

Research On The System Of Marketing Innovation Strategy Of International Smes

El Fakid Asmaa ¹ Echaoui Abdellah ²

¹ PhD Student, LARMODAD, FSJES, UM5S – SOUISSI

² Professor and Faculty Member at LARMODAD, FSJES, UM5S – SOUISSI

¹ elfakid.asmaa@gmail.com

² a.echaoui@um5s.net.ma

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ASMAA EL FAKID

Economic and Management Department

Laboratory of : LARMODAD , Third year PHd student

Affiliation : Faculty of legal, economic and social sciences . UM5S –Souissi ,. Postal address: 6430

email id: elfakid_asmaa@um5s.net.ma

ECHAOUI ABDELLAH

Economic and Management Department

Professor and Faculty Member

Affiliation : Faculty of legal, economic and social sciences . UM5S –Souissi ,. Postal address: 6430:

email id: a.echaoui@um5s.net.ma

ABSTRACT

Over the past 20 years, a significant proportion of small and medium-sized enterprises worldwide Internationalization appeared, although in so many developed countries, this phenomenon is still in its infancy. Most classical theories between International businesses were created to explain internationalization and only partially applicable to small businesses. In this article, we are Analyzing the applicability of existing theories in this field to the internationalization of small and medium-sized enterprises. to the question of theoretical substantiation.

Basically, the objective of this research is to propose an analytical framework for the study of innovation behavior of Smes, within the specific framework of competitiveness poles as an important element of a company's competitive strategy. Based on the perspective of the international market. This article analyses the current marketing characteristics of Smes, it explains the importance of building an innovative marketing strategy system for Smes.

Thus, starting from a conceptual and methodological approach, we propose an analytical framework, seeking to define the field of research, in order to provide future researches with a theoretical and methodological frame of reference. This article proposes a prospective marketing on the basis of the current one.

Keywords [SME- marketing innovation strategies- International Marketing] .

Introduction

Small and medium-sized enterprises have been catalogued in the developing world as very significant organizations for the economy in general and for society in particular because of their potential to generate employment, because of their ability to produce income for the weak sectors, by expanding the base of the private sector, by contributing to everything. Redeem the concentration of economic power and its contribution to national production. SMEs have important competitive advantages: their size allows them a quick response to changes in the environment and facilitates their integration as a link between production; also as efficient suppliers of intermediate or final goods and services in national or international subcontracting schemes that feed the emergence of larger national companies. In global markets they have not shown much insertion capacity when competing with prices, because most of their products are "commodities". . The goods they offer have little added value to the customer, over everything located they look at it as value-knowledge.

In so many developed countries, there are a large number of companies trying to realize their potential through export operations, which consider internationalization of business and entry into external markets to be a key priority in the near future. For Russia, in the context of its accession to the World Trade Organization (WTO), this issue is becoming relevant not only because of the opening up of export opportunities but also because of the possibility of foreign direct investment. The main problem is faced by enterprises when considering the possibility of entering external markets with their products and services are the inability to accurately assess the external economic potential and readiness to export.

Most researches on the internationalization of Smes makes innovation a major element of their export success [Bourgeois,1991;Mangaliso,1992;Conus,1993;Courault,1993; Coviello and Mcauley,1999; Wolff and Pett,2000]

The objective of this research is to propose an analytical framework for the study of innovation behaviour of Smes, within the specific framework of competitiveness poles as an important element of a company's competitive strategy.

Most classical theories between International business was created to explain internationalization and only partially applicable to small businesses. This article seeks to identify the characteristics of the activities of small and medium-sized companies and the possibilities of their internationalization.

This, in turn, is closely related to the lack of knowledge of the problem. Small and medium-sized enterprises (Smes) are becoming an important part of production and services, which it is difficult to maintain stable social and economic growth in society and to improve productivity. The formation and development of small enterprises coincide with worldwide trends in the formation of a mixed type of economy, including different types of ownership and ways of doing business, provided that a competitive and market mechanism is combined with State regulation of a small, medium and large-scale production. Small and medium-sized enterprises are considered to be one of the main driving forces of the modern economy because of their continuous contribution to technological improvements, process and product innovation, job creation and export development. The ability of Smes to innovate is a special case. Not only do they improve their competitiveness, but they also have an impact on the whole industry and the macroeconomy.

