

وزارة التعليم العالي والبحث العلمي

كلية العلوم الاقتصادية وعلوم التسيير
قسم علوم التسيير

الموضوع:

التسويق الاستراتيجي
وأهميته في مسايرة العولمة الاقتصادية
(اسقاط على الوطن العربي للفترة 1990-2000)

أطروحة مقدمة لنيل شهادة الدكتوراه في العلوم
الاقتصادية تخصص تسيير

تحت إشراف الأستاذ:
أ.د. باشي احمد

من إعداد الطالب:
نوري منير

أعضاء لجنة المناقشة

أ.د قدي عبد المجيد رئيسا
أ.د. باشي احمد..... عضوا.مقررا
أ.د داوي الشيخ..... عضوا ممتحنا
أ.د.معين الأمين السيد..... عضوا ممتحنا
أ.د. دبوب يوسف..... عضوا ممتحنا

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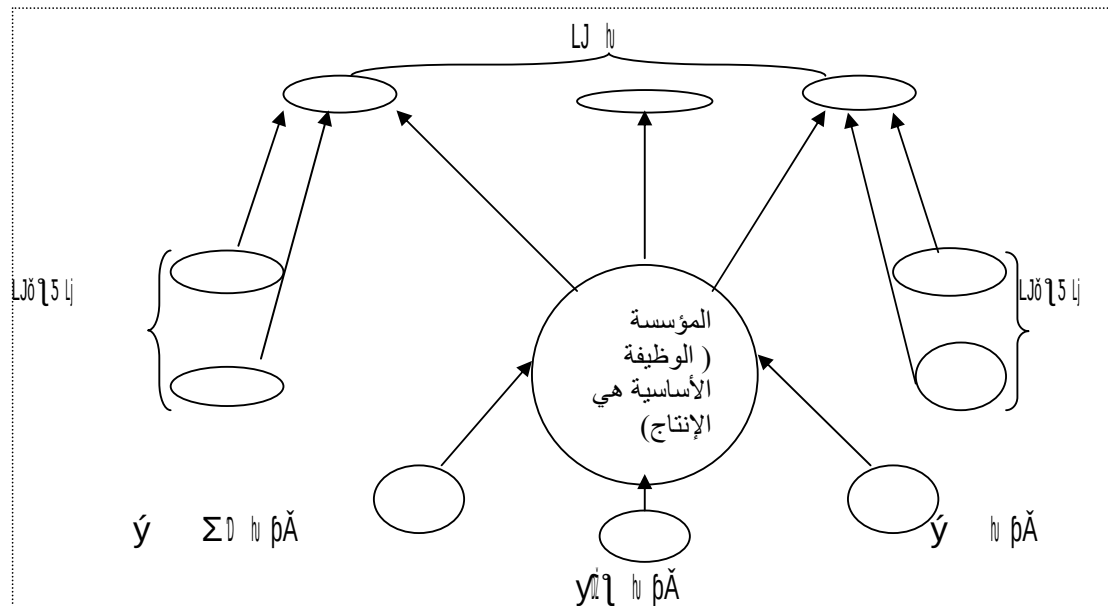
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Jean Claude ducatte,"après la crise l'entreprise post-taylorienne", les édition d'organisation, paris, 1995, p.27 ¹⁶

Lendrevie lindon "Mercator" 6^eédition, Dalloz. Paris; 2000.p.7

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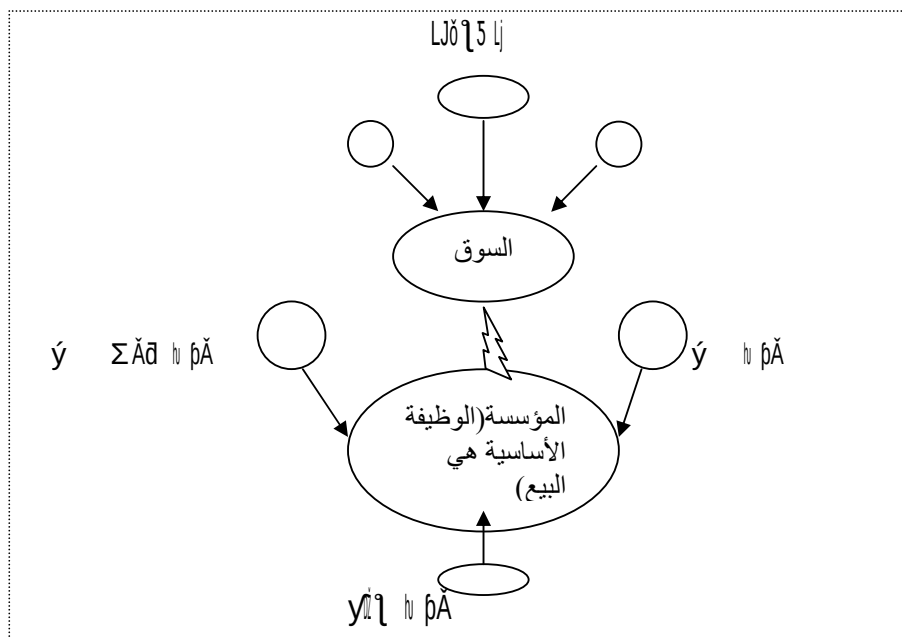
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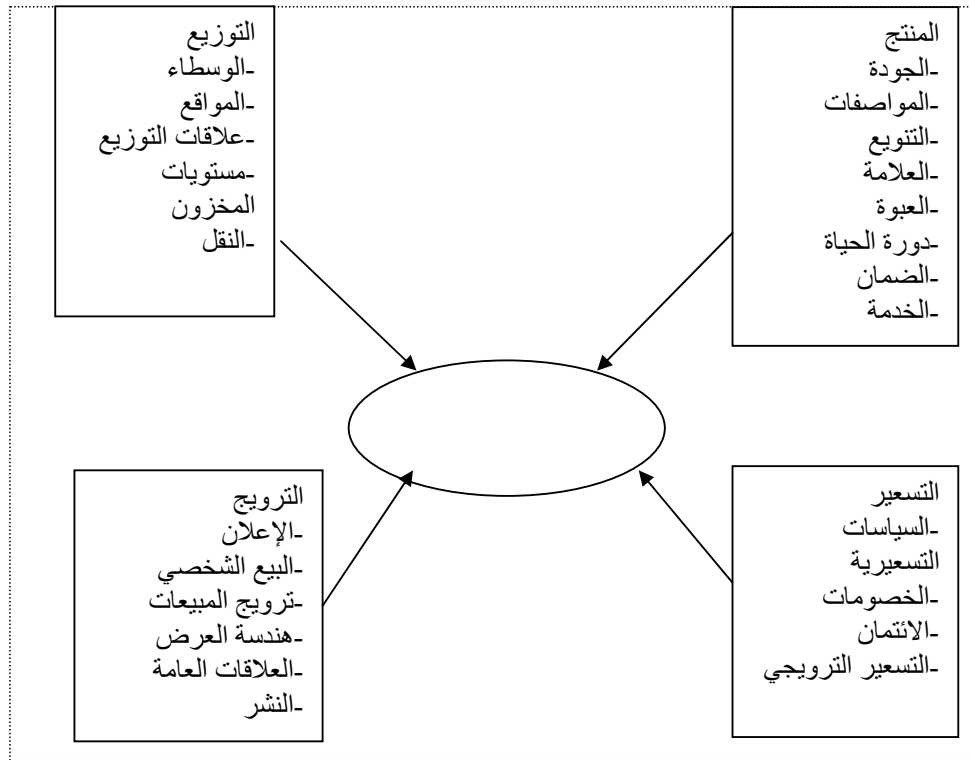
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Kress, G. "Marketing research" . New Jersey. Prentice-hall international, Inc. , 1988.p.27.- ⁵²

