amounted to 3.05 billion dinars.

In 2008, Tunisia received more than 7,048,999 tourists (3.2 billion dinars in revenue). The tourism sector contributed 6% to national GDP and 12% to current revenues. It represents 14% of exports of goods and services and employed 482,400 people (direct and indirect jobs).

Due to the global economic crisis, a 2.1% drop in the number of tourists who visited Tunisia was recorded in 2009 to reach 6.9 million tourists.

With regard to 2010, the number of arrivals remained stable, but revenue fell by 7.5% compared to the same period in 2009.

At the start of 2011, tourism was hit by the "jasmine revolution" that rocked the country for several weeks. Tourism recorded a drop of 40%. 2011 was a relatively difficult year as the country was further affected by the Libyan insurgency which turned into a civil war. Yet Tunisia received 2 million Libyan tourists each year.

To dramatize the security situation in Tunisia and revive the Tunisian tourist machine, the Tunisian National Tourist Office (ONTT) presented its new campaign entitled "Tunisia, It's up to you".

Tunisian tourism is struggling to recover from the revolution and its aftermath.

Figures for 2013 show that the number of tourist overnight stays fell between 2010 and 2013 by more than 15% (from 35.5 million overnight stays to 30 million). In total, tourism has declined by around 15% in three years.

Three years later, Tunisia was hit by two terrorist attacks which claimed the lives of ten foreign tourists and seriously damaged the activity of the Tunisian tourism industry, a vital sector of the country's economy.

Note that following the attack on the Bardo museum in March 2015, Tunisian tourism recorded a significant drop in its revenue per available room (RevPAR) and this decline worsened even more the day after the Sousse attack in June of the same year, resulting in a 51% drop in RevPAR in the 3rd quarter of 2015.

In 2018, more than 8 million tourists visited Tunisia representing an annual global revenue of 4 billion Tunisian Dinars (DT).

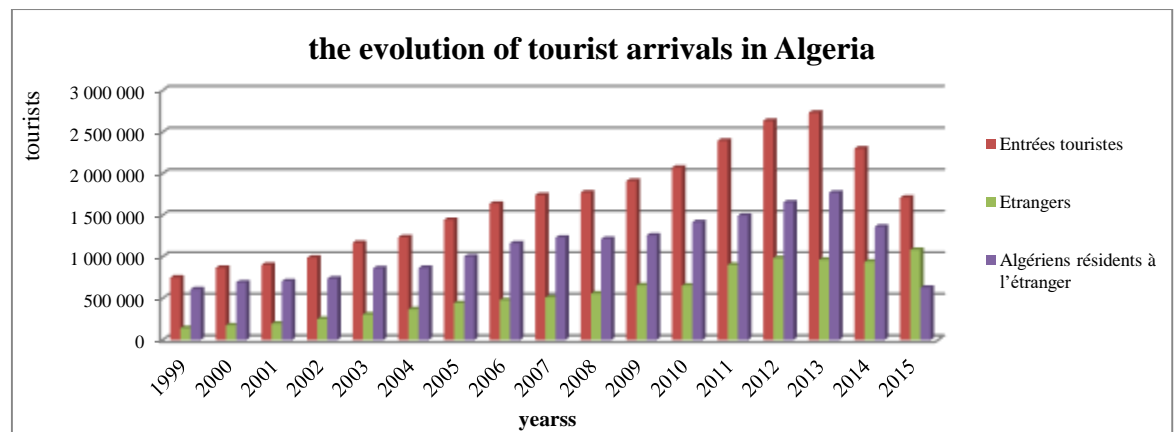


The figures for the 2018 tourist year are the best recorded in the last 8 years. Note that the number of Algerian tourists who visited Tunisia in 2018 amounted to 2.5 million. The number of European tourists has reached 2.3 million. Tunisians living abroad were 1.324 million to come to Tunisia.

