

Marketing strategies for public services between monopoly and competition: ALGERIA POST case study

الإستراتيجيات التسويقية للخدمات العمومية ما بين الاحتكار والمنافسة:

دراسة حالة مؤسسة بريد الجزائر

Dallel Adimi, Abbas Leghrour University- Khenchela,

adimi.dallel@univ-khenchela.dz

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Abstract:

This study provides a conceptual framework for public services and marketing strategies in the market economy. The main objective of the study is to diagnose the general situation of competition and to guide The ALGERIA POST towards suitable marketing strategies. A qualitative approach based on the review of literature and diagnostic analysis is used. The most important result reached is that Algeria Post continues to maintain the lead in its market thanks to its marketing strategies as well as state guardianship.

Keyword: Public services; Marketing strategies; Competition; Monopoly.

JEL classification code : M31, L87, D42, D41

ملخص:

توفر هذه الدراسة إطارا مفاهيميا للخدمات العمومية واستراتيجيات تسويقها في ظل اقتصاد السوق، حيث أن الهدف الرئيسي من هذه الدراسة هو تشخيص الوضع العام للمنافسة في قطاع البريد والخدمات المالية وتوجيه مؤسسة بريد الجزائر نحو الاستراتيجيات التسويقية الأكثر ملاءمة. وقد تم استخدام مقارنة كمية مركزة على استعراض الأدبيات والتحليل التشخيصي. وأهم نتيجة تم التوصل لها هي أن مؤسسة بريد الجزائر مازالت تحافظ على الريادة في سوقها بفضل استراتيجياتها التسويقية وكذلك بفضل وصاية الدولة.

الكلمات المفتاحية : الخدمات العمومية، الاستراتيجيات التسويقية، المنافسة، الاحتكار.

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Corresponding author: Dallel Adimi,

e-mail: adimi.dallel@univ-khenchela.dz

1. Introduction :

Public services are a strategic sector with a particularity mainly derived from the nature of its services and from the guardianship and support of the State, but the growing competition by the private sector has created a new reality that the public services sector should deal with by developing many tools, the most important of which is the integration of the marketing function into its operation. Marketing will provide radical solutions to its growth problems and obstacles. ALGERIA POST is a part of this reality as it has also become active in a competitive environment, and despite the support it receives from the state, it urgently needs to develop suitable marketing strategies in its environment, maintain its customers and face the growing tide of competition. It requires mechanisms to reconcile the strategic position as the first entry, with a true position of its services. This research paper will analyze this ambiguity by reviewing the phases of the market and the organization's development from its establishment until 2021, so we have to ask the following question:

What marketing strategies are most suitable for ALGERIA POST in the context of monopolizing the sector and breaking up market shares by competitors?

- This main question is branching out into the following sub-questions:
 - What is the reality of ALGERIA POST market after opening up to competition?
 - What are the most suitable marketing strategic options for ALGERIA POST under the new market conditions?
- To answer the following problem, we adopt the following hypothesis:

ALGERIA POST market share has declined due to the market's openness to competition, but it continues to maintain leadership thanks to the state's guardianship first and its marketing strategies second.

- **Research objectives:** The main objective of this study is to diagnose the general state of competition in the postal sector and to guide The ALGERIA POST towards marketing strategies that can be pursued in light of: -the openness of the postal market and financial services to local and global competition, -and the beginning of the state guardianship lifting of this important sector.

- **Previous studies:**
 - a- Competition or Monopoly? Comparing Privatization of Local Public Services in the U.S. and Spain by Mildred E. Warner and Germa Bel (2006): The analysis suggests that wider flexibility in the use of hybrid organizational forms in Spain is compatible with a general environment supportive of increased private participation in delivery of local services. Hence, it might well be that introducing more flexibility in organizational forms is also inducing more stability in markets for services where private production has an important role. That could explain one of most important differences they have found between the recent trends in the U.S. and Spain: whereas reverse contracting is growing in the U.S., so far it has not become an issue in Spain.
 - b- Marketing in public service organizations by Abdelkader Braynis (2007): The study dealt with the marketing function of public institutions in general and in Algeria in particular. The study included all marketing practices carried out by economic institutions in the free competition market with a drop on state-controlled public service institutions while examining the state of the postal and communication sector.
- 2. **Service Industry:** Services has become a significant proportion in the business sector that reflects the strategic importance of this formula in satisfying specific types of customer needs.