In the previous decades, small business had begun to take root in the process of innovation. Moreover, small businesses help to shape the middle class, which is an important player among economically active people in the global economy. So the development of small and medium-sized business functions explains its increasing role for the economies of key Western countries. A competitive small and medium-sized business, the core of an innovative economy, contributes to economic development and the country's decent representation on the world market. In developed countries, additional attention has been given to support infrastructure and institutions, which should be able to provide the necessary assistance to those companies that are able to effectively innovate and operate in the global market.

The specificities of the internationalisation of small and medium-sized enterprises as a contingency factor

In the last 20 years, the rapid information technology development, trade and liberalization of international trade, as well as administrative barriers and other factors such as the narrowness of the domestic market or shortened product life cycle. Active small and medium biz-out to foreign markets. Against this background the need for theoretical support for this because it turns out into internationalism.

Nevertheless, in terms of the prevalence of small and medium-sized enterprises, consider the European Union. Small and medium-sized enterprises are the backbone of the EU economy. In 2012, they accounted for 99.8% of all non-financial enterprises - about 20.7 million companies. The vast majority (92.2 per cent) are micro-companies with fewer than 10 employees. About 6.5 per cent of all Smes in the EU are small companies (10 to 49 persons). 1.1

per cent are medium-sized companies (50 to 249 persons). Large corporations account for only 0.2% of all non-financial companies in the European Union.

However, the extensive work on competitive strategies can be conceptual [Porter, 1982, 1985] or empirical [Dess and Davis, 1988; Miller and Friensen, 1986a, 1986b], incorporate the deal of innovation into a broader perspective it is only one of the positions that a company can choose in a sector. Thus for Morone [1989], any technological choice is part of a broader strategic choice. It is also to this outcome Lefebvre [1993] has shown in a subsequently way, an empirical study, by placing the problem of innovation in Sme with a view to competitive positioning.

Smes in developed countries, while establishing a production base abroad, follow their larger partners to ensure that they do not lose their role as a supplier in the detailed production process. Competition in the international markets was considered to be the prerogative of large firms, while small and medium sized enterprises was to play a role at local and regi-international markets. Uncertainty and demand, the international nature of company 's resources of the home market, has been a constraint on the ways of internationalizing small and medium –sized enterprises (Smes). In this context, traditional internationalization theories focused mainly on large transnationales and were less applied to Smes.

It is assumed that small and medium-sized enterprises are more likely to be concentrated in developed countries because of their high level of infrastructure, low political and economic risks, and the availability of markets with secure demand and therefore return on investment. After rapid technological development and leadership in various segments of the domestic market, these companies began to look for development opportunities in neighbouring markets. Small and medium-sized companies in central Europe are the most affected by the development of activities in other countries of the European Union, especially in the eastern part. American companies strengthened in Latin American markets, but also in Russia and Ukraine. Large companies from Japan prefer investments to neighbouring countries such as Taiwan and China, as well as the US, Canada, Australia, New Zealand, and Mexico.

Although, taking into account the different meanings of the term, we observe that the SMEs do not contribute in the same way to all parties' innovation in the broad sense. Organizational innovation is the most common, regardless of industry or size companies. Process innovations are generally more frequent products. However, the latter dominate in the most innovative way: certain industrial activities, financial activities research and development. Regardless of the segment considered, the small businesses always innovate less than large ones. Thus, the sector size partly explains the differences in enterprise rates' innovative from one activity to another.

Many now represent several companies assembled under a single shell. Every corporation, regardless of its size, needs components of an equally high quality, corresponding to the level of international competitiveness, practically impossible. This implies that large Tncs themselves are composed of a number of small companies. Subcontracting is one of the most promising forms for the national economy of internationalization of medium and small

businesses. Smes often participate in international alliances that do not imply capital controls. These are often ad hoc arrangements involving joint trade, such as common marketing channels and exchange of marketing information. Alliances of large and medium-sized enterprises have been frequently heard recently.

In order to ensure the conditions for the effective development of small and medium-sized businesses in western economies by the State, it is necessary to develop a set of appropriate measures, among them the creation of an infrastructure combining financial and non-financial support, Stimulation of external demand and development of consulting. Small and medium-sized businesses have a special role in the modernization of the Russian economy for example. The most promising direction from the point of view of Russia's integration into the world community and the development of the economy may be the cooperation of large and small businesses.