### 2-2-3. In Algeria:

In this part, we will analyze the evolution of the tourism sector from 1999 to 2015. Indeed, we will highlight a key indicator namely, the number of tourists (Algerians and foreigners) who entered Algeria during 15 years. This development will be presented in the graph below.

**Figure n° 1:- The evolution of tourist arrivals in Algeria from 1999 to 2015**



Source: Ministry of Tourism, Department of Statistics, December 2018.

We note that since 1999, the inflows of tourists to Algeria have continued to increase and have tripled in volume, rising from 748,536 tourists, in 2009, to 2,732,731 tourists, in 2013.

From the year 2014, the number of tourists sharply decreased, in particular the foreign tourists following the kidnapping and killing of Hervé Gourdel in the north of the country in September of the same year. This period coincides with the official beginning of the tourist season in the far south of Algeria, which has also been negatively impacted.

But since 2015, the situation of tourism in Algerian has not improved. Indeed, we note that Algeria has attracted only 2,600,000 tourists.

The table below indicates the evolution of Algerian tourism from 2015 to 2019:

**Table n° 01: The Tourist arrivals from 2015 to 2018**

Years	2015	2016	2017	2018	2019
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Tourist arrivals	1 709 994	2 039 444	2 450 785	2 657 113	2 856 123
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Source : Border Police Directorate, January 2020.

We can also illustrate this evolution with the figure below:

**Figure n° 2:- The evolution of tourist arrivals in Algeria from 2015 to 2019**



Source : Border Police Directorate, January 2020

We note a slight evolution in tourist arrivals between 2015 and 2018. Indeed, the entries increased from 1,709,994 in 2015 to 2 856 123 in 2019, which proves that there is a hard work to do in order to encourage foreign tourists to visit Algeria.

### **3 - Benchmark of the marketing strategy applied by Morocco and Tunisia:**

In order to better understand the strategic approach inherent to the Algerian case, we will carry out a benchmark study on the Tunisian and Moroccan experience in terms of developing their marketing strategy: Segmentation / Targeting / positioning + Marketing mix.

We have established below a comparative table in order to better visualize the current situation of Algeria, Tunisia and Morocco, in terms of tourism.

As a matter of fact, we have tried to take the most significant parameters, namely the area of each country, the number of tourist arrivals, the contribution of tourism to the national gross domestic product (GDP), the number of jobs created in the tourism sector as well as the ranking of each country in the World Economic Forum report.

**Table n° 02: The main tourism indicators for Algeria, Morocco and Tunisia for 2018**

Country	Algeria	Tunisia	Morocco
Area	2.381.741 km <sup>2</sup> (14 times Tunisia and 5 times Morocco)	163.610 km <sup>2</sup>	446.550 km <sup>2</sup>
Arrivals of tourists	2 millions	8 millions (2,8 millions of Algerian)	11,3 millions
Share of tourism in the Gross Domestic Product	1,5 %	15 %	11 %
Employees in the tourism activity	280 000 employees	500 000 employees	532 000 employees
Ranking of the World Economic Forum	118th place /136 countries	14th place/136 countries	16th place/136 countries

Source: made by the author, inspired by statistics from the Ministry of Tourism, Department of Statistics, December 2019

This comparative table will therefore allow us to identify the main shortcomings of Algeria based on statistics from our neighboring countries in terms of tourism, in order to offer the most relevant solutions for the revival of tourism in our country.

We note that Morocco and Tunisia have a strong experience in the tourist field.

Indeed, tourism represents 15% of the Tunisian GDP and 11% of the Moroccan GDP and generates more than 500,000 jobs in each of these two countries.

Algeria is lagging behind in this sector with a contribution to Algerian GDP of only 1.5%.

According to the report on the competitiveness index for travel and tourism (TTCI), produced by the World Economic Forum (World Economic Forum WEF), Algeria occupies the 118th place out of 136 countries in terms of tourist attractiveness while Tunisia is in 14th place and Morocco in the 16th place.