2.1. The concept of service and public service: Public services in particular, have distinctive characteristics related to their industry and consumers.

2.1.1. Definition and characteristics of the service: Kotler defined the service as (Kotler, Keller, & Manceau, 2015, p.440): "Any activity, achievement or benefit provided by one party to another party, which is essentially intangible, does not result any ownership, and may be associated with a tangible material product and may not be associated". The service is every activity that produces an intangible benefit and provides added value to the customer, so services has five main characteristics that distinguish it from physical products (Vogler, 2004, pp.11-17): Intangibility, Inseparability, Variability, Perishability, and Lack of Ownership.

2.1.2. Service value: The main driver of the customer is to meet his needs in a satisfactory way by obtaining a service value that corresponds to what he will pay in return. Most researchers agree on the main value pillars (Dumont & Ramanantsoa, 2005, pp.74-76): Facilitating the customer's mission, creating and maintaining customer confidence for service, reducing the burden of time, raising the perceived value of the client, providing good services.

The service formula is constantly evolving because many solutions may respond to a single need, so there are two basic rules for controlling the formula through value (Chambaretau, 2003, p.86):

A. Changing the shape of value for the customer: by creating different ways with greater added values. Competition is not the reference because many organizations develop and become more profitable not because it is the best among competitors but because it has created new rules of the game by developing new formulas and by developing the key factors of success within the sector.

B. Think differently to establish value: there are necessary rules for the service value shown in the following table:

Table 1 : Value Creating Rules

	Traditional approach	Value/Service approach
Customer	The formula is based on differences between customers. The formula looks for the fragmentation of the offer as a result and the satisfaction of each individual by displaying weak adjustments.	The formula is based on common elements with the greatest value for the largest number of customers. The formula sacrifices those who are not associated with the target customers.
Supply	The offer responds to sector suggestions normally, the goal is to maximize the value produced for this joint offer.	The formula responds entirely to the overall wants of standard customers. The resulting offer is not specified by the existence of the reference profession. The new formula is offered for certain needs such as career change.
Support	The formula tries to attract and use all existing methods and tools.	The formula starts from scratch and recreates the props needed to serve customers altogether.

Source: Chambaretau Didier, 2003, P.87.

2.1.3. The concept of public services: The definition and advantages of public services are as follows:

A. Definition of public service: One of the most important and famous definitions of public service is that issued by the Public Service School: "Each function is guaranteed, controlled and monitored by the governors, because the performance of this function is necessary for the realization and development of social cohesion, a nature that only makes it fully realized thanks to the intervention of the governors' power". From the previous definition, the following points can be inferred (Braynis, 2007, pp.55-56):

- The State fully uses public markets as a means of intervention ;
- The service is public, means that it has a bilateral standard: economic one, and political one because of State control;
- The primary objective of public services is not to maximize material profit but to maximize social profit.

B. Characteristics of public services: Public services are diverse, including administrative, industrial and commercial, despite this difference there are common characteristics of the public service:

- **Public interest:** In order to qualify the service activity for the level of the public interest, it must be subject to three objective principles are (LeGall-Ely, 2003, p.11): Equality, Continuity, Convenience.

- **Market trend independence:** offset by less or more extensive public control through (Braynis, 2007, pp.120-129):

Market logic: For public services, the large number cannot be adopted as a real criterion for efficiency since the public service is a supported sector.

Public control: Limited market authority is offset by a rise in public authorities.