Luck, D. and Rubin ,R.," Marketing research" INC.1987.P.24 - ⁵³

.Kotler, op,cit.p.102 ⁵⁴

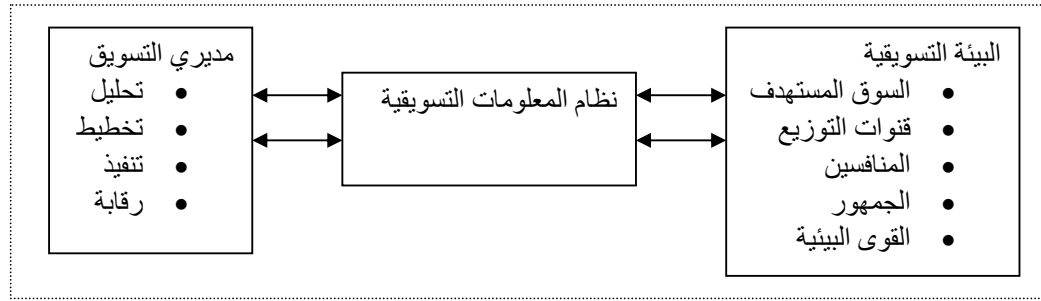
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Kotler, p. "marketing: management: analysis, planning, and implementation, and control", northwestern university. 8th ⁵⁶
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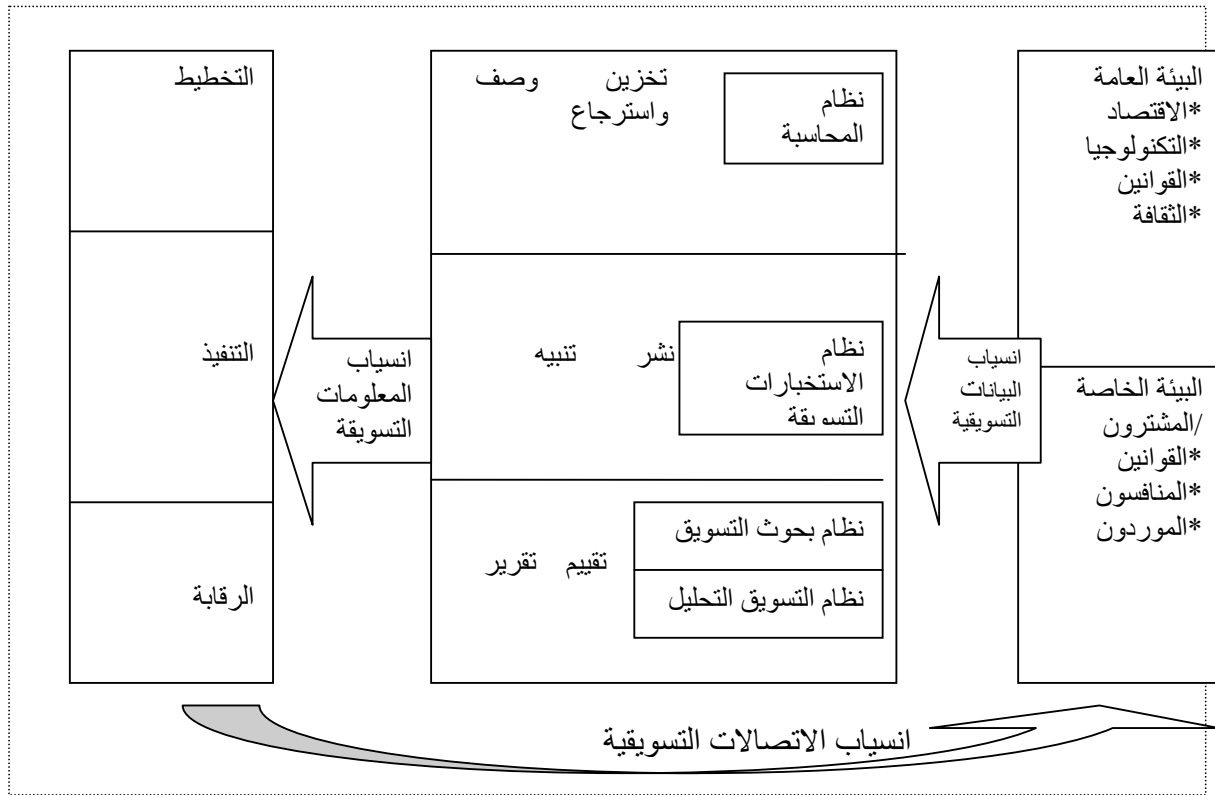
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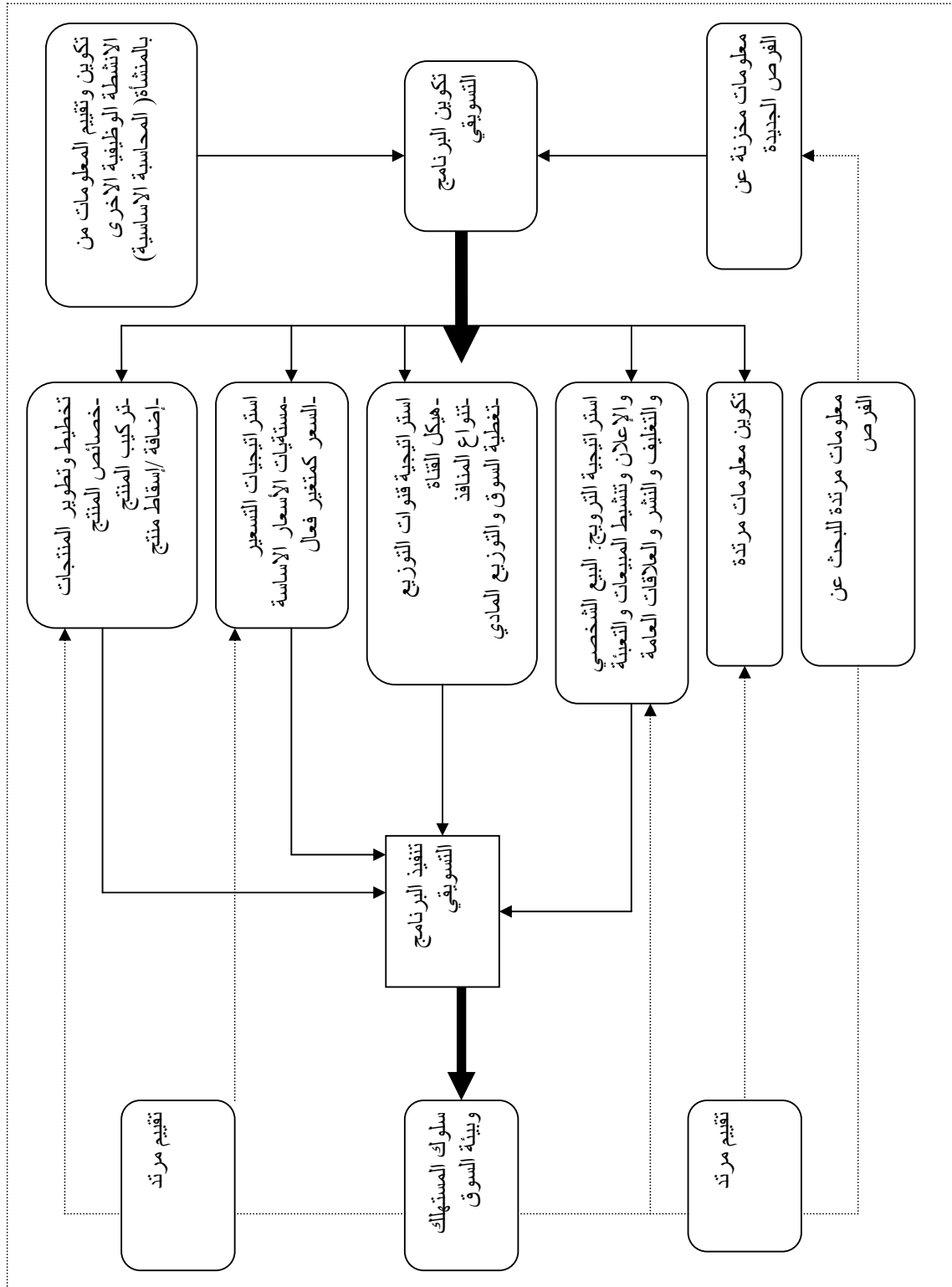
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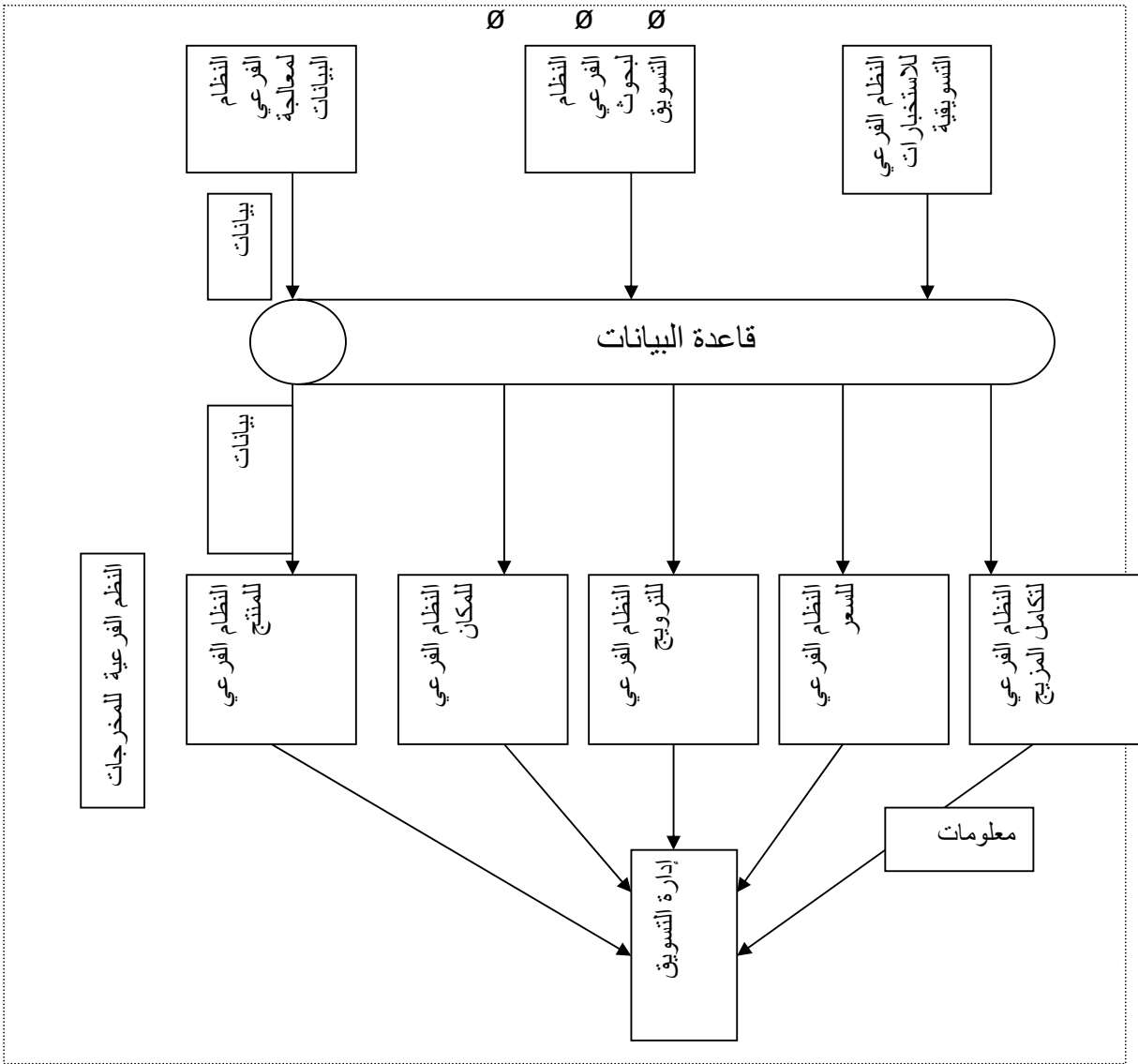
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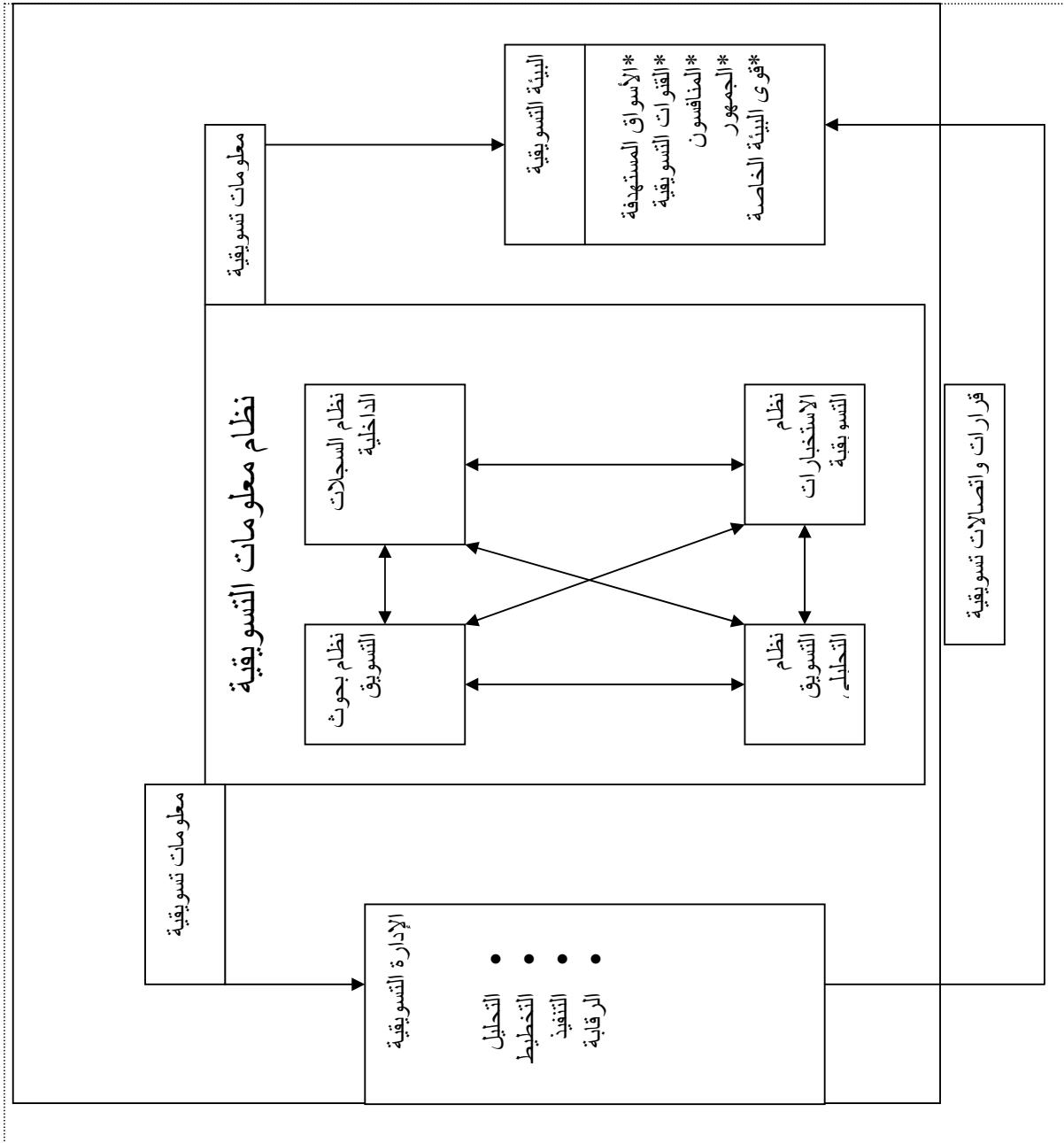
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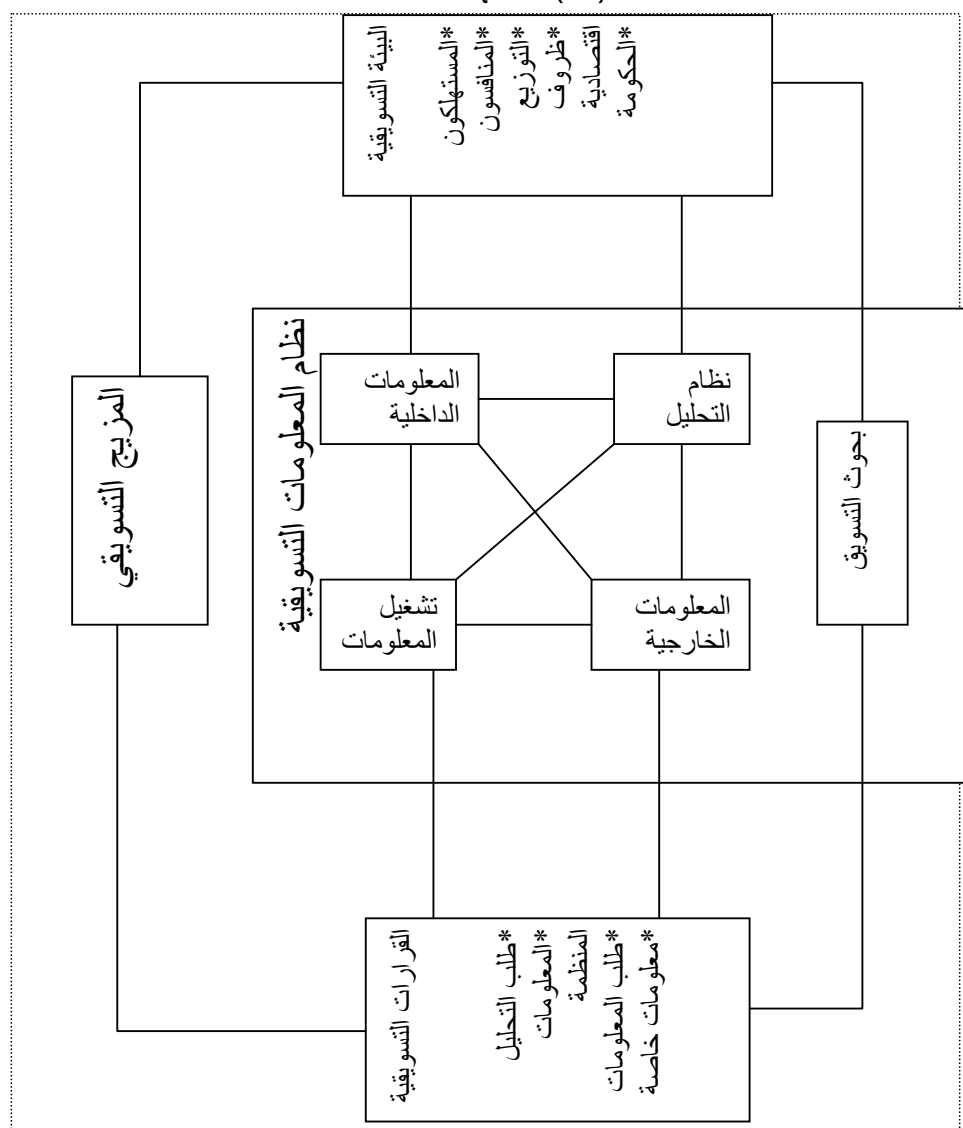
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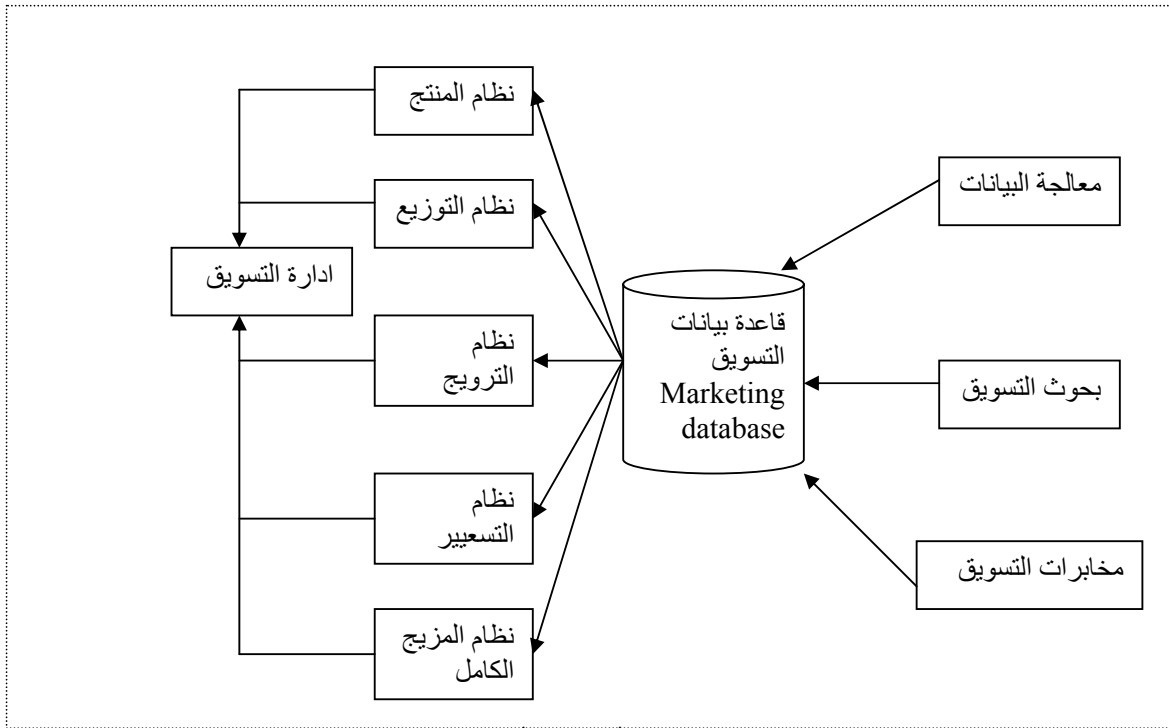
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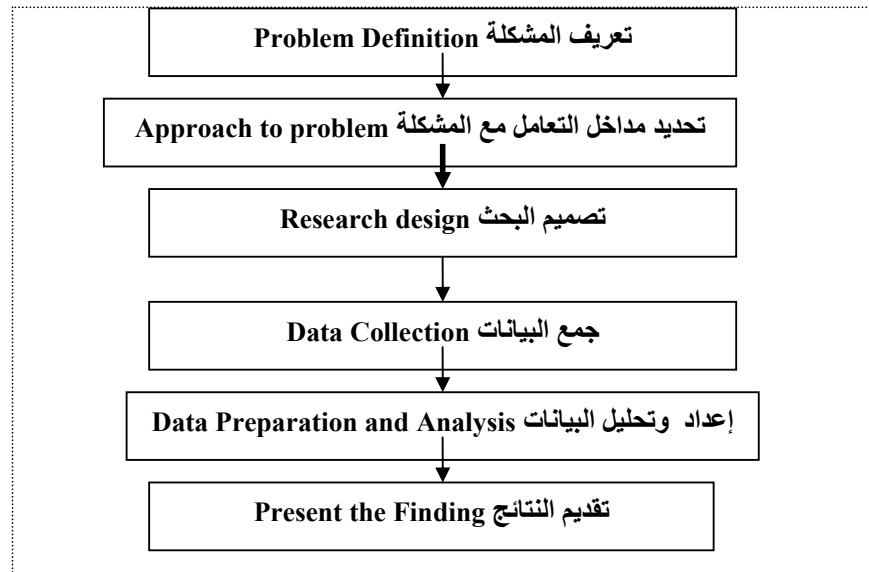
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⁹⁸ V.H.Kirpalani , " **International :marketing**", (Prentice-Hall Of India, New Delhi, 1987, P.219