Innovation and competitiveness, These strategies require progress, a new image of the company and its business environment, coming from middle or lower management ranks, experts and customers. The design of advancement strategies requires more than learning and unlearning (Senge, 1990), degeneration of knowledge in the context and practices proposed by (Nonaka and Takehuchi, 1995 and Von Krogh, Ichijo, Nonaka, 2000), where tacit knowledge and creativity individual and group are shown as the most important source of innovation

Although highlighting the Theories of market imperfections, explain the reasons for going abroad the market of large companies. There are elements of some theories from this that could still be applied to Smes for example : The Monopolistic Advantage Theory of [S. Hi-Hi], that could still be applied to Smes. The measure appears to be quite applicable to small companies, because it's hard to argue that entering a foreign market, the firm must give competitive advantage through that it can exist on the international the market, despite the attendant barriers. Nevertheless, for example, P.F. McDougall [et al.] ask themselves whether the firm is always behaving for rational reasons, as in theories of monopolistic advantage.

Examples of survival strategies and tactics include cost reduction, improved yields or productivity, quantitative marketing (Johansson and Nonaka, 1997), department R&D, process improvements, administrative restructuring (Amabile, 1999), finance to protect present utility, while on the other hand, advancement strategies and tactics are exemplified in substantive innovation

1.1 Theories of international management:

- ✚ The Evolutionary theory , by [14]. Johanson, J.E. Vahlne] : Gradual involvement of a firm in an International Experience-based activities Reduce Corporate Perception of Uncertainty in the foreign market
- ✚ The Theory Network Model by L.G. Mattson, S. Chetty [15, 16] : Stresses the importance of developing relations with cooperation with consumers, suppliers or contractors of other firms in order to achieve successful internationalization .

✚ The Theory between- people's podst – adoption by C. McDougall, S. Shane, B. Oviatt : Key factor influencing the inter- nationalization 's country process are the competences of entrepreneurs .

Literally, the SME solutions are often based on other strategic objectives such as leadership preferences or, for example, Proximity to a particular culture . P. Harveston [2018]. However, P. Davis admits that there is not enough evidence that small business internationalization based on the theory of entrance by costs.

As for the eclectic paradigm of J. Dan- (t.n. «OLE»), then in addition to above «O» and «E», it is possible note that small businesses are often specialized for products whose production is not based on advantages of location («L»). Smes are more client-oriented, so The incentive for them to internationalize be more of a customer's location than a proprietary one benefits.

2.1 The processes internationalization of SMEs:

The internationalization of companies is an activity of increasing importance for economies and for countries, given that external markets constitute a important alternative for growth and survival in an economic environment each more competitive (Dicken, 1992; Adda, nineteen ninety six; Lemeire, 1997).

It is said that the intensive aspect of internationalization eventually tends the company to come out to the market of a certain country , firstly from the indirect exports, gradually increasing the complexity of the operations before the direct investment via the chain of establishment. Because at first the firm behave cautiously without distracting Cross-border transactions of a large Number which gives it an opportunity at any time to suspend or terminate the intern process of globalization.

In the internationalization process, know two main streams: one that defends an evolutionary model, sequential and linear with international stakes increasing (Johanson and Wierdersheim-Paul, 1975; Bilkey and Tesar, 1977) and another that sees the internationalization process from the point of view of resources and interaction with the environment (Aharoni ,1966; Reid, 1982). However there are other currents that explain internationalization related to innovation (Morgan and Katsikeas, 1997) or that explain processes rapid internationalization (Oviatt and McDougall, 1994). However, the theory on the internationalization of companies are made up of different groups that explain why they decide to go out to the exterior, what is the process they use and why what they do through different paths (Johanson and Wierdersheim-Paul, 1975;

With the ability to compete abroad and grow confidancelly, the firm usually shifts its preferences away from risk to control to the perceptions of risks, and the firm may afterward increasingly be inclined to run her own international business. With regard to the multiplicity of operations, firms entering new foreign markets Are now increasing geographically and psychotically for distance. The latter is to understand, to differences in language, culture and culture Tours ,political system, level of education, level of industrial development , exchange information between firm and market]. Since geographical distance with development Transport and Information Technology foam erased, the main barrier to exit This foreign market is a psychologist- distance. And, as rightly pointed out, O. Andersen and A. Buwick's, concept of psychological distance is more applicable to Smes than to large companies.