To support these statistics, we will calculate the ratio of tourist attractiveness for these three countries compared to their respective area. The results are presented in the table below:

**Table n° 03: Calculation of the tourist attractiveness ratio per km<sup>2</sup> of each country (Algeria, Morocco and Tunisia) for 2018**

Country	Algeria	Tunisia	Morocco
Tourist attractiveness ratio	2000000/2381741 = 0,83	8000000/163610 = 48	11300000/446550 = 25

Source: Developed by the author, inspired by statistics from the Ministry of Tourism, Department of Statistics, December 2019.

We note from this diagram that the ratio of tourist attractiveness per km<sup>2</sup> varies from one country to another.

Indeed, with regard to Algeria, its ratio is considered to be the lowest and represents only 0.83 tourist / km<sup>2</sup> or not even one tourist per km<sup>2</sup>, compared to Morocco or Tunisia where very good ratios much higher are recorded with respectively, 25 tourists per km<sup>2</sup> for Morocco and 48 tourists per km<sup>2</sup> for Tunisia.

To fill this gap, a marketing strategy must be devised in order to try to promote tourism and thus attract more tourists to Algeria.

In this context, we will analyze the marketing strategies adopted by Morocco and Tunisia in terms of tourism in order to try to offer Algeria an adequate marketing strategy by drawing on the experiences of neighboring countries.

### **3-1. The marketing strategy adopted by Morocco:**

In this part, we will highlight the strategic and operational marketing adopted by Morocco in order to promote its tourism, through the analysis of the marketing strategy namely, segmentation, targeting as well as positioning of Moroccan tourism on the one hand as well as the adopted marketing mix (4P) on the other.

#### **3-1-1. The strategic marketing applied by Morocco:**

Below we will analyze the strategic marketing applied by Morocco to promote its tourism, namely, segmentation, targeting and positioning:

##### **a- The Segmentation:**

The different segments of the Moroccan tourist market are as follows:

- Seaside tourism with 3,500 km of coastline;
- Cultural tourism, through circuits of imperial cities, Kasbah circuits as well as various cultural events;
- Business tourism;

- Mountain tourism (note that mountainous landscapes occupy a third of the country's area);

- Sport and Adventure tourism, Morocco offers a wide range of nautical sports (Surfing, Windsurfing, Fishing, etc.); on land, activities are diverse: Golf, Hiking, Camel Riding.

b - Targeting:

Due to their strong revenue contribution, the two market segments which Morocco first targets are: seaside tourism and cultural tourism.

c - Positioning:

Morocco positions its tourist product according to three criteria: authenticity, high quality service, and respect of the environment.

3-1-2. Operational marketing applied by Morocco:

In this part we will analyze the marketing mix (4P) applied by Morocco to promote its tourism product.

a- Product:

Diversified tourism offer, comprising eight (08) "tourist territories", likely to meet the needs of multiple market segments.

b- Price:

Unlike Tunisia, which opts for a market penetration strategy, Morocco adopts a price alignment strategy with competing destinations (Egypt, Turkey, Greece, etc.)

c- Promotion:

Morocco adopts push and intensive communication through several mass media such as radio, billboards, television, etc.

In the digital and social media area, Morocco aims to develop its digital communication in order to improve its e-reputation

Indeed, this development resulted in the launch of a tourist site called "visitmorocco.com" with more than 12 languages available, better management of digital content and their development in virtual reality mode.

Note that the various communication and marketing campaigns dedicated to the promotion of the Morocco destination enabled the tourism sector to record an income of 5.6 billion euros in 2016, i.e. 4.1% increase compared to the previous year.

d- Place:

In order to market its tourist product, Morocco opts for the use of several distribution channels, namely tour operators, travel agencies, online booking.