2.2. Service Industry System: The most important elements of the service industry system are (Eiglier, 2004, pp.14-16) (Tardieu & Al, 2004, pp.22-24): customer, physical support, contact personnel, service, regulatory system and other customers, production regulation and agency network structure.

2.3. The physical environment of the service industry: The physical environment of the service industry is the internal environment, which forms the general atmosphere of service delivery. It is very important because it aims to build and improve the image of service in the consumer's mind; it consists of a set of elements

(Lovelock, Wirtz, & Lapert, Marketing des services, 2004, pp.306-316): general atmosphere, organizational place and work, signals and symbols and individuals.

3. Marketing Strategies for ALGERIA POST Corporation

ALGERIA POST is experiencing a double standard of classification between a subsidized public institution that does not need to do much to monopolize the market, and a new reality imposed by the need to be opened up to the market and competition, which needs developing effective marketing strategies to stay ahead.

3.1. The development of Algeria's Postal Sector:

3.1.1. The basis for public sector intervention in economic activity:

The justifications for public sector interference in economic activity can be summarized at the following points (LeGall-Ely, 2003, pp.17-18): Putting sectors with growing productivity in the confidence of public institutions, limiting the monopoly of private property, ensuring the defence of a national sector, ensuring the desired development and growth of collective consumption.

3.1.2. The development of ALGERIA POST:

ALGERIA POST corporation is a public institution of an industrial and commercial nature established after the restructuring of the postal sector and information and communication technologies under law 2000-03 dated 5 August 2000, which is specific to the general rules on post and telecommunications, so it was established under Executive Decree 02/43 dated 14 January 2002. The most important milestones in the postal sector development can be summarized in the following phases (Service Postale, 2018, pp.5):

A. Phase I (1962-2001) / The challenge of expanding and modernizing networks: The status of postal services in 1962 was characterized by a weak postal network and a clear disparity between cities and villages, and by the end of 1962 Algeria had 826 post offices at the national level, developed to reach 3,310 institutions in 2000, that is one post office per 9,500 inhabitants (International Postal Union determined by office per 6,000 inhabitants), for example postal current accounts were 150,000 accounts in 1962 to move to 5.4 million accounts 2000 with 240 billion dinars in statements. The number of full-time postal workers has evolved from 2,000 in 1962 to 21,000 in 2000. As for competition, the sector was partially opened to

competition before the 2000 reforms, allowing DHL International Express to establish an Algerian-owned company in 1994 (Service Postale, 2018, p.6).

B. Phase II (2002-2021) / Reforms and challenges of globalization and competition: The new legal framework for 2000, defined by the general rules on post and transportation, allowed for the exploitation activities of the industrial and commercial public enterprise ALGERIA POST, which effectively broke away from Algeria's communications in 2002. Services have also been diversified by opening up competition for some sectors for the benefit of citizens, allowing the emergence of 04 courier dealers, including the public dealer (EMS, FedEx, UPS, Kronopost, Shombion Post and ALGERIA POST), and 40 postal active dealers in the field of simple authorization for internal transmission, where weight is determined by regulation (Service Postale, 2018, p7).

Significant efforts have been made in the context of development from 2000 to 2021, the most important of which was that 50% of the 3,310 post offices (National Postal Network in 2000) were located in central rural areas, the state focused its efforts to reopen closed post offices and further intensify the network, allowing the transition from 3,310 in 2000 to 3,723 in 2017 and then 4000 at the end of 2021 with up to more than 25000 workers. The number of parcel centres unchanged due to the opening up of the competition currently taking place between 05 courier dealers and 40 dealers of the simple permit system. The number of postal current accounts moved from 5.4 million in 2000 to 18.5 million in 2015 (with an account statement of 600 billion dinars) and then to more than 20 million accounts by the end of 2017. In 2007, a banking centre was established, bringing the number of electronic card holders in 2015 to 07 million compared to 700 GAB ATMs, and then to 11 million electronic cards, including 5 million golden cards, compared to 1,750 ATMs at the end of 2021 (The development of Algeria's Postal Sector and Information and Communication , 2021).