LUOSTARINENDIS AND DIS; DANSING AND J. JOHANSON [2017], CALLED THIS PHENOMENON BUSINESS PSYCHOLOGICAL DISTANCE. AND IT INFLUENCES NOT ONLY ACCEPTANCE AND DECISIONS TO ENTER A GIVEN FOREIGN MARKET, BUT ALSO THE CHOICE OF HOW TO ENTER MARKET. WITH THE OTHER PARTY RONS, A SMALL PSYCHOLOGICAL DISTANCE COULD BE UNDERVALUING OF OPERATIONAL DIFFICULTIES IN THIS MARKET. SO, [S. O'GRADY AND H.O. LANE] (2015) ARE DESCRIBING THE FAILURE OF CANADIAN COMPANIES TO PENETRATE THE RUSSIAN MARKET. THERE IS ALSO A PARADOX OF PSYCHOLOGY WHAT'S THE DISTANCE: WHAT IT LOOKS LIKE AT FIRST GLANCE IS PSYCHO- LOGICALLY CLOSE, IN FACT THERE MAY BE MORE FAR AWAY THAN EXPECTED» .

So basically, the concept of psychological distance is clearly representative Influences the firm's behavioral theory, which I. Johanson and I. Walna had attached to the process Behaviorist of internationalization: This approach emphasizes the key role of international in-house experience, organizational knowledge at speed 7 and the direction of internationalization: Lack of Knowledge was a major obstacle in the development of international operations»

It is noted that the necessary knowledge can be obtained only through own operations in a foreign market, the rest of them are superficial. Uninterrupted learning process in the firm is the reason why, often, according to the Uppsala models, Sme's internationalization is slow. Which means the firm can only accelerate this process in some way or Some cases.:

When there is significant resources, which is rare in the case of smes;

- when market conditions are uniform, so not only can they be obtained by experience;
- when the firm already has sufficient experience in a market similar to where she's going to go
- the latter case, in particular, explains «jumping» through traditional of internationalization from about the end 1970-s also at the speed of internationalization directly changes in the enterprise learning. As noted by W. Cohen and D. Levinthal , the organizationl learns much faster from related knowledge regions, therefore with already formed trajectory- It's hard to break down. This dependence on Past experiences are a drag on a completely new process for a firm, such as internationalization.

It is assumed that small and medium-sized transnational enterprises are more likely to be concentrated in developed countries because of their high level of infrastructure, low political and economic risks, and the availability of markets with secure demand and therefore return on investment. After rapid technological development and leadership in various segments of the domestic market, these companies began to look for development opportunities in neighboring markets. Small and medium-sized companies in central Europe are the most affected by the development of activities in other countries of the European Union, especially in the eastern part. American Smes strengthened in Latin American markets, but also in Russia and Ukraine. Large companies from Japan prefer investments to neighbouring countries such as Taiwan and China, as well as the US, Canada, Australia, New Zealand, and Mexico.

In the economic sciences, there are different views of scientists about Transnational SMES, their development prospects, and the impact on the processes taking place in the world economy. Some authors believe that there is now a crisis of large companies and major innovations, and jobs are being created by SMES. Others, looking at the markets of the US, Japan, and Western Europe, argue, on the contrary, that large corporations still concentrate an increasing proportion of capital and markets in leading economies. It has been suggested that all Smes will eventually "grow" into large corporations, either be absorbed or become bankrupt. Obviously, the above views are not correct or false. First, large Tncs are no longer a «single organism», as it was often the case before. Many now represent several companies assembled under a single shell.

Nevertheless, every Corporation, regardless of its size, needs components of an equally high quality, corresponding to the level of international competitiveness, practically impossible. This implies that large Tncs themselves are composed of a number of small companies. Subcontracting is one of the most promising forms for the national economy of internationalization of medium and small businesses. Smes often participate in international alliances that do not imply capital controls. These are often ad hoc arrangements involving joint trade, such as common marketing channels and exchange of marketing information. Alliances of large and medium-sized TNA9 have been frequently heard recently.

So, In order to ensure the conditions for the effective development of small and medium-sized businesses in the international market by the State, it is necessary to develop a set of appropriate measures, among them the creation of an infrastructure combining financial and non-financial support, Stimulation of external demand and development of consulting. Small and medium-sized businesses have a special role in the modernization of the Russian economy. The most promising direction from the point of view of Russia's integration into the world community and the development of the economy may be the cooperation of large and small businesses.