From this analysis, we were able to highlight the main key success factors of Moroccan tourism, namely:

- The promotion of sustainable tourism aimed at the preservation and enhancement of natural and cultural heritages;
- The development of an authentic tourist offer respecting the codes of traditional Moroccan architecture;
- The signing of the EU-Morocco Open Sky Treaty in 2005 (drop in the price of air tickets and, the entry on the market of new "low-cost" airlines, which allowed Marrakech to become the first African tourist destination;
- Excellence in human capital training;
- The granting of facilities for national and international investors in the sector;
- The anchoring of tourist culture within the local population;
- The establishment of international tourism players (transfer of know-how);
- The development of a diversified tourist offer (Cultural Forums, garden circuit, programming of attractive festivals throughout the year);
- The development of digital and "e-tourism" in order to promote the Morocco destination.

The synergy of the entire tourism value chain aimed at offering an international quality experience throughout the stay of tourists.

### **3-2. The marketing strategy adopted by Tunisia:**

The purpose of this part is to highlight the marketing strategy adopted by Tunisia in terms of tourism promotion through the analysis of segmentation, targeting, positioning as well as the marketing mix (4P), adopted by Tunisia.

#### **3-2-1. Strategic marketing applied by Tunisia:**

Below, we will analyze the strategic marketing applied by Tunisia to promote its tourism, namely segmentation, targeting and positioning.

##### **a- Segmentation:**

Tunisia segments its tourism market into four segments, namely:

- Seaside tourism;
- Health tourism which occupies the 2nd place in Africa;

- Cultural tourism;
- Business tourism.

b- Targeting:

In view of the strong revenues generated by this segment, Tunisia targets primarily seaside tourism.

c- Positioning:

The Tunisian tourism product is positioned as a cheap product; Tunisia opts for mass tourism by offering low prices and minimizing costs (Market penetration strategy).

3-2-2. Operational marketing applied by Tunisia:

In this part, we will focus on the marketing strategy adopted by Tunisia in the area of promoting tourism:

a- Product:

Development of a diversified offer that can correspond to different market segments (children, families, seniors).

In order to establish a true culture of quality in the tourism sector, Tunisia has carried out a two-year twinning with France and Austria in order to create a new quality label. This label applies to five activity sectors, namely: travel agencies, hotels, guesthouses and rural houses, restaurants and cultural places (museums, archaeological sites).

b- Price:

Tunisia opts for a cost minimization strategy in order to offer low and attractive prices (strategy of penetration of the tourist market).

c- place:

To promote its tourist product, Tunisia resorts to several distribution channels, including sales through tour operators, travel agencies but also online sales.

d- promotion:

Push and intensive communication through the press, radio, TV spots, social networks, billboards, opinion leaders and even supporters of the Tunisian national team who distributed flyers during the World Cup 2018 football tournament, in Russia.

During the terrorist attacks which affected Tunisia, an advertising campaign was launched in order to play down the security situation in Tunisia.

From this analysis, we were able to highlight the main key success factors of Tunisian tourism, namely:

- The strong culture of tourism among the local population (supporters of the national team during the 2018 soccer world cup);
- A wide range of infrastructures able to respond to several market segments;
- The implementation of direct marketing ex: the distribution of free chips at airports;
- Tunisia has successfully implemented a crisis communication strategy to revitalize its tourism;
- The low-price strategy adopted by Tunisia to attract tourists;
- Strong external communication to promote tourism in Tunisia, especially in Algeria;
- Twinning carried out with tourist countries (transfer of know-how to improve the quality of tourist services).