3.2. Marketing of ALGERIA POST services:

Here are the most important services and marketing importance for ALGERIA POST:

3.2.1. ALGERIA POST Services:

ALGERIA POST's financial and monetary services vary greatly from customer neighbourhood services to private and

professional services in total of more than 25 services, the most important of which are: E-mail, Savings and Reserve Accounts, ATM services, electronic payment by bank cards, paper and electronic transfers for internal and international transfer of funds, value-added products, SMS reporting, cash and financial cards: regular and golden, courier, sample delivery, telegrams in all their forms, mail services: normal, hybrid, untitled, promotional... (The development of Algeria's Postal Sector and Information and Communication, 2021)

The sector faces growing competition from several institutions and sectors, most notably the banking sector and private postal institutions, so in an effort to counter competition, ALGERIA POST has established centres equipped with high technologies (national and international automated screening centre, hybrid mail centre, Banking centre, postal current account, card identification centre, international complaints processing centre and stamp centre), and has modernized the means by updating all services including: Electronic Money Transfer System (TEF), Data and Signature Access System, National Savings and Reserve Fund application allowing real-time operations, Global Mail Follow-up System (IPS), ISS/IMO application taking into account global system transfers, remote access system for current postal accounts, download Documents and Postaging ... (The development of Algeria's Postal Sector and Information and Communication , 2021).

3.2.2. The ALGERIA POST's need for marketing:

The integration of marketing into public services has emerged as a response to two basic phenomena (Braynis, 2007, pp.86-89):

A. The first phenomenon relates to existing needs and problems that have to be resolved, such as: understanding marketing, finding regulatory and technical means of control, data to make decisions, gain a spirit of innovation and creativity, improving the brand image.

B. The second phenomenon explains the integration of marketing into public services and relates to the importance of booming service markets, with many specialists attributing the reasons for this boom to several factors, the most important of which are: the high standard of citizens' living, finding effectiveness, the complexity of modern lifestyles, creating new services that make demand predictable, and changing consumer attitudes and behaviors.

3.2.3. The development of marketing integration indicators in the management of The ALGERIA POST: The development of the most important indicators to help adopt the marketing function and strategies of The ALGERIA POST can be summarized in the following table:

Table 2 : Development of marketing integration indicators in ALGERIA POST

	1962-2001	2002-2021
Investments	Huge, represents more than a third of the turnover	Strong, represents for the third of the turnover
Type of industry	Heavy	Heavy
State Guardianship	Full guardianship	Strong guardianship
Nature of the product	Non - free services	Market - priced services
Growth rate	Quantitative – Fast	Qualitative – Average
Activity objectives	Primarily social	Primarily profitable
Marketing integration stages	Production/sales phase	Marketing phase
Market	Monopoly	Monopolistic competition
Profit	Effectiveness profit	Rent profit
Customer negotiating power	Nonexistent	Sometimes strong
Postal product	Little diversification	Great diversification/ emergence of quality concept
Price	Symbolic tariff	Balanced prices/ tariffs
Promotion	Convincing by regulatory standards	Convincing by the promotional mix
Distribution	Priority for service production, not delivery/ Deficit in the number of offices	Competition through distribution/ Significant increase in the number of offices
Physical evidence	Simple, does not enhance customer positioning	Advanced to enhance customer positioning
People	Modest skills	More efficient and effective

Processes	Slow, bureaucratic procedures	Reduced service delivery cycle, Simplified procedures thanks to technology.
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Source: by the Author based on (Braynis, 2007), (LeGall-Ely, 2003), (The development of Algeria's Postal Sector and Information and Communication, 2021)

3.3. Analysis of ALGERIA POST Marketing Strategies:

ALGERIA POST is currently managing a wide range of strategic options, some of which are opposite and others compatible that can be used simultaneously, but all of these options are aimed at outperforming competitors.