II- Innovation marketing among multinational smes:

Innovation in products, the renewal of production and management are considered today as basic elements of competitiveness. The challenges faced by large companies that have of jobs and financial losses, which are sometimes very serious. of the capacities that SMEs seem to have had to better resist overall As a result of the European Commission's the focus on the driving role they could play in getting out of the crisis, to create jobs. However; Marketing is an important component of any company. In a small business the role of marketing is not enough studied. The author's model of the effect of marketing on the institutional level, for activities of small businesses. Marketing control action is the model of direct or indirect. Marketing management effects are considered for the network SME, cluster of small businesses, as well as marketing consultancy.

Implemented new or significantly improved marketing methods, covering significant changes in design and packaging of products, uses of new methods sales and presentation of products (services) promotion, development and protection of human rights new pricing strategies. The innovative Marketing aim at better meeting the needs of consumers, Also, the expansion of their membership, the opening up of new Sales Markets to increase Sales.

Marketing is a critical factor for successful existence and development of any enterprise that selects and understands target groups consumers for a particular enterprise and its competitiveness parameters. However, small and medium-sized enterprises (Smes) are not marketing. This is largely due to a lack of understanding the role of marketing. One reason, for our opinion is the use of the term «entrepreneur» to all managers of SME owners. Without elaborating on this issue already

We consider it necessary to note that not all SME managers have entrepreneurial abilities and

Marketing strategies are designed to guide managers to obtain products and services for consumers and encourage them to buy, identify customer needs, set prices, specify when and where products will be sold. Marketing strategies such as increasing the number of clients of the company, encouraging sales, publicizing new products, expanding commercial coverage, among other strategies must have specialized functions, in which techniques and methods such as use of social networks, which allow identifying priorities and preference. A significant part of them should be classified in the category of «self-employed». At the same time, there is no doubt that in the marketing of small and medium-sized businesses there are certain problems. There are studies in the literature, describing in some detail the problems, which can be summarized as follows:

- Sum up as follows: insufficient resources and skills for Marketing research, lack of definition of targets
- Customer groups and promising markets (niches), lack of marketing strategies and fragmented use of marketing tools.

SMEs are aware that to be in the market and increase their competitiveness today, they must interact in a much more demanding, dynamic and effective environment. In this sense, the internationalization of the economy, greater competition among SMEs, and of these with larger organizational structures and instruments to access the market, the need to introduce continuous innovations and the growing use of ICT, therefore Generally outside the reach of SMEs, and above all, adaptation to the needs of demand, make it especially necessary to design marketing strategies and plans by SMEs in Mexico (Saez et al., 2007). Practically, they become vulnerable to changes in purchasing preferences, and market fluctuations. The second group is marketing SME functionality. The most obvious problem right here is the deficiency skills and resources. If there is a problem of insufficient marketing, the skills of owners of SME managers and staff can be accepted, but the problem of insufficient resources to implement marketing functionality. This is not clear. First, the scale of SME activities does not usually require Significant investment in marketing communications (the most expensive component marketing functions), and second, there are various public SME support programmes that partially or fully offset these costs to Smes. Besides, lack of «marketing thinking» leads to lack of marketing strategies on small medium-sized enterprises and, as a consequence, the allocation of available resources to the detriment of Marketing tools for forward-looking target groups improving the competitiveness of Smes.

Radically in products and services, in their differentiation in the market (Porter, 1987), or are expressed in innovations for each area of the company (Giget, 1989): innovations in products (Verona, 1999), innovations in processes (Keen and McDonald, 2001), innovations in distribution, organizational innovation (Roberts, 1988), innovation in marketing (Escorsa, Maspons, Ortiz, 2000) and in the sales force, innovations in the management of research personnel (Jassawalla and Sashittal, 2000), innovations in R&D financing, innovations in production financing, innovations in sales financing, radical changes in business concepts and formats (Hamel, 2000), in human management and organizational communication (Davenport and Pruzak, 2001) and in new leadership styles (Von Krogh, Ichijo, Nonaka, 2000. Kuczmarski, 1997). An SME that assimilates and generates knowledge to incorporate or produce These innovations continuously in a changing environment constitute the desired state or future image of the innovative SME. The other problem areas of SMEs are associated with and through innovation: marketing, production, design or R&D, utility and finance, human resources and culture, knowledge and knowledge management.

Indeed, the new marketing concept refers to the changes in the product's design, in their shape and appearance , which does not affect its functional and user characteristics. They also include changes in the composition of products such as food, beverages, detergents for example: Use of new sales methods , products presentations, increased sales and excludes sales methods. Hygienis (transport and storage).