### **3-3. Proposal of a marketing strategy to promote Algerian tourism:**

Following our qualitative study carried out as part of this research work, which consists of comparing the different marketing strategies adopted by Morocco and Tunisia for the promotion of their respective tourism, we propose to adopt the following marketing strategy to promote Algeria destination:

#### **3.3.1- the strategic marketing proposed in the Algerian case:**

In Order to promote tourism in Algeria, we propose the strategy below:

##### **a- Segmentation:**

We propose to split the tourist market into four different segments, namely:

- Business tourism;
- Seaside tourism: the Algerian coastline is more than 1200 km long, which represents a huge potential for developing seaside tourism in Algeria;
- Saharan tourism: it should be noted that the Sahara represents the major part of the surface of Algeria. It represents 80% of the country. It is undoubtedly the largest desert in the world, the richest and most diverse, in terms of tourist deposits. The area of the Hoggar is equal to that of France;
- Thermal tourism: Algeria has no less than 280 thermal sites and more particularly in the south of the country.

##### **b- Targeting**



In view of the income it generates, we will target seaside tourism in the short term.

We will start first by promoting domestic tourism with a communication and distribution strategy adapted to the needs and purchasing power of Algerians.

In the medium and long term, we will be able to broaden the offer to an international client base, especially based on the Saharan tourism segment.

c- Positioning:

Algeria will have to promote the authentic and traditional side of its tourism product by adopting a differentiation strategy, in order to improve its international competitiveness.

3-3-2. Operational marketing proposed in the Algerian case:

In order to promote tourism in Algeria, we propose this mix marketing:

a- Product:

The Algerian tourist offer is rich and diversified and meets the needs of several market segments (seaside, Sahara, cultural, business tourism, etc.)

b- Price:

A differentiated pricing strategy could be adopted by the tourism sector in Algeria (adjusting the price according to the range of accommodation, adapting to the budget and purchasing power of each client segment (family, business, students...), in order to best meet their needs). The application of Yield management (adjusting the price according to the occupancy rate of tourist infrastructure) would be very useful in order to ensure a good occupancy rate of tourist infrastructure and means of transportation to Algeria.

c- Place:

Given the current context, we recommend the use of different distribution channels, namely tour operators, the Internet, travel agencies, direct sales, etc.

d- Promotion:

Adopt a Push communication strategy through several media, namely, posters, press, radio, television, installation of urban advertising signs, social networks, websites as well as web portals.

#### **4 - Conclusion:**

Given all the figures and statistics mentioned above, we cannot ignore the fact that tourism in Algeria is an important sector to develop and promote. Note that in Morocco and Tunisia, this sector is considered one of the main engines of their economic development.

Our current research work was aimed at analyzing the different marketing strategies adopted by several countries to promote their respective tourism sectors.

This modest contribution allowed us to establish a complete benchmark in order to expose the key factors of success of the tourism strategies of our neighboring countries. The goal is to propose a marketing strategy adapted to the Algerian context.

The objective of this strategy is to improve the tourism field generating jobs and national wealth, in particular through the development of investment, which is the cornerstone of the national tourism strategy.

Our research has enabled us to identify some strategic elements around which an improvement effort should be undertaken, namely:

- Set up procedures for obtaining visas for foreign tourists;
- Improve the image of Algeria to stimulate foreign arrivals;
- Encourage the local population to develop a tourist culture (politeness, warm welcome and openness to others);
- Set up a price adjustment strategy in relation to demand (Yield management);
- Increase the quality and quantity of tourist infrastructure: hotels, restaurants, means of transportation, parks and leisure, museums, etc;
- Encourage national and foreign investors to invest in Algeria;
- Twinning with tourist countries (transfer of know-how);
- Implement a public relations and events strategy;
- Highlight the Algerian heritage (architectural, traditional crafts...);
- Improve the online visibility of the Algeria destination;
- Set up a global digital strategy using web, mobile and social media channels;
- Launch the "Ambassadors" Club through opinion leaders.

Finally, we noticed through our literature review that just a little work has been done around this subject. Indeed, this modest research work could be developed as a future research track, in terms of management and marketing, applicable to the tourism sector.

A bigger case study deserves to be carried out in addition to this research by experimenting on a large scale, the implementation of marketing strategy to the tourism field in Algeria.

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