3.3.1. The general strategies of The ALGERIA POST:

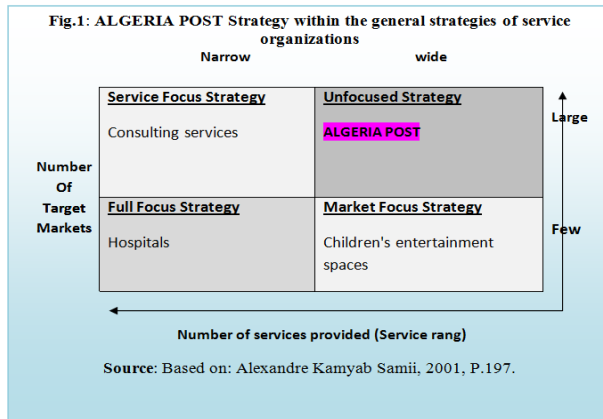
Service organizations usually focus more on a smaller mix of products and market parts, distinguishing two types of focus, one market-based and the service-based, so ALGERIA POST, face four types of strategies (Kamyab, 2001, pp.197-198):

A. Service Focus Strategy: Providing a highly specialized service aimed at a large number of markets or market segments such as specialized consulting office services.

B. Service and market focus strategy: Also known as the Full Focus Strategy, it is based on providing a very specialized service to a limited number of market segments, for example: hospital services.

C. Market Focus Strategy: Providing integrated services that are geared to respond to all the needs of the target market segment, such as ship transport services and children's entertainment spaces.

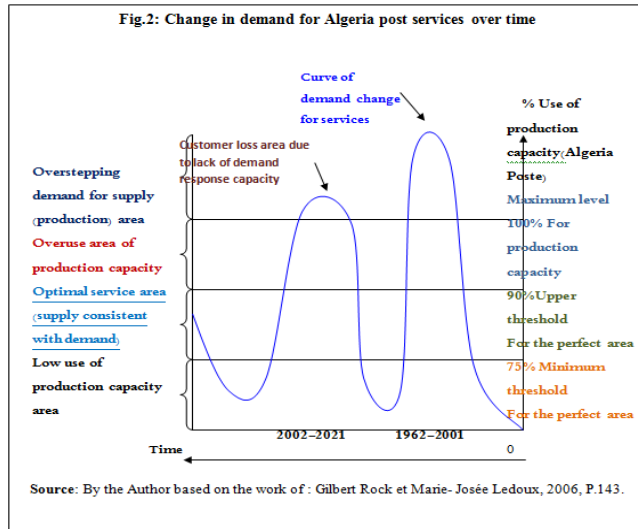
D. Unfocused Strategy: Providing a wide range of services oriented towards many markets that are all segments of consumers, known as the overall service strategy and completely contrary to the focus strategy, such as public services: electricity, roads and postal services. The following format can further illustrate the location of ALGERIA POST strategy from 2002 as part of these four options through a two-dimensional matrix:



3.3.2. Supply and Demand Management Strategies for ALGERIA POST:

The service consumer cannot store it, so service organizations face a major challenge in balancing production capacity with demand, as the imbalance between supply and demand necessarily leads to a loss of service value (a vacant table in a restaurant represents a loss for the exploiter), so adjusting supply according to demand is extremely difficult, especially if demand is irregular (Armstrong, Kotler, Le-Nagard Assayag, & Lardinoit, 2007, p.218).