Actually, The New methods for the presentation and promotion of products (services) mean the application of appropriate concepts. Innovation in the price formation includes the use of new pricing strategies for the sale of products and services of the firm. Seasonal, regular or other current changes in marketing instruments, are driven by marketing innovations usually without presentations . Yet, redesigning an existing product is marketing, and the product innovation if its functional or consumer characteristics have not changed significant changes.

Marketing innovations can be new to a company 's strategy but it does not necessarily have to be the first introduce such innovatives. It doesn't matter either Whether marketing innovations have been developed by themselves by an organization or other organizations.

The following may be mentioned as examples of marketing innovation Introduction of significant changes in product and service design (excluding Tint/seasonal changes), packing; realization a new marketing strategy focused on expanding the range of consumers or markets; application of new product promotion techniques (new advertising concepts, brand image, methods customization of marketing, etc.); use new sales channels (direct sales, Internet (Digital marketing , social media).

Trade, licensing of products and services); introduction of new concepts of product presentation in trade (showrooms, websites and etc.); use of new pricing strategies even products and services.

New ways of doing business, have been implemented By SME, as organizational innovations, They are aimed at improving efficiency of the enterprise through administrative and transaction costs, it also increases employee satisfaction with organization places (for exp: working hours) , and give access to absent on the asset market .

Innovation in business means realization new ways of doing actual business. These include: development and implementation of new or significantly modified corporate strategies; introduction of modern management techniques by the enterprise (based on information technology logs); development and implementation of new or significant changes in organizational structures; innovations ; The use of working time shifts; application of modern quality control systems, Certification of goods, works and services systems of logistics and supply of raw materials, components («on time» etc.); creation of a professional Training of trained scientific units research and development, implementation technological developments (technological and engineering centers, small innovation centers and firms);

Implementation of corporate management systems : Implementation of staff development measures (corporate and/or individual education, establishment/development of training structures and staff development); implementation and strategic alliances, partnerships and other types of consumer cooperation international work organization , local and foreign Management; transfer of a number of functions and business processes , To a specialized contractor (outsourcing).

Innovation in the organization of jobs is linked to implementation of new methods of responsibility-sharing, Quality and authority of the executive officers activities of the enterprise and between activities (structural units) as well as new structural activities, including the integration of her personal direction.

New organizational practices in external relations means the implementation of new ways of organizing them: cooperation with customers or scientific, integration with suppliers, outsourcing, production, security, distribution of resources products, personal support and questions decisions .

Marketing is known as a critical factor for successful existence and development of any enterprise that selects and understands target groups consumers for a particular enterprise and its competitiveness parameters. However, small and medium-sized enterprises (Smes) are not marketing This is largely due to a lack of understanding the role of marketing. One reason, for our opinion is the use of the term «entrepreneur» to all managers of SME owners. Without elaborating on this issue already

We consider it necessary to note that not all SME managers have entrepreneurial abilities and A significant part of them should be classified in the category of «self-employed».

In this case, marketing is an enzyme and a methodology of acceptance of Management decisions. The logical framework is based on the thesis The need to develop a model of a marketing expert system to is to enhance SME development based on the owner's view of the head of the entity small business.

Business process is a set of different activities, in where one or more types of resources are used «at the entrance» and As a result of this activity at «exit» a product is created representing value to the consumer.

So, in this way, business process for a small business entity is a generalized representation abstraction, a model describing the creation of certain products consumer value to the client. Accordingly, we expect Smes to be considered as a whole processes that ensure the production and delivery of a product (good or service), some aggregate business process (hereinafter simply a business process) speaker a formalized description of the small business entity as a whole. SMEs are thus in a really complex environment, in a change of time to which they can adapt quickly, in which social networks and new mobile devices are integrating the

online world with the offline and increasing consumer brands, and where e-commerce grows every year at an unstoppable rate.