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³ Strategor .stratégie, structure, décision, identité .politique général d'entreprise.inter édition, 1993.p.10
⁴ Gervais Michel "control de gestion et planification d'entreprise", tome2, 3^eème édition, economica, paris, 1989.p.60-

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¹⁵ Jean marie mathe, "comprendre la stratégie", economica, paris, 1995, p.20-

¹⁶ Ansoff H. Igor. "Stratégie du développement de l'entreprise". Homme et techniques. Paris 1999

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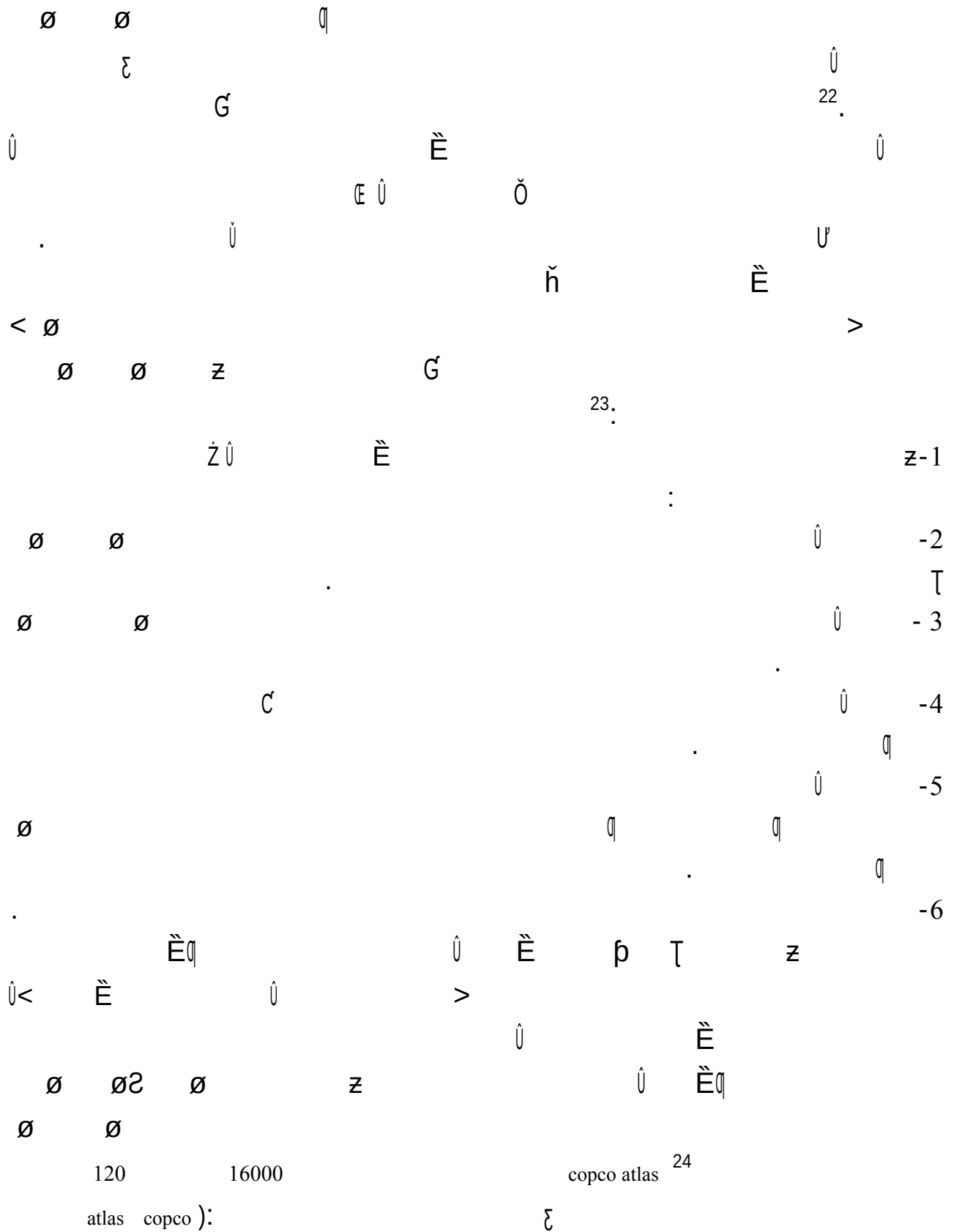
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Marcel coté, et collaborateurs, "la gestion stratégique de l'entreprise concepts et cas", gaetan Morin éditeur, canada, 1991, ²² p.40-45

Fred r ,David, " how companies define their mission ",long range planning22,no.3,june 1988,p.40 ²³

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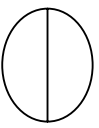
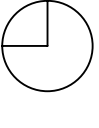
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Heinz wehrich,"the TOWS matrix: a tool for situational analysis", long range planning 15 no 2 ,April 1982,p.61 ³⁰

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William guth .jam McMillan," strategy implementation versus middle management. self interest", strategic management ³¹
journal7 no4, July –Agust 1986,p.321

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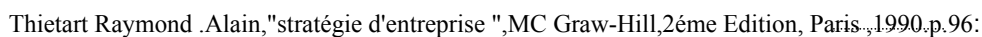
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Thietart Raymond .Alain,"stratégie d'entreprise ",MC Graw-Hill,2éme Edition, Paris ,1990.p.96³³

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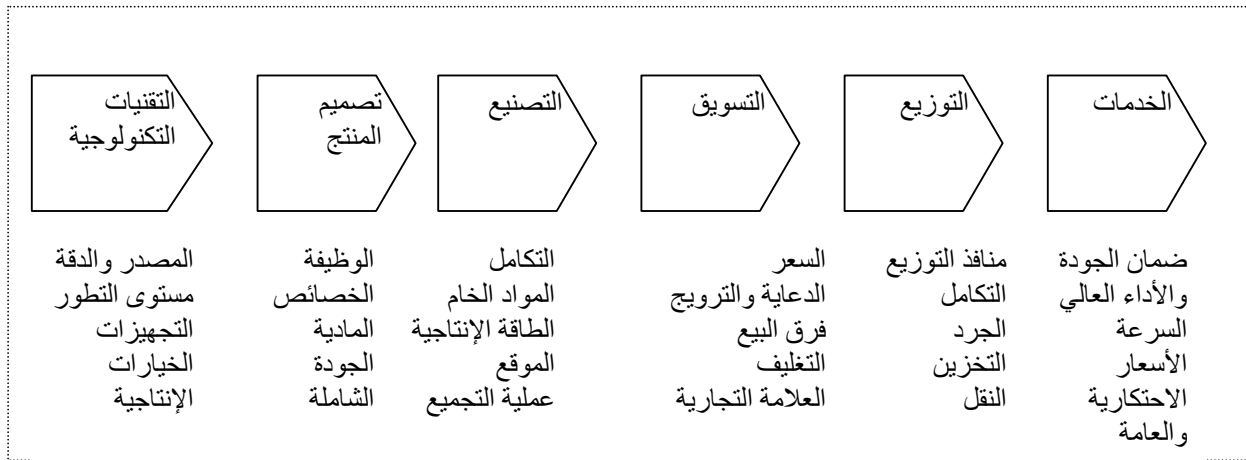
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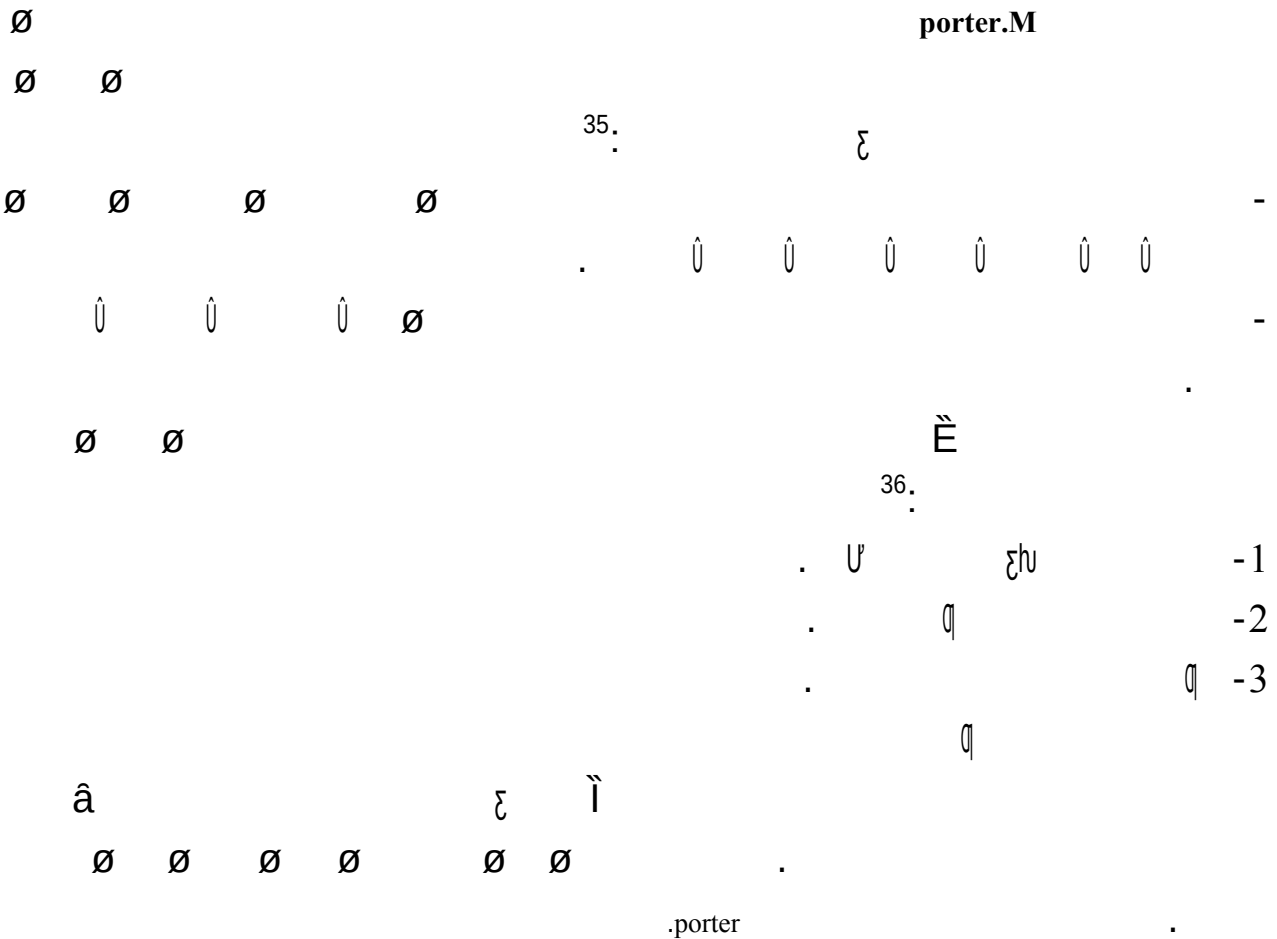
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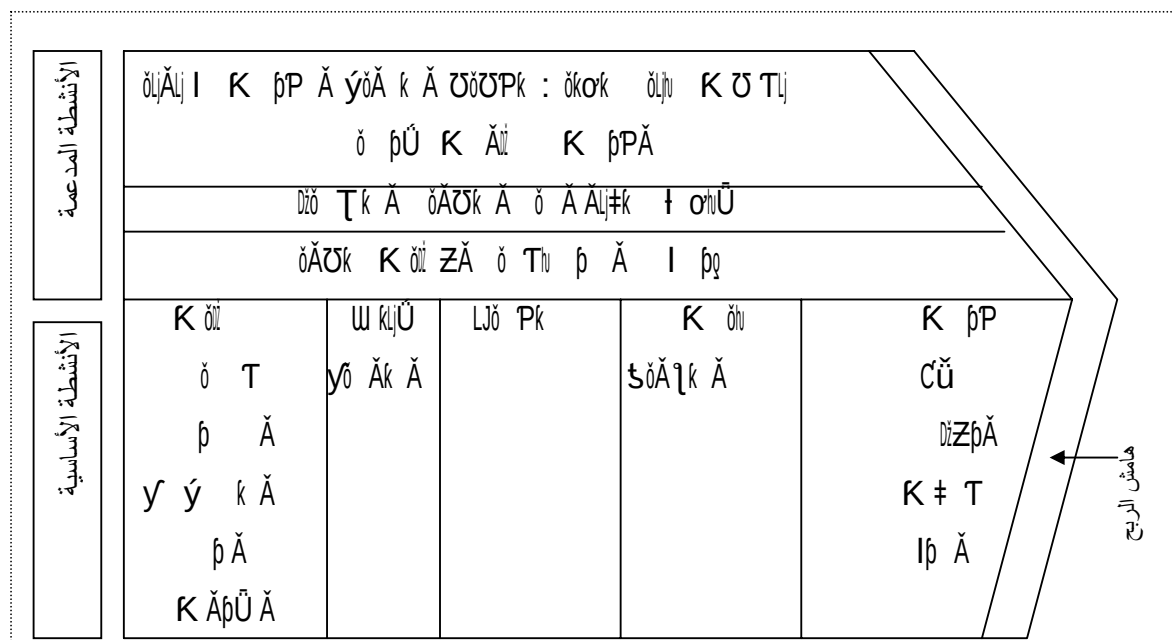
Michel Marchesnay, "management strategique", eyrolles universite, paris, 1993, p.21



Porter IN :bidalaut francis"le champ stratégique de l'entreprise",economica,paris,1988.p116³⁵

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Gérard Garibaldi, "stratégie concurrentielle choisir et gagner", op.cit.p.272,:

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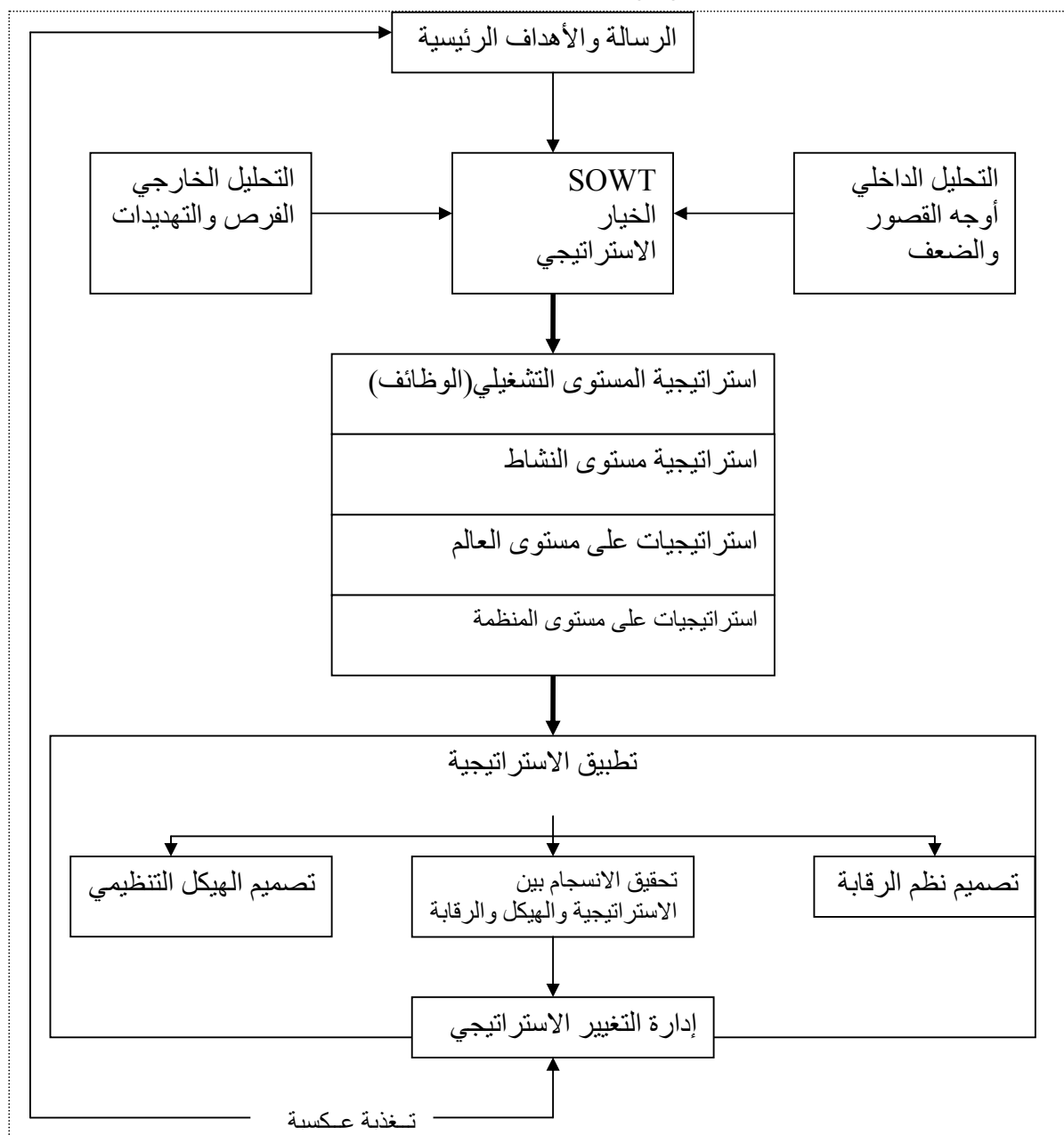
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Gervais Michel, opcit, p.400³⁷

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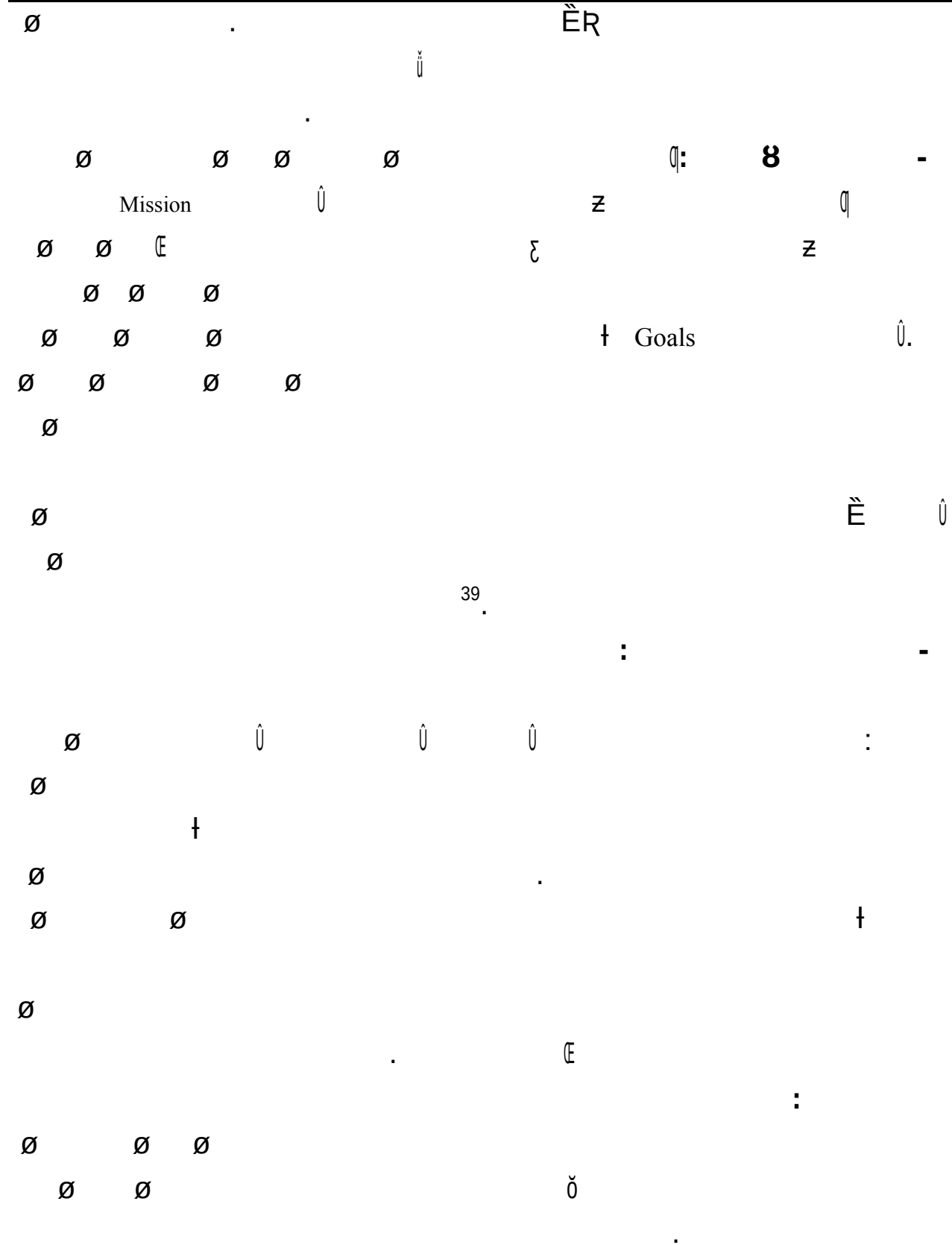
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Alfred d Chandler;"stratégies et structure de l'entreprise", les édition d'organisation, paris, 1994, p.110³⁹

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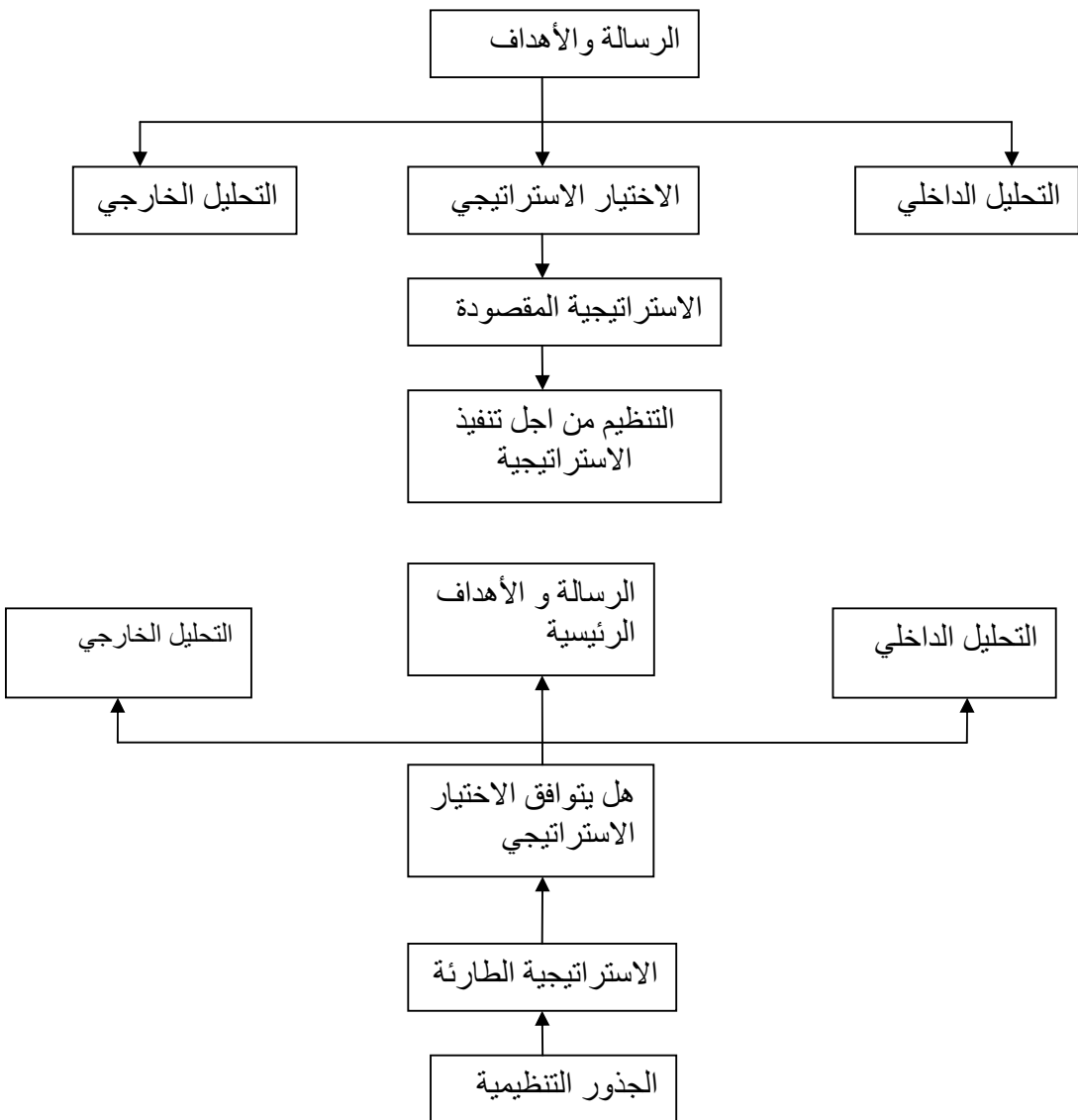
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Henri Duhamel, " **Stratégie et direction de l'entrepris**", opcit.p.85 ⁴⁰

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Charles W.L .Hill and areth R. Jones Op.cit. p.65.- ⁴⁵

The graph illustrates the relationship between Sales and Profit over time, divided into four stages by vertical dashed lines:

- التقديم (Introduction):** The Sales curve starts at the origin and rises. The Profit curve starts below the x-axis, indicating initial losses, and begins to rise towards the end of this stage.
- النمو (Growth):** Both Sales and Profit curves continue to rise. Profit becomes positive and increases significantly.
- النضج (Maturity):** The Sales curve reaches its peak and begins to decline. The Profit curve continues to rise but at a slower rate, reaching its own peak.
- التدهور (Decline):** Both Sales and Profit curves decline. Sales drops sharply, and Profit also decreases, crossing the x-axis to show losses again.

The y-axis is labeled "مبيعات وأرباح" (Sales and Profit) and the x-axis is labeled "الزمن" (Time).

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M.Czinkota et al., "marketing management", Blackwell publishers, inc.1997, p.250:

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Daniel Michel, robert salle, jean Paul Valla "**marketing industriel stratégie et mis en œuvre**"; éd economica, paris; 1996, ⁴⁸
p.416

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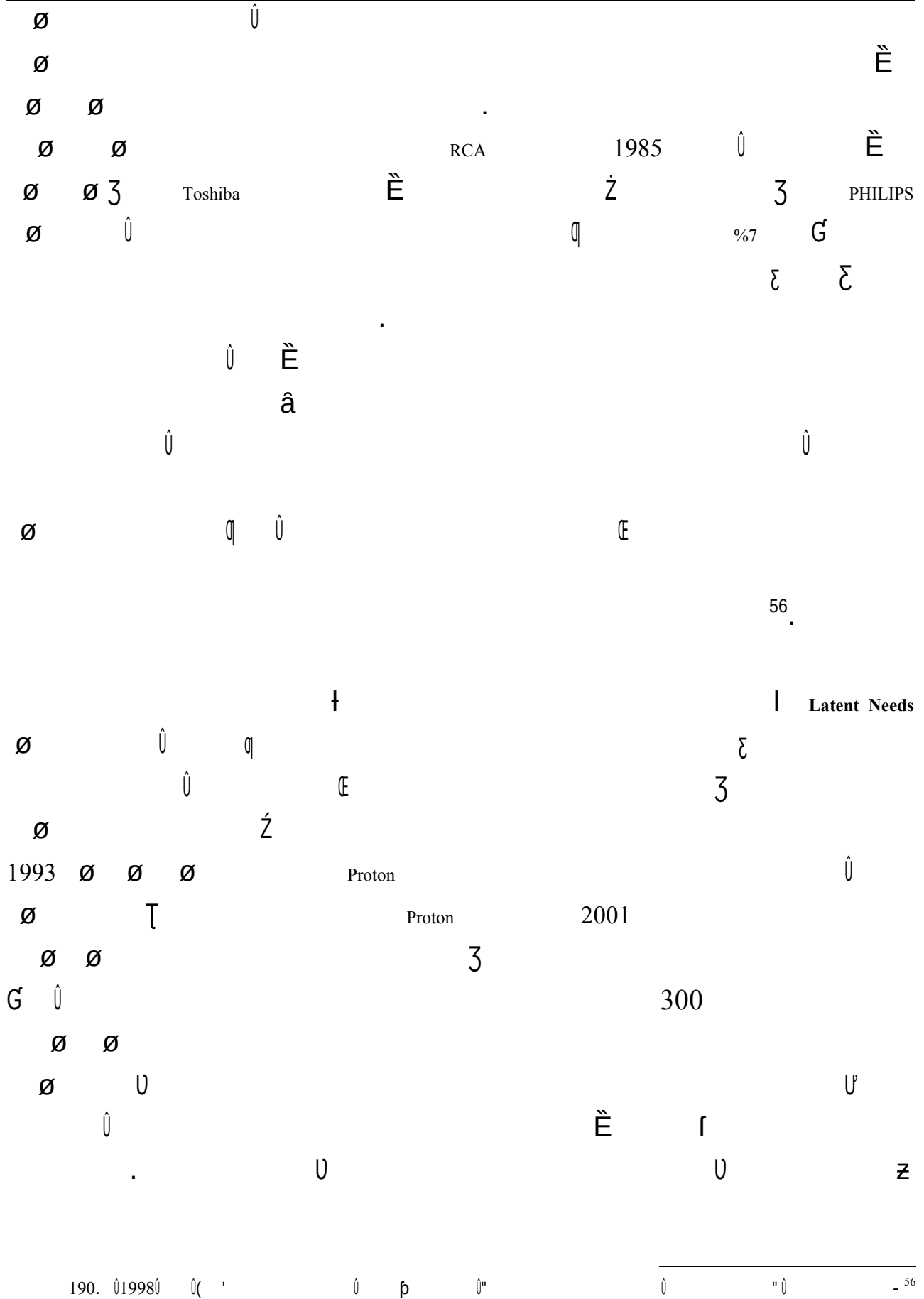
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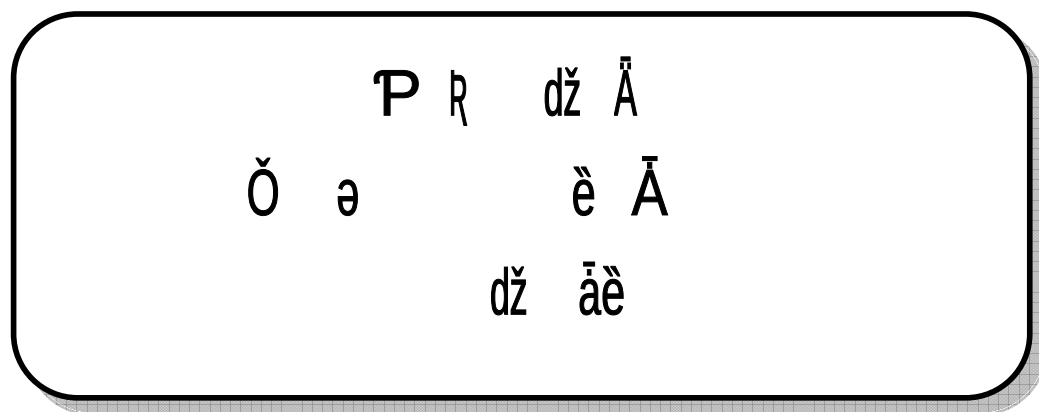
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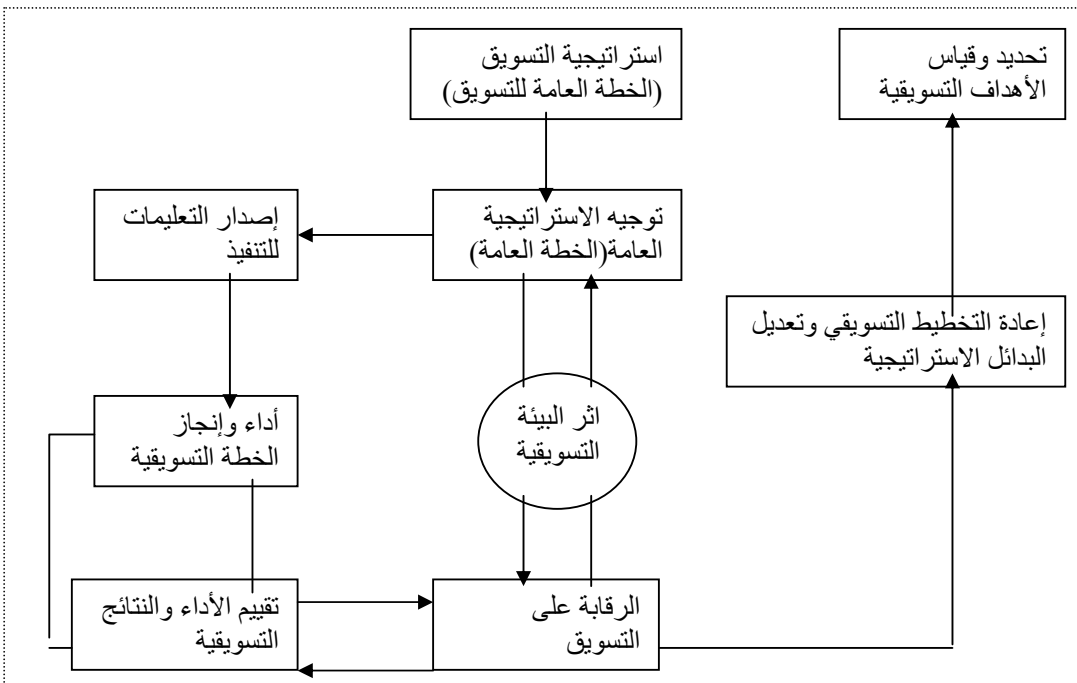
Philip Kotler," Kotler on marketing how to create and dominate markets" the free press,inc,usa,1999.p.114-¹