A. The development of supply and demand for ALGERIA POST services: The main reason for the fluctuating demand for services is that they cannot be stored as a product as the ALGERIA POST cannot provide the service in advance, and the following form shows the changing demand for its services through their stages of development over time:



According to the previous curve, ALGERIA POST may face one of the following four cases (Rock & Ledoux, 2006, pp.143-144):

- **The demand for the service exceeds ALGERIA POST's supply capacity:** An undesirable situation for customers as well as organization staff, leading to the leakage of the organization's customers in search of the same services elsewhere, as the Algerian Post Has been facing since 1962, when its production capacity has not been able to meet all demand, leading to threats of important parts loss of its markets that did not materialize until 1994, when the market witnessed the beginning of openness to local and global competition with the emergence of competitors in the field of Posting such as: DHL International Courier Corporation.
- **The demand for the service exceeds the optimal capacity to ALGERIA POST's offer:** A situation faced by ALGERIA POST since 2002 where technological, regulatory and logistical developments of the organization contributed to the provision of services to all customers, but with unsatisfactory quality, which led to the loss of important market shares for the benefit of its competitors, especially commercial banks such as: Algerian People's Loan, National Bank of Algeria, Gulf Bank of Algeria...

- **The demand for the service is compatible with the optimal capacity:** The ideal situation where customers receive adequate services and attention from contacts, a situation that ALGERIA POST has not yet reached.
- **The demand for service is less than the optimal capacity:** this leads to less use of staff and equipment, the service is unprofitable.

B. Strategies to balance supply and demand for Algeria's post services: In order to more control the ability to balance the supply and demand of services, ALGERIA POST can use different strategies to be outlined in the following table:

Table 3 : ALGERIA POST Service Demand/Supply Strategies

Service Supply Strategies	Service Demand Strategies
<ul style="list-style-type: none"> -Recruiting temporary staff working only during bottleneck times (e.g. clubs on summer holidays); -Reducing service time to enable all individuals to access it in times of bottlenecks; -Increase customer participation by placing service dispensers (free service: such as ATM); -Sharing services, that means providing services to two segments of consumers (e.g. multi-service windows for different customers); -Predicting future expansions. 	<ul style="list-style-type: none"> -Setting different rates in order to direct the request to leisure hours (e.g. withdrawal fees and balance access); -Activate demand at leisure (e.g. suggesting special benefits and additional services available only at leisure); -Offer additional services in times of bottlenecks to fill waiting customers (establishing a library or internet club in waiting rooms); -Application of the reservation system (e.g. hotels, major restaurants, air establishments...).

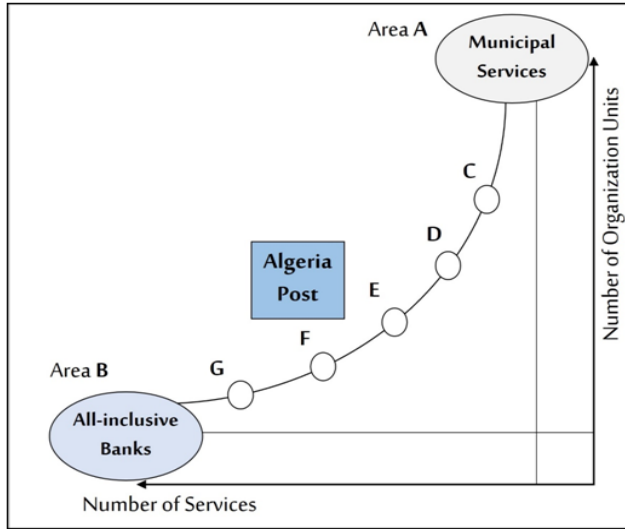
Source: Compare: Jean- Michel Tardieu et AL, 2004, PP.46-47.

3.3.3. Strategies for Development of The ALGERIA POST: these strategies are adopted from inception to the extent of saturating the network that means the maturity of the sector. They are strategies centered on the number of units or offices' development and thus the development of the turnover, and represent a form of race where records must be broken.

A. Growth Strategies: these strategies pursued by service organizations at the beginning of their life in the market and before the latter is saturated with their service products and similar products, these strategies take two main forms (Eiglier, 2004, p.167): a large number of units or a large number of grassroots services.