Marketing implementation in SMEs requires proper organization of business activities and their respective control. Tatikonda and Stock (2003) mention that the marketing activities with their corresponding tasks that can be structured in an SME can be, among others, the following:

a/- Sales organization

- ☐ Creation, training and remuneration of the sales team
- ☐ Appraisal and control of sellers
- ☐ Sales administration: control of orders,
- ☐ classification of customers,
- ☐ setting prices and discounts, etc.

b/- Commercial planning Establishment of commercial objectives: sales, by areas, by vendors, etc. Preparation of the commercial or marketing plan Policies, strategies and tactics regarding: product, prices, distribution, sales and communication.

c/-Distribution :

- ☐ Selection of the distribution channel based on: the characteristics of the company (financial, human resources, etc.); the physical characteristics of the product; the operational or geographic scope; the commercial objectives set; etc.
- ☐ Organization of physical distribution or distribution logistics:
 - o Location of warehouses
 - o Location of Points of Sale
 - o Choice of means of transport o Stock or inventory control, etc.

d/- Commercial research :

- ☐ Market quantification: Potential demand of the product and existing competitors
- ☐ Qualitative analysis of the market: Reasons for purchasing our products and actions and operations carried out by our competitors
- ☐ Product analysis: ours compared to that of competition in all areas (ranges, packaging and presentations, quality, situation at the point of sale)
- ☐ Analysis of advertising and promotions
- ☐ Analysis of distribution.

e/- Communication:

- ☐ Advertising, public relations, promotions, fairs, merchandising, etc.
- ☐ Analysis and selection of the most appropriate means of communication for the characteristics of the company and its product .
- ☐ Control of the effectiveness and results of the Communication Campaign carried out

Traditionally, SMEs have been very close to their clients, so the knowledge and proximity could be greater than that of a large company. Sáez et al. (2007), believe that the problem focuses on large companies that are increasingly prepared to maintain a fully personalized relationship with their customers with the implementation of ICT.

Therefore, the advantages of SMEs are less and less, although there will always be agility when making decisions. The communication that companies have with their target market can be achieved, achieving corporate objectives. A transversal axis for the management of social networks is the apprehension, by organizations, of communication styles based on "active listening" of their audiences. Networks such as twitter and facebook allow the public to have a closer contact with the company, in such a way that they can express their disagreements and what they expect from it, without having to relocate. The immediate response that the consumer can receive from the company, not only achieves customer loyalty, but also provides customers with the assurance that they are being actively listened to. Rosales (2010), mentions that social networks have the potential to attract and keep the attention of a certain demographic group and show that its use offers the following benefits:

Accessible Advertising: There is no need for a large budget to carry out a strategy with Social Networks.

- ☐ **Viral Nature:** Users can easily share their messages with the simple click of a button
- ☐ **Improve the Brand:** Through the media of Social Networks can build and improve your online reputation
- ☐ **Build Credibility:** the user generates more credibility through Social Networks than traditional advertising
- ☐ **Increase Traffic:** A well-planned social strategy of Social Networks attracts more traffic to your site
- ☐ **Engaged Customers:** You can connect with your customers by responding to their comments in real time

Now, if the company wishes to improve its communication channels towards its clients, the managed use of social networks is a process in accordance with the requirements of a modern society, in permanent change, and with high demands. According to Weinberg (2009), social network portals are web pages that allow individuals to get to know each other based on shared interests by establishing profiles; they are generally used to connect with old friends or find new friends. Social media portals are some of the most popular pages on the Internet today, and in this sense and as a result of the need to innovate in the way to reach the target market, companies have chosen to use social networks as a promotional means.

Theory and Perspectives

In our view, it is extremely difficult to solve this problem at the SME level and changes to existing forms of SME support are needed at institutional level. A possible solution could be, with is to offer a marketing expert system

model. As a starting point, We believe that society and the State are interested in the development of the small and Medium-sized business as an important social tool for solving the problems of: Employment and involvement of the population in entrepreneurship; Creating and implementing innovation, improving the quality and level of goods and services Smes produced, improving the quality of life of the population. Smes, however, should be independent, competitive and self-supporting, then There are those who meet the business criteria.

In this case, marketing is an enzyme and a methodology of acceptance of management decisions. The logical framework is based on the thesis the need to develop a model of a marketing expert system to is to enhance SME development based on the owner's view of the head of the entity small business. To build a business management model for small businesses is to select some of the parameters that most characterise small business.

In practical terms, in the proposed model, marketing becomes SME Strategic Objectives Integration Centre and co-ordinates other elements of the SME management system to revitalize and manage the business Activities of small businesses. It should be noted that the management system can be classified as complex systems. As shown in Chernyshev's work, to a system with at least one in a row Topics. However, we noticed that a company don't have to be a large one to take advantage of social media. SMEs have useful social media platforms to publicize their products and stay in direct contact with their customers and their target audience globally. The cost of working with social networks is extremely low, so that with a minimal investment, optimal results can be achieved (Castelló, 2010).