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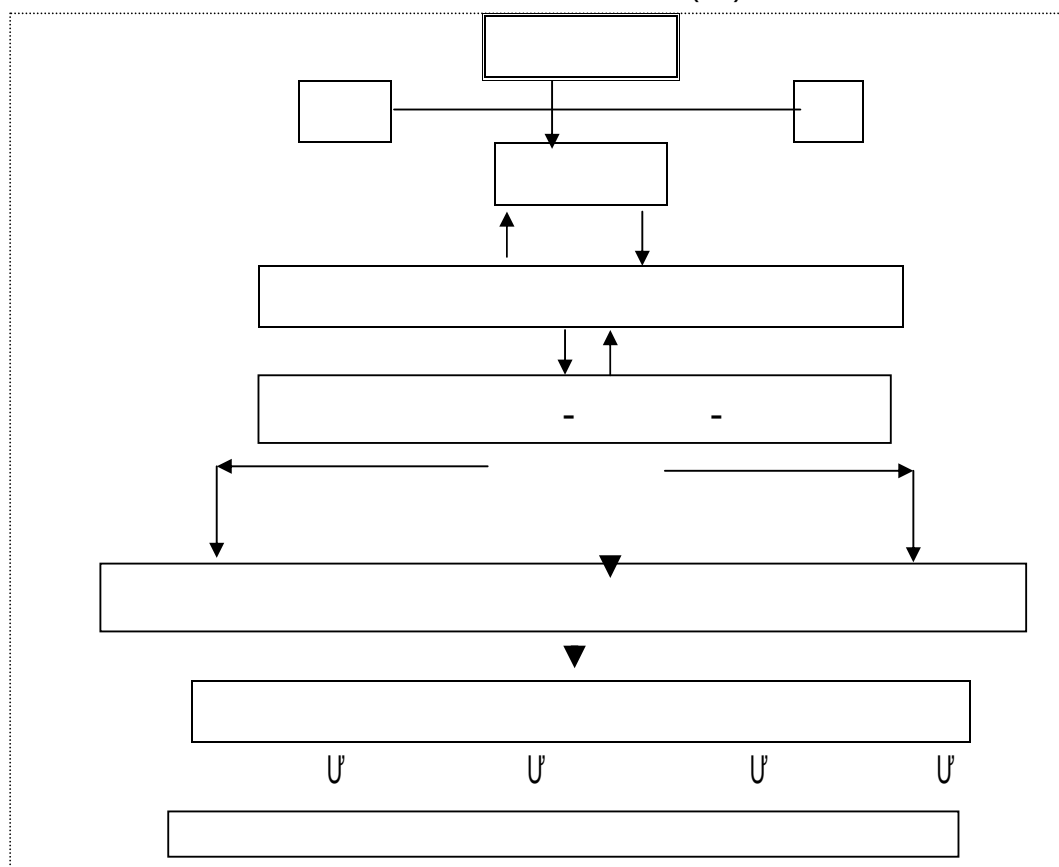
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Philip Kotler, *ibid.* p.122 :

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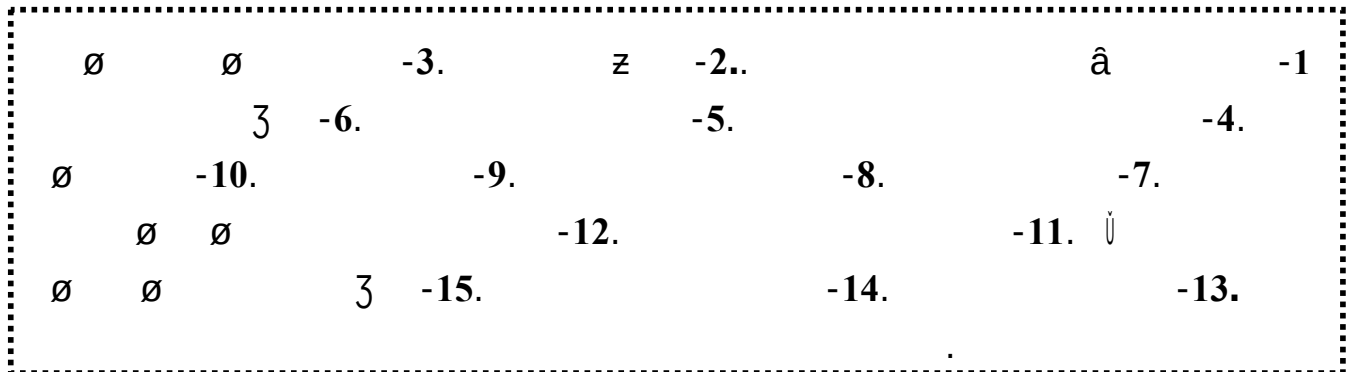
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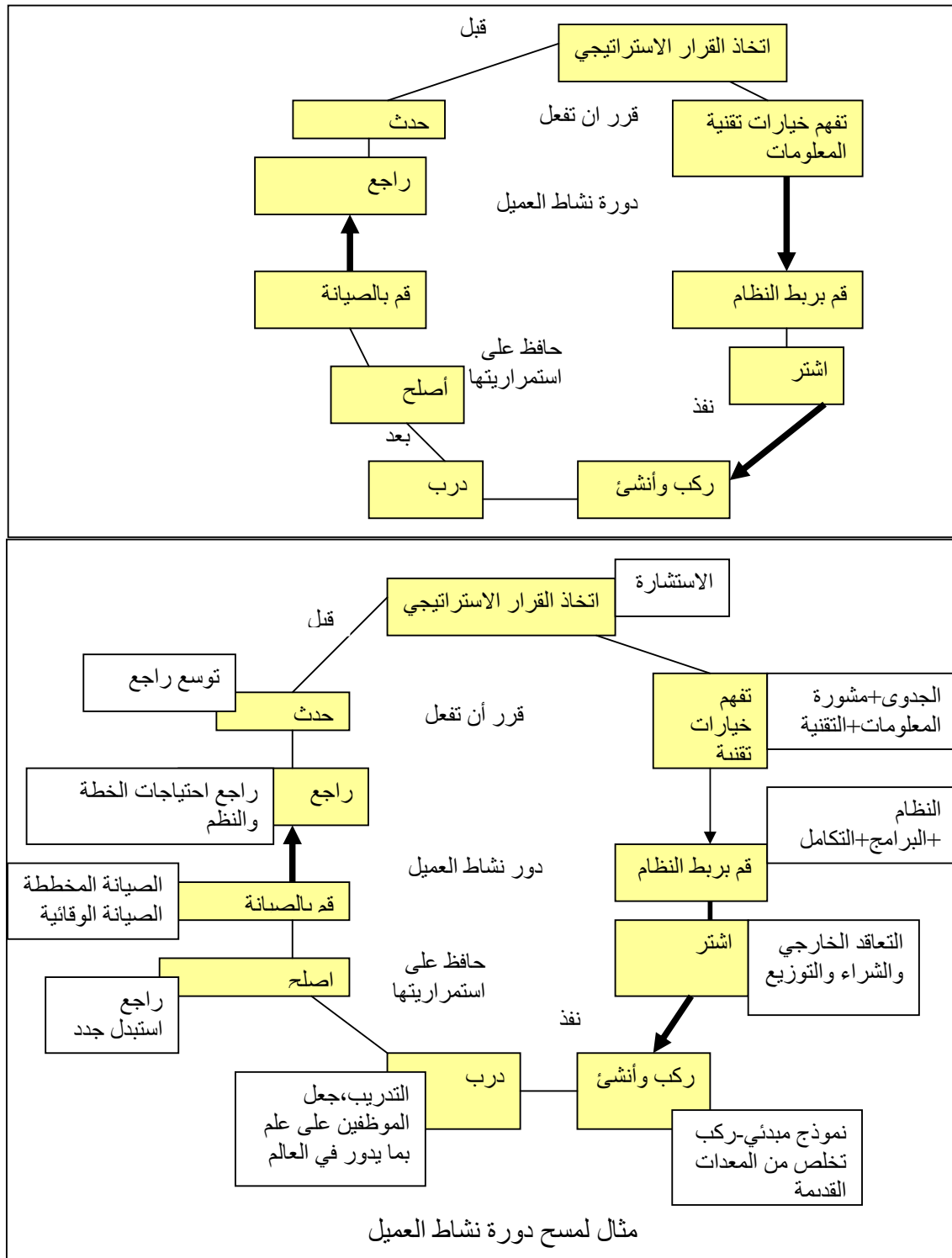
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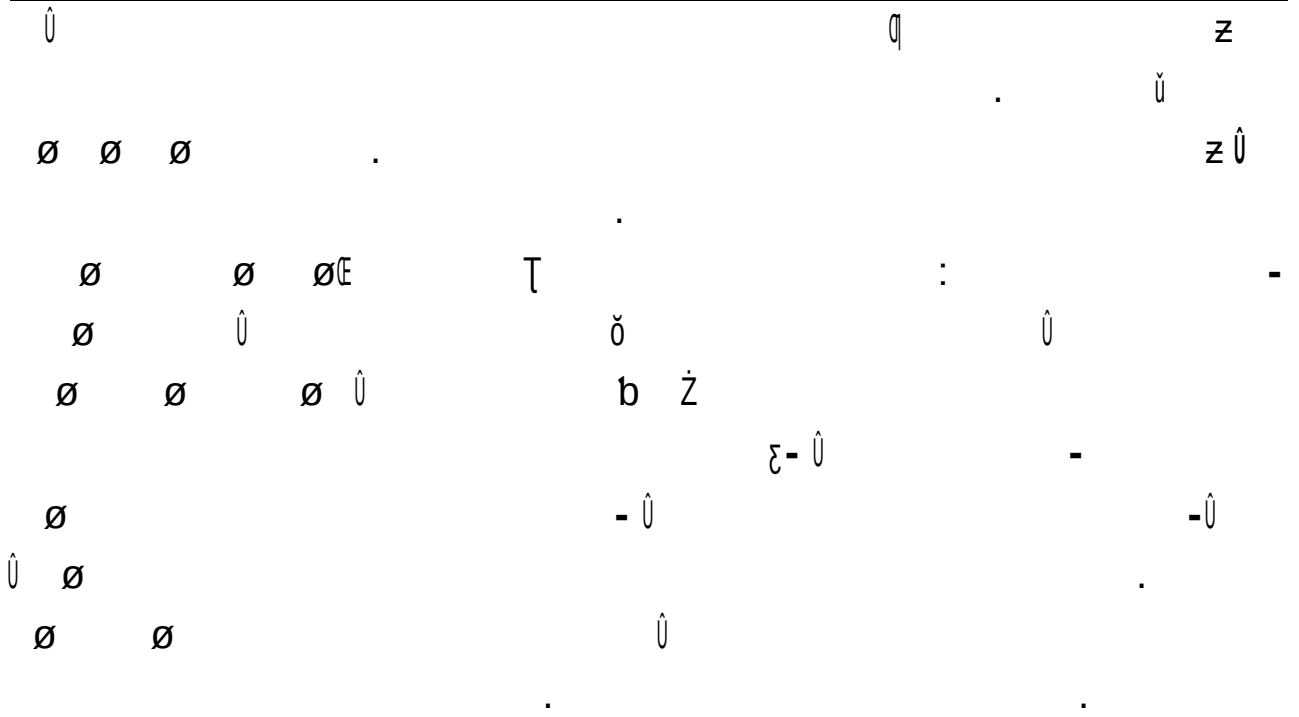
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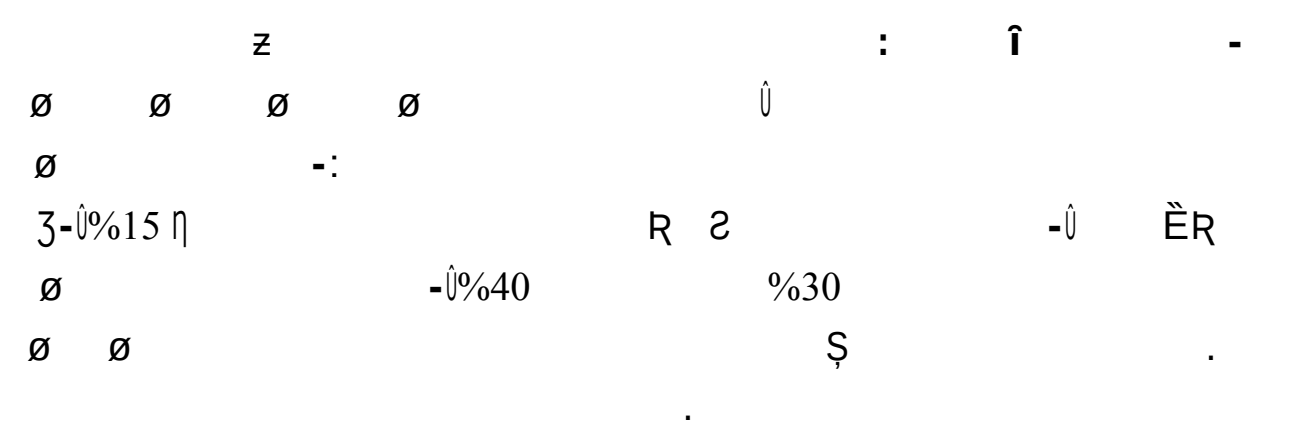
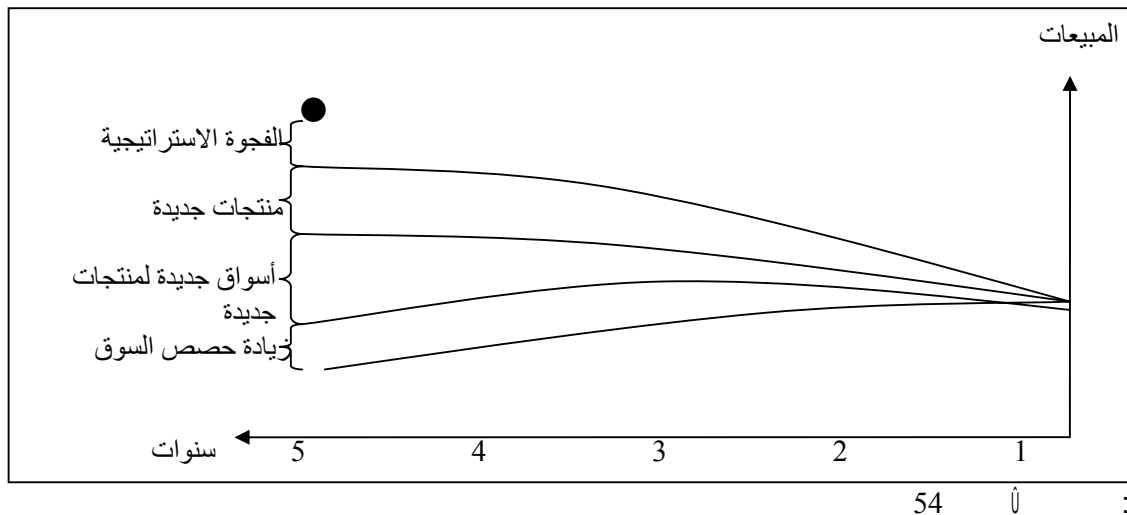
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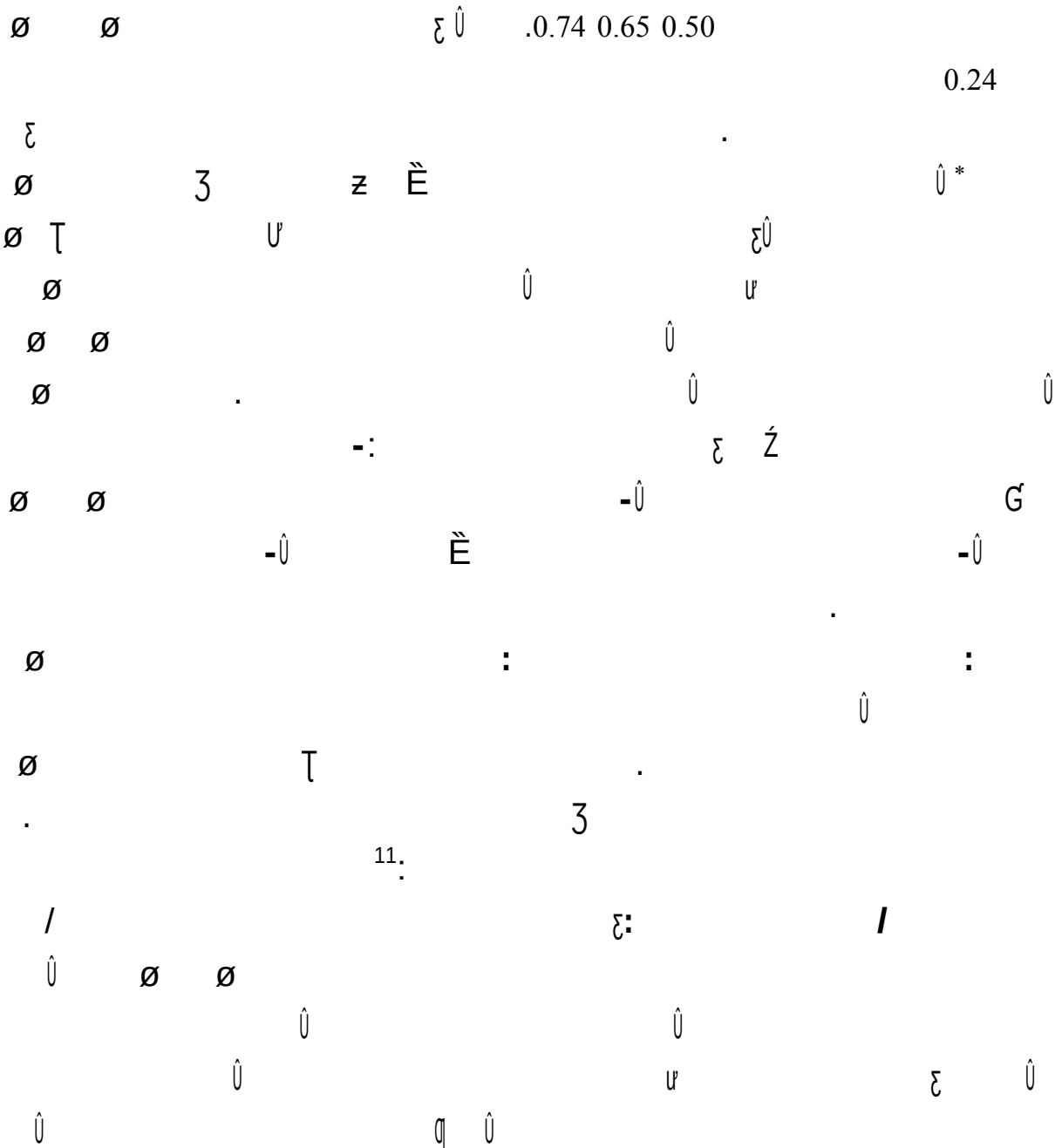
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Sandra vandermerwe, IBID.P.123 ¹⁰

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Wilson Mike" Le management du marketing stratégies et performances" Paris More Nostrum 1996.P.120 ¹¹

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Igor Ansoff

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IBID.P.52 :

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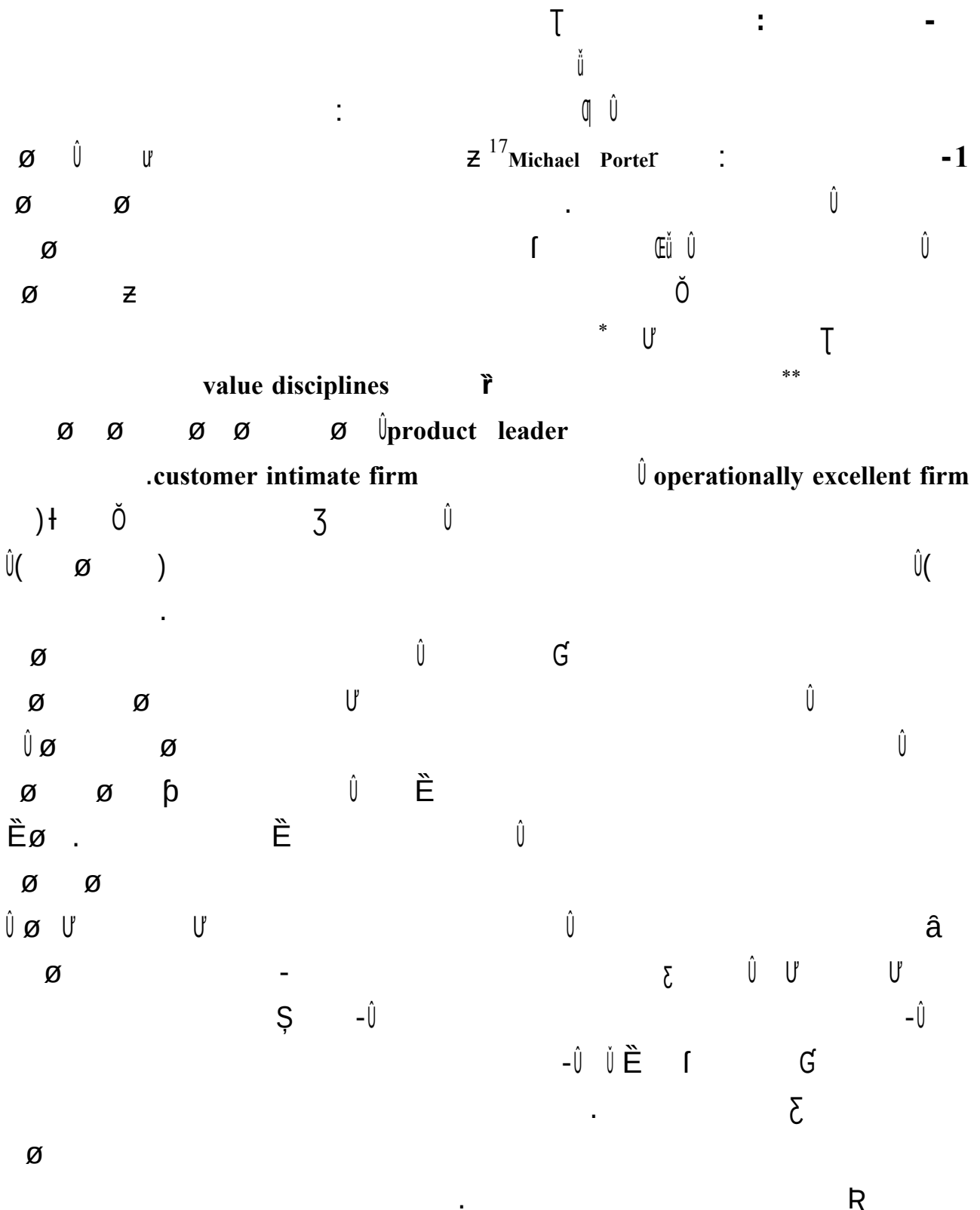
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Michael E .Porter,"choix stratégique et concurrence techniques" 1989;p.100:

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Ansoff H. Igor. "Stratégie du développement de l'entreprise". Homme et techniques. Paris 1999 P.50 ¹⁶



Porter Michel , " the competitive advantage of nations " , Macmillan ,1990,p.120-17

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roger.g best," market based management", upper saddle river, NJ: Prentice-hall, 1997, p.12:

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Measuring customer preference^x

Philip Kotlr,op.cit,p.76 ²⁰
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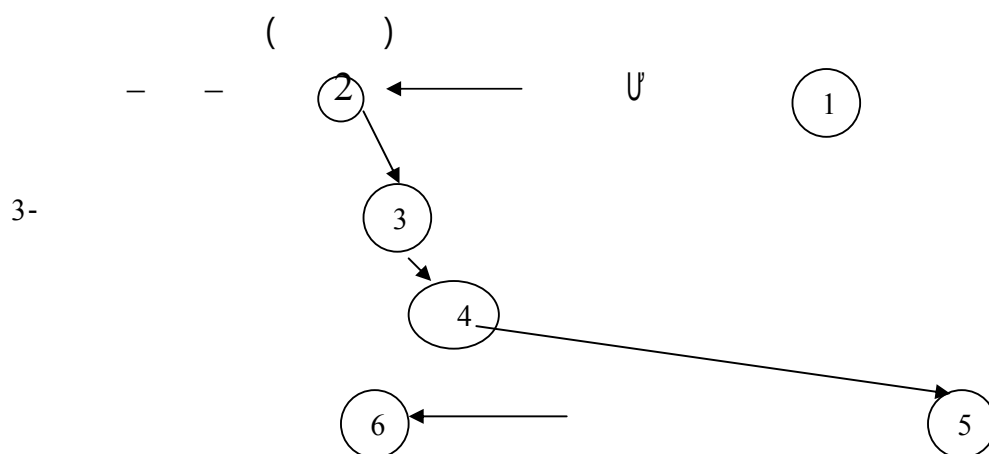
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M.Czinkota et al., "marketing management", Blackwell publishers, inc.1997.p.18.:

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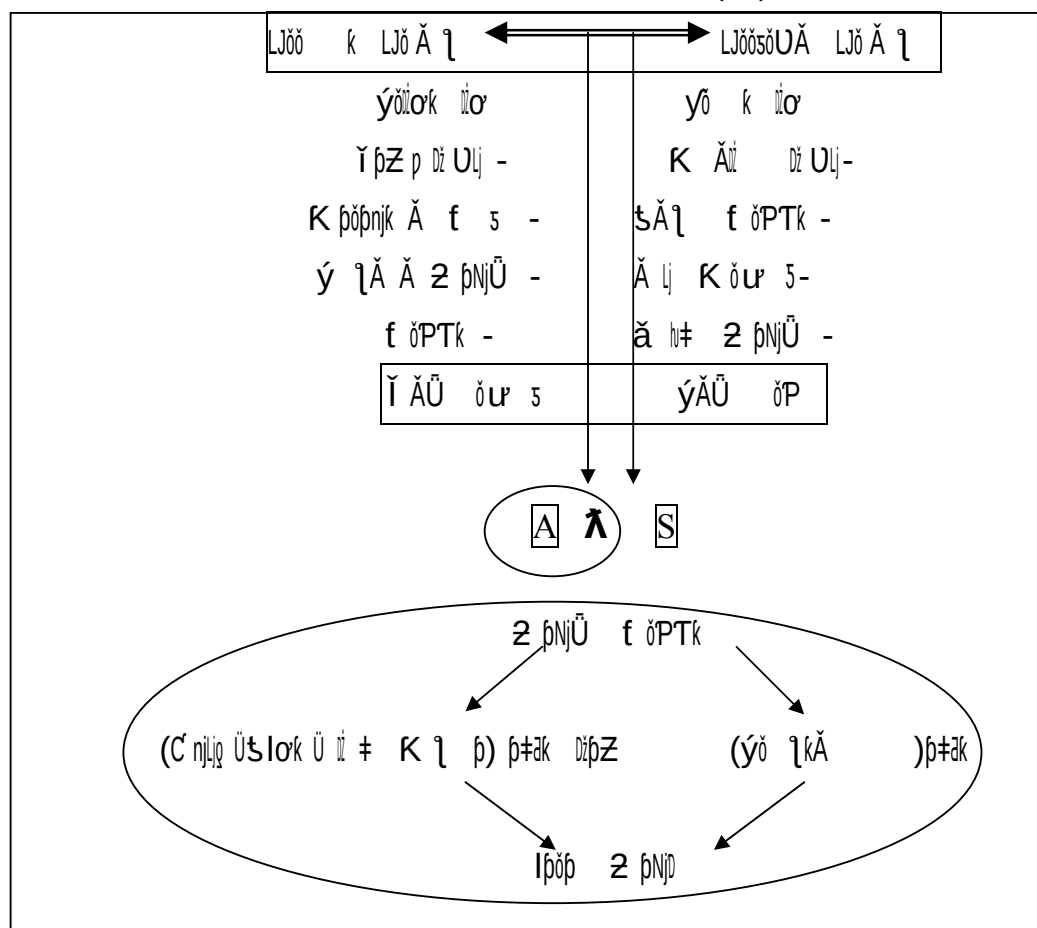
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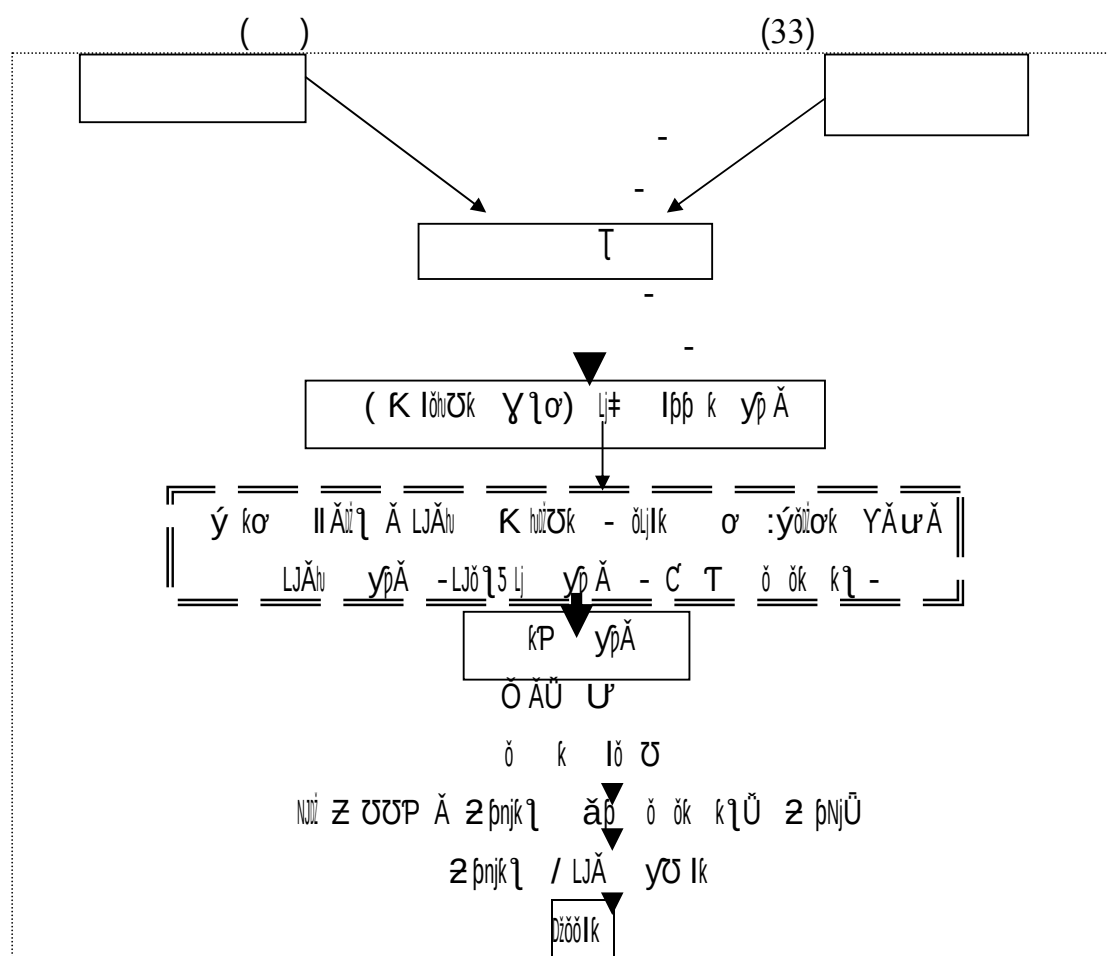
Kotler, p."Marketing: management: analysis, planning, and implementation, and control", northwestern university. :

8th ed, prentice hall, int. 1997,p.15

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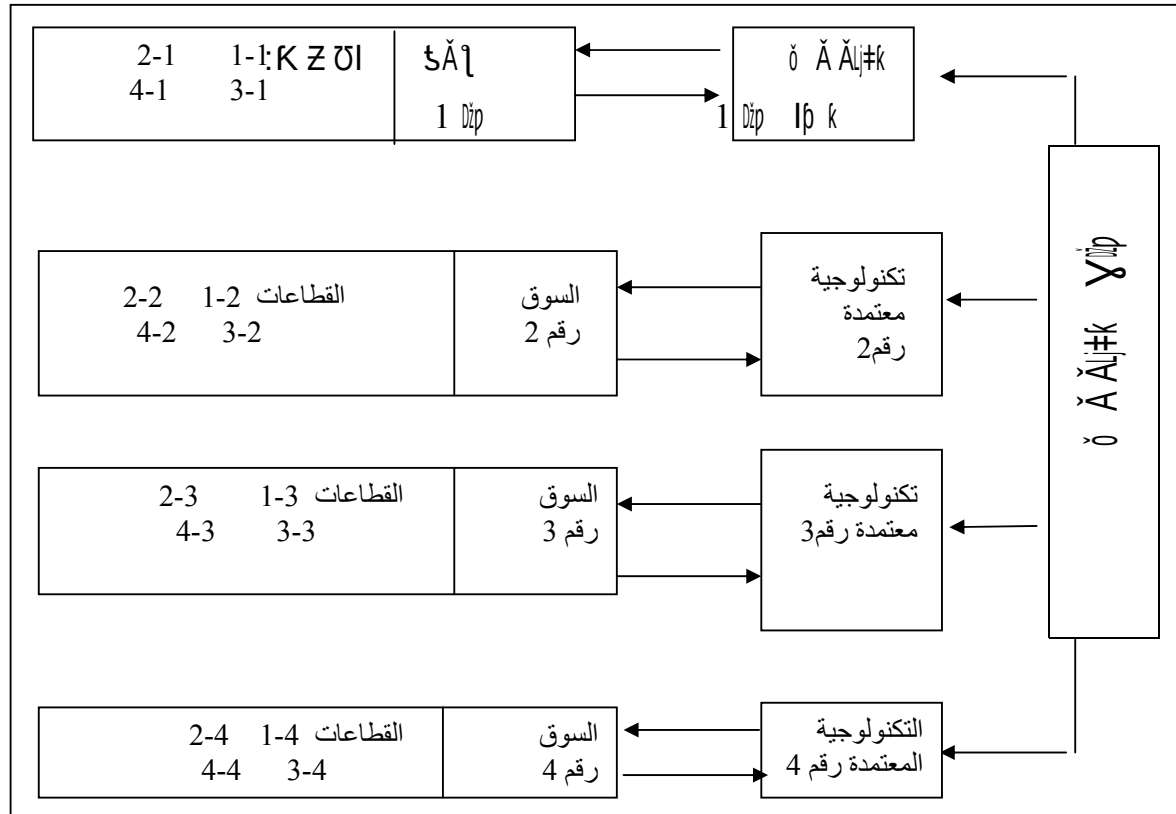
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Tan., kannan, v.,handild,R, and ghosh,S,"Quality manufacturing strategy, and global competition : ∅∅ ,BANCHMARKING" ,international journal, vol.7,no.3,2000

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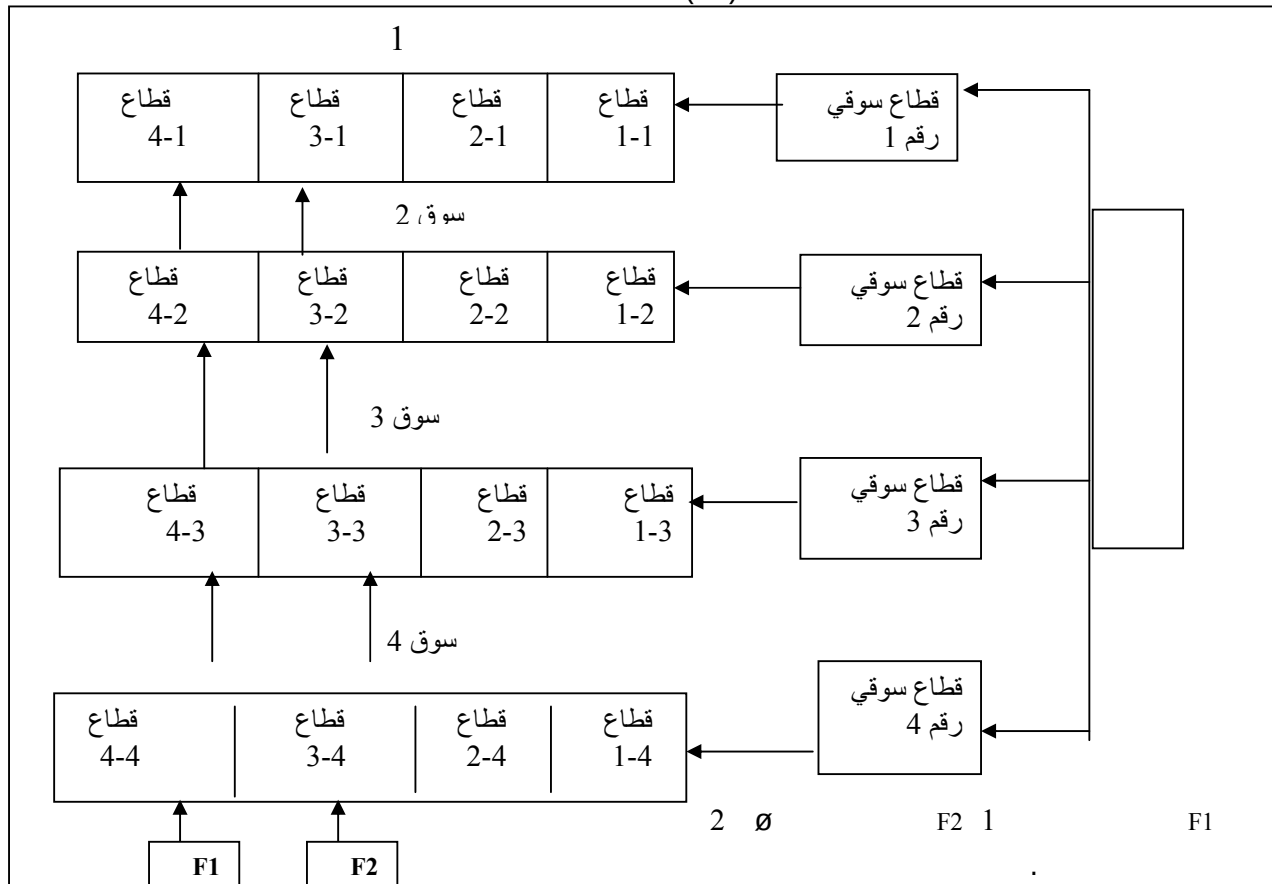
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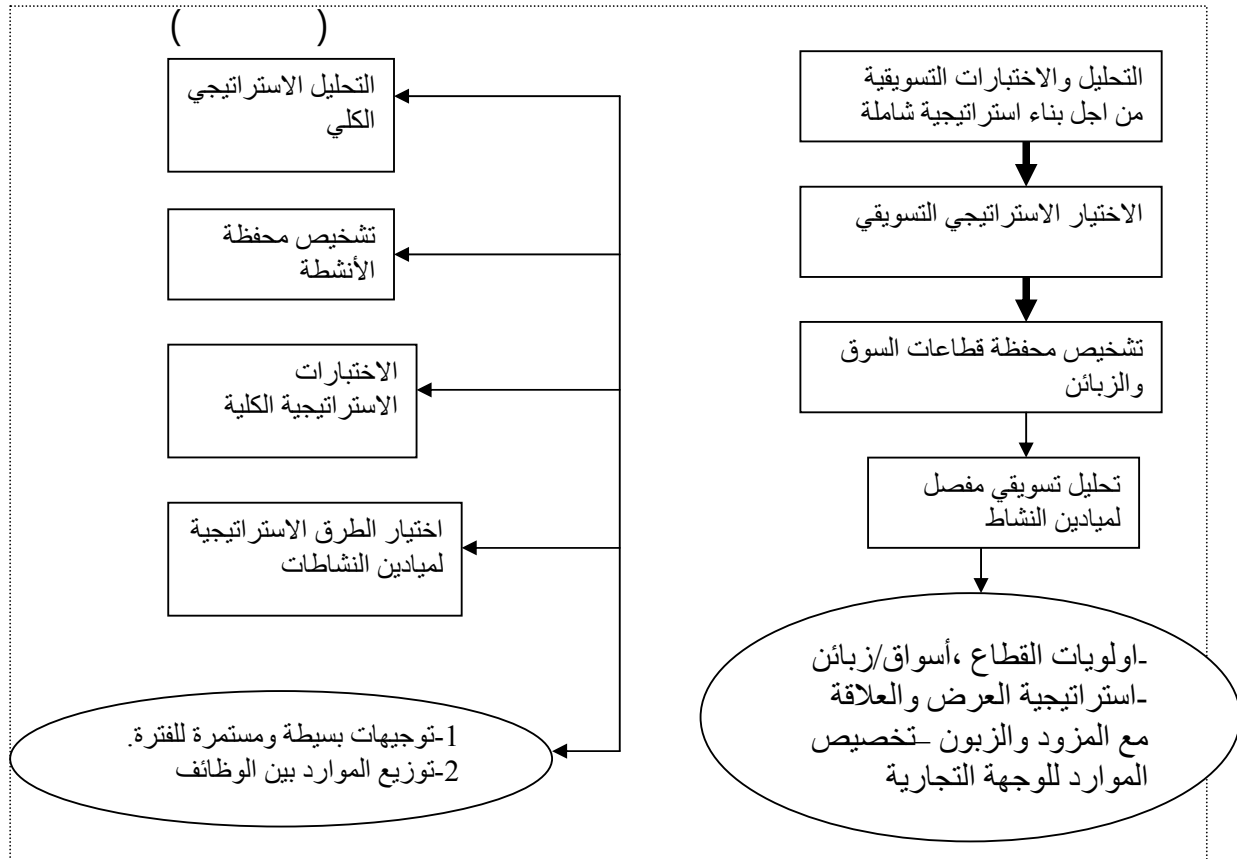
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Michel Daniel " marketing industriel, stratégie et mise en oeuvre", OP.CIT.P.130

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Michel E. porter, "**competitive strategy**", New York :free press ,1980, p.7-29- ³⁴

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    B[التهديد بدخول منافسين جدد] --> E
    C[قوة الموردین على المساومة والتفاوض] --> E
    D[قوة العملاء على المساومة والتفاوض] --> E

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Porter Miche. *ibid.* p.244 ³⁵

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softWorld98, p.1-in-eric brousseau;" **commerce électronique: ce que disent les chiffres et ce qu'il faudrait savoir**"; économie
et statistique N°339-340.2000.P.9-10

23. Jermyn Rifkin, "l'âge de l'accès", édition la découverte, paris, 2000, p. 48³

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Éric brousseau;"commerce électronique: ce que disent les chiffres et ce qu'il faudrait savoir";économie et statistique ¹⁰
N°339-340.2000.P.11

Bounie d. et vaninetti l.;" monnaie électronique:nature économique et incidences monétaires"; revue économique,n° ¹¹
spécial(économie de l'internet);sld é.brousseau et N.curien; à paraître.2001

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9.102	29.616	449.900	B2B
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Éric brousseau. Op cit ; p.161.

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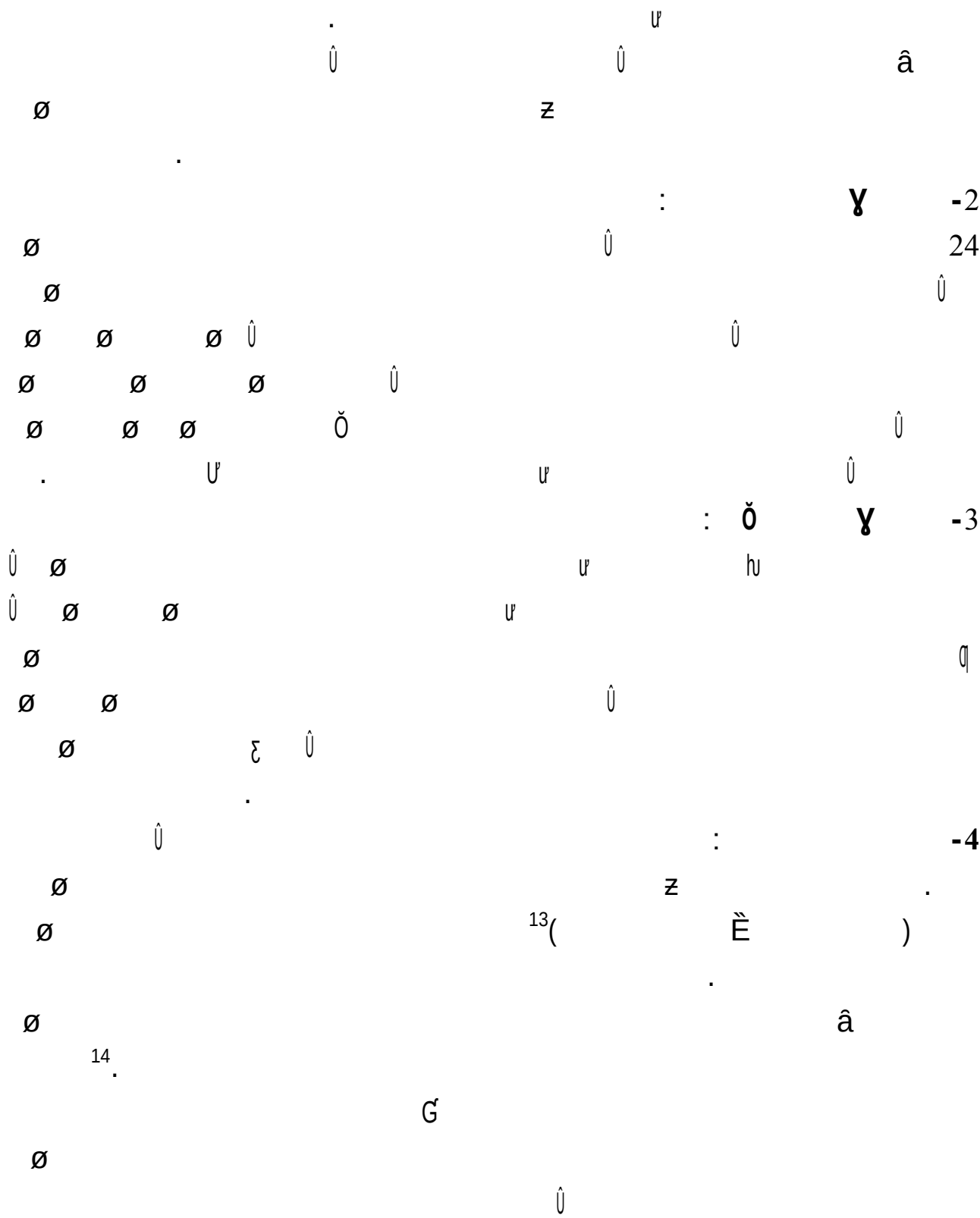
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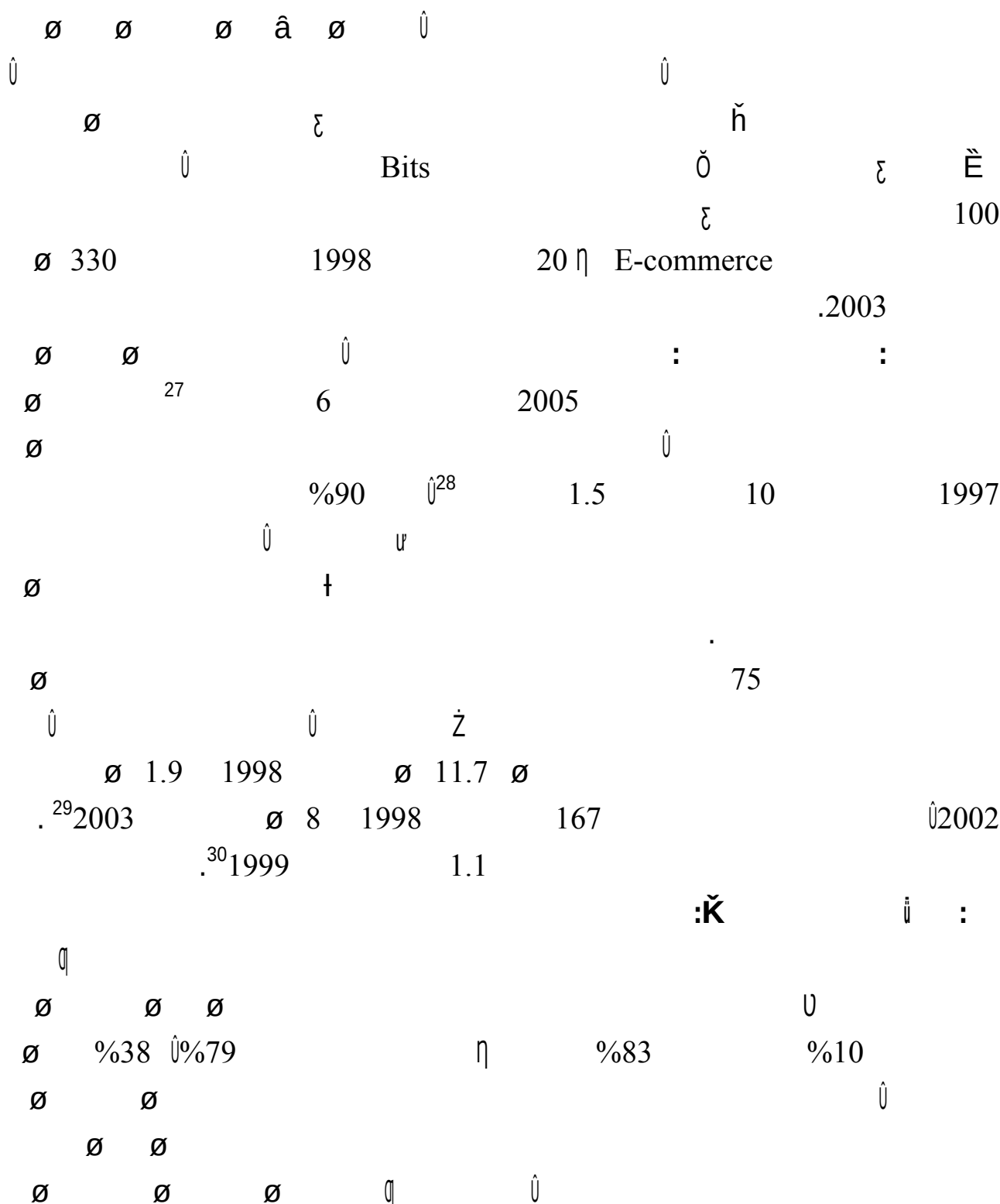
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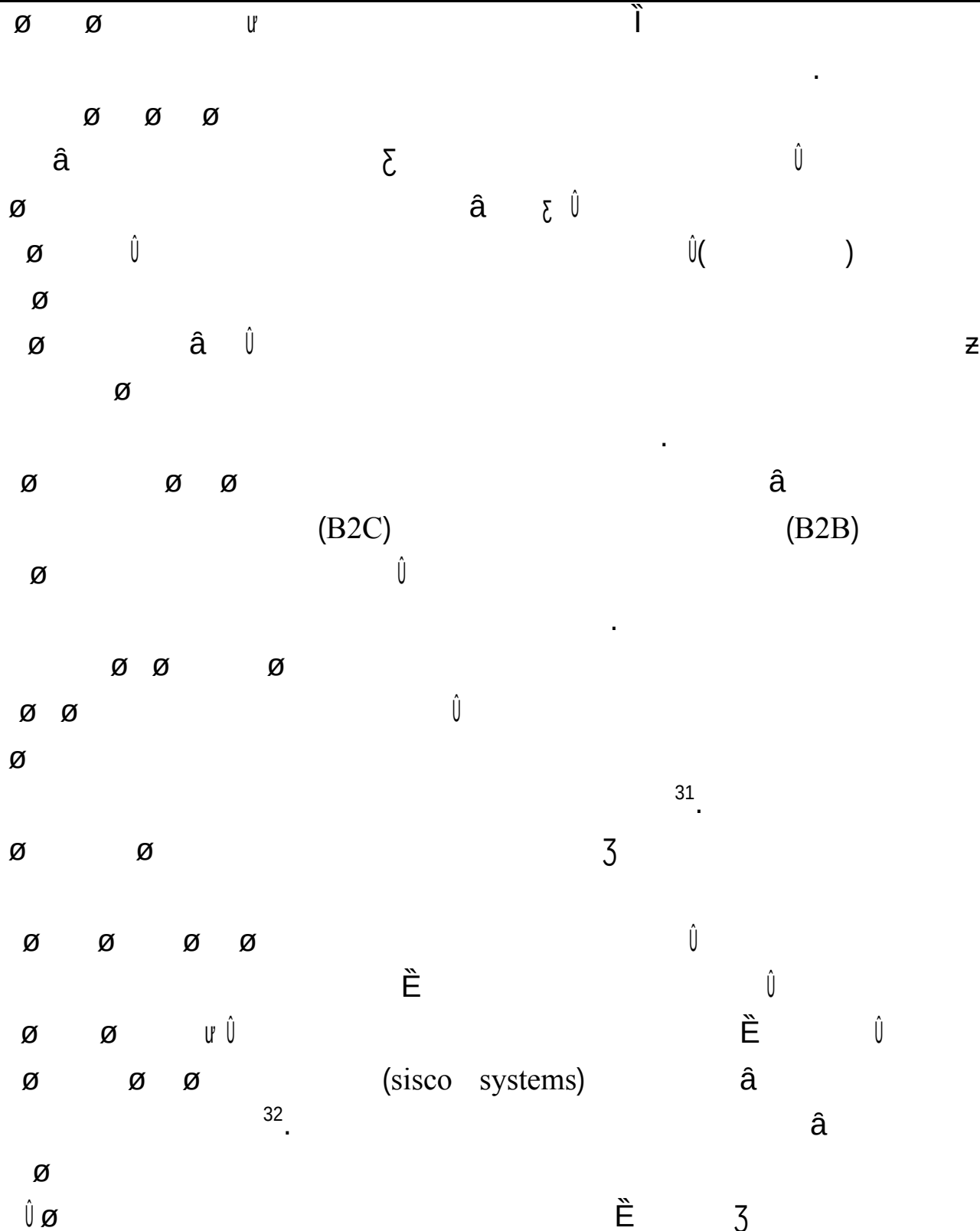


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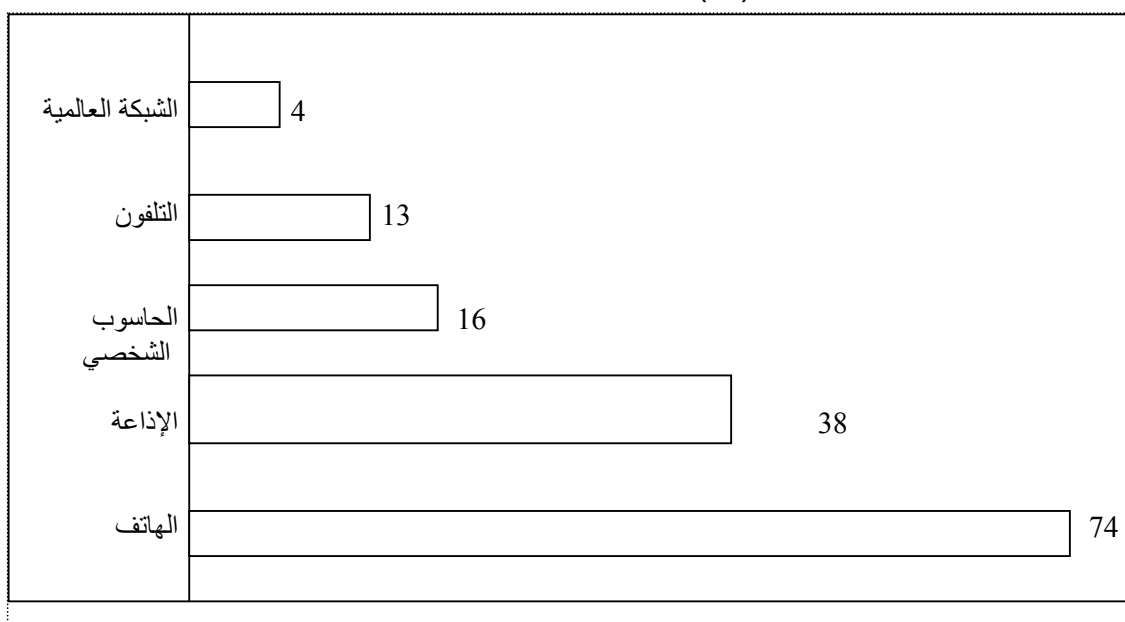
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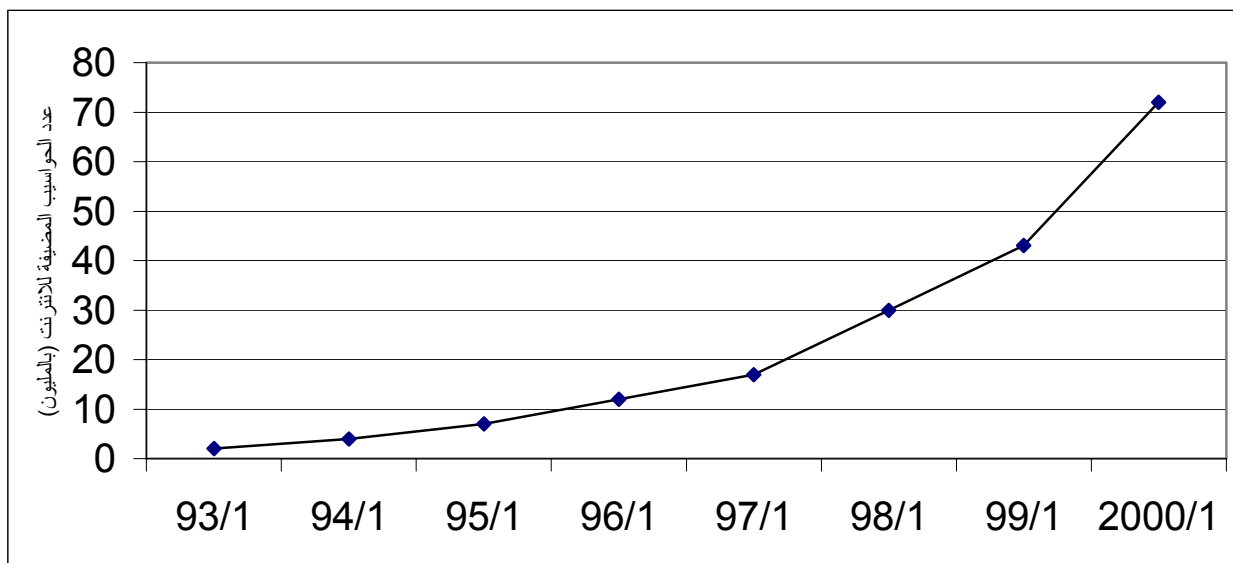
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