Depending on this type of strategy, ALGERIA POST can take different positions depending on what is known as the multi-site/multi-service model as the following form shows:

Fig. 3 : Algeria Post Positioning According to the Multi-Site / Multi-Service Model



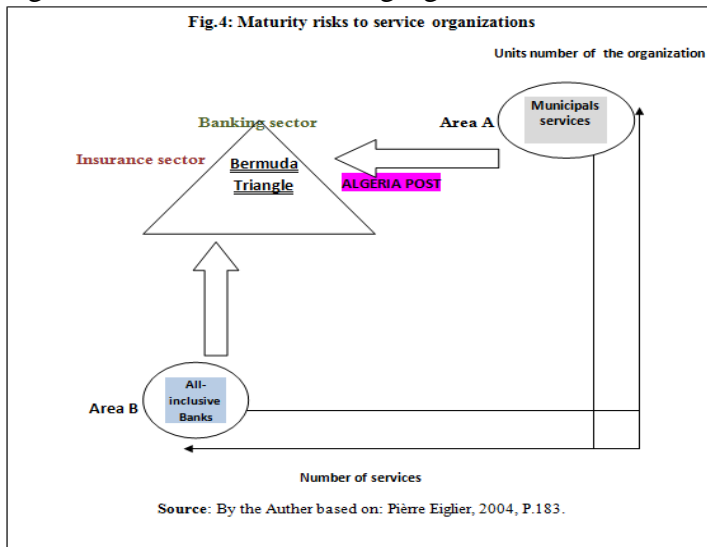
Source: By the Author based on : Pierre Eiglier, 2004, P.168.

In the previous form, Municipality and All-inclusive Banks are growing significantly, but each has its own way of doing so. All-inclusive Banks offers a wide range of services geared towards the financial dealers but the number of units providing this collection is relatively small compared to the number of services provided. Municipality offers a limited number of services but the number of units providing these Services are very large, and between Area A and Area B we find a range of areas, as Area C G is characterized by uncertain returns and therefore its success is questionable, the organizations between these two points are in a puzzling position (Eiglier, 2004, p.168), including ALGERIA POST, which has a wide range of services in excess of 25 services and a significant number of units provided to it exceeding 4000 offices at the end of 2021, which makes the situation more complex and more difficult in terms of control. The development of the network is slower in these cases, so this type of organization often cannot succeed, which is already achieved on the ground, the profits of the ALGERIA POST does not Reflect its financial, human and technical capabilities. Although ALGERIA POST focuses on the principles of the public interest, this is

not contrary to the profit-making goal, which is a prerequisite for any enterprise to continue in the market.

B. Maturity strategies: Service organizations reach maturity if two situations are achieved: **First**, if the network is saturated and the addition of new units is not possible. **Second**, if there is no possibility of adding new services to existing units in narrow networks.

According to the two cases and the data, The ALGERIA POST has not yet reached maturity, which represents a real threat to existing service organizations, as the following figure shows:



In response to maturity problems, organizations are looking for solutions as the previous format shows, and the closest solutions proposed by the organizations' departments are acceptable but are not the best as follows (Eiglier, 2004, p.183):

- **Area A:** The addition of services in each unit; indeed each added service will find its marketing justification as additional base services that means additional customers, and increase the attractiveness of the postal office, so the ALGERIA POST moves towards the Bermuda Triangle, which represents a greater risk (despite the advantages achieved), because the organization is at risk of losing its identity and even turnover due to the operation complexity of the units and the disruption of the original service format, so that levels of satisfaction are reduced.

- **Area B:** The Organization is developing its network; which will be heterogeneous because of the large number of services provided, moving towards the Bermuda Triangle, which means losing its spirit and productivity due to the added complexities of management that lead to significant and untreatable management problems as well as significantly high costs (Kotler, Keller, & Manceau, 2015).

Perhaps the best examples of maturities are those relating to the banking sector, as banks provide large configurations of services and through a large number of agencies that make up their networks, and as a result they are in the predicament of the Bermuda Triangle, suffering from poor discrimination of their services, a blurry picture of their service marks and high costs.