Regarding marketing capabilities and business competitiveness, the market orientation is decisive in the development of organizations. For this reason, it is essential to know what the marketing capacities of SMEs are, in order to be able to promote the commercial bases of their position of sustainable advantage and favor their stability and solidity. Santos, Sanzo, Gracia and Trespalacios (2008), point out that marketing capabilities are complex processes by which market knowledge and organizational resources are combined to generate added values.

In marketing decisions, social networks provide access to a significant amount of information, facilitating the creation of strategic knowledge about the consumer that simplifies the decision-making process. Thus, as Prasad et al, (2001), suggest that ICTs and the use of social networks provide the company with the extraordinary ability to identify and precisely define consumer segments, and establish fully adapted marketing and communication strategies to the SME 's needs and requirements.

So, in this way, business process for a small business entity is a generalized representation abstraction, a model describing the creation of certain products consumer value to the client. Accordingly, we expect Smes to be considered as a whole processes that ensure the production and delivery of a

product (good or service), some aggregate business process (hereinafter simply a business process) speaker a formalized description of the small business entity as a whole.

Finally, we can see that technological advance is not enough. Even in sectors where technological innovations are a variable essential strategic, we note that, for export, companies must ability to make structural adjustments. In this case, the SMEs are more or less part of networks structured by large groups according to hierarchical integrations. Neither technology renewals nor SMEs in themselves are therefore sufficient to ensure the competitiveness of an industry. Both must be considered as part of a larger package, all enterprises, which necessarily relate to each other are solidary well than competitors. All jointly participate the creation of this economic competitiveness.

So, Now as we all know, Marketing is in evolution, constantly reinventing itself in response to the new consumer.. Most of the successful marketing strategies seek to surprise the customer in a sentient, comfortable, responsive and close way, with new experiences at the point of sale, with transparent communication that encourages them to enjoy life. More empathic, seeking emotional compliance with the consumer, where the online and offline environments merge in a coherent and unique way, inspiring the consumer again in these difficult moments and integrating the most disadvantaged social groups. What's more, in this new era in which we are, the customer is part of a whole business ecosystem in which they interact with manufacturers, suppliers, partners, distributors ... in product design and new marketing initiatives. It is the era of co-creation, of collaboration, but without forgetting the basic premise: the consumer decides.

Discussion and Conclusions

Talking about The role of SMEs in international competitiveness, the performance of a country's productive apparatus therefore depends on the ability of the companies that constitute it to ensure their mutation around the trilogy market-product-processing processes, as well as the participation of all of these companies, regardless of their size, in search of competitiveness. The poor performance of French industries for example, towards the Unfortunately, international trade is an immediate example of this double necessity.

Finally, surviving in this globalized world requires a large investment in technological innovations, training and new administrative processes. We are in a world that generates new products, markets and business opportunities at all times, and it will only be through investment in technological innovations that small and medium-sized companies can face the challenges that this new economy brings with it.

Today, that we are in the era of technology, social networks represent a solution for part of the problem and the success or failure of its implementation depends largely on the ability of each company to engage with the media. virtual

By way of conclusion we can say that the use of social networks in the marketing strategy makes the company more innovative in product, being the innovation fully adapted to the needs of the market, as it

is based on the use of market information , and making it present a lower technological, strategic and marketing risk for the company

Based on the above, it is necessary for the SME entrepreneur to adopt social networks within the marketing strategy so that in this way, they can achieve competitiveness that allows them to position themselves and stay in the market to which they belong

Study Limitations

Finally, There's is a limiting factor of the present study is that it is based on a set of theoretical case studies, which prevents generalize the conclusions of the topic. In this way, in order to lessen these limiting factors, It is recommended that future studies include a greater number of companies, both contractors as subcontractors, of various economic sectors, and treat of this study through out a quantitative approach, to complement the present study. It will be equally interesting explore the issue of mutual engagement, in order to know to what extent influence the results of the internationalization of the SMES and how does it boost the marketing performance of the companies

In addition to this, one of the limitations of this study is , that by focusing your analysis on transnational SMEs,you did not explore how multinationals and their decision processes can influence in the profit maximization in the supplier-customer relationship. Clearly, future studies should investigate this limiting factor empirically, especially after the worldwide crisis economic of covid 19.

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