In order to address such risks, some strategies have been developed to avoid the Bermuda trap and maintain an acceptable pace of growth, these strategies are supposed to be developed before the end of the growth and maturity phase, that the ALGERIA POST must take into account before reaching this phase, and are focused on two main points: exploiting the postal service formula or financial service and providing new, distinct and creative formulas/ go to global markets to provide the same service formulas.

3.3.4. Marketing Mix/Target Market Strategies for ALGERIA POST:

The marketing mix is at the heart of the marketing strategy, and although it comes in the operational phase and immediately follows the formulation of the strategy, the decisions related to it are strategic decisions that apply directly to the target market. From strategies that can be chosen by ALGERIA POST we define (E-Zoghbi, 2009, p.110) (Al-Bakry, 2008, p.72):

A. Overall Market Strategy: It is used in light of the similar needs and desires of consumers in the service market. Due to the lack of similarity between Algerian Post customers (some of whom request postal services and some request financial services or other services), this strategy is not valid for this organization.

B. Focus Strategy: It assumes that consumers are different in terms of their tastes, needs and desires, so their responses to services and brands will be different. The advantage of this strategy is to specialize and focus efforts on a particular category to serve it in the

best way, that's why this strategy is valid for ALGERIA POST for basic or postal base services such as telegrams, letters and parcels... Finance services such as current accounts and value-added services...

C. Diversification Strategy: Where the organization adopts marketing mix aimed at each targeted part, this strategy may come at a later adoption stage of the focus strategy, the main objective of this strategy is to distribute the risk of failure through the diversification of the services provided. But what is being blamed on this strategy is high costs, loss of key identity, and the ambiguity of the images and signs of services in consumers' minds, so it is not recommended to adopt this strategy for ALGERIA POST.

4. Study Methodology :

The researcher used a qualitative approach based on the review of literature and diagnostic analysis of the characteristics of the institution in question, its market and possible strategies to followed, in order to explore the strengths to be focused on for growth and development in the market. The most important tools used in this approach are description and analysis, comparison, tables, shapes and statistics.

5. Study Results :

After reviewing the phases of The Post's development, capabilities, competitive environment features and marketing strategies, we present the most important findings:

- Evaluating the marketing strategy at ALGERIA POST away from monopoly logic leads to increasing interest in the marketing function among the priorities of the work and expansion of the sector;
- Although postal financial services dominate Algeria's payments market in terms of withdrawal and savings, the sector faces growing competition from several institutions and sectors, the most notably are the banking sector and private postal institutions;
- The demand for ALGERIA POST services is characterized by exceeding the optimal capacity of offer, where all customers get the services they are looking for but their quality is not at the highest levels, which disturb the contact personnel. This situation has expanded since 2002 Until 2021 where technological, regulatory and logistical developments of the

institution contributed to the services provision for all customers;

- With regard to the development strategies in the market, ALGERIA POST is in a puzzling position as it has a wide range of services in excess of 25 services and a significant number of units provided to it exceed 4000 offices nationwide at the end of 2021, which makes the situation more complex and difficult in terms of control.
- At the target market segments, the diversification strategy in the marketing mix is characterized by high costs, loss of key identity, and the ambiguity of the images and signs of services in consumers' minds.

7. Conclusion:

The ALGERIA POST Corporation is part of the Competition market reality. It has become active in multi-party environment actors. Despite the support it receives from the State, it is in dire need of developing appropriate marketing strategies to maintain customers and face growing competition. It requires also mechanisms to reconcile its strategic position as the former monopolist and the leader of the postal services market. Based on the above, we propose the following recommendations:

- It is not recommended to adopt the diversification strategy for ALGERIA POST, but it is advisable to focus on its grassroots services and support the brand image through a distinct marketing mix for each service with a focus on the most profitable market segments (Golden Payment Card and Digital Services).
- The ALGERIA POST must focus before reaching the maturity phase, on two main points:
 - Exploiting the postal service formula or financial service and providing new, distinct and creative formulas;
 - Go to global markets to provide the same service formulas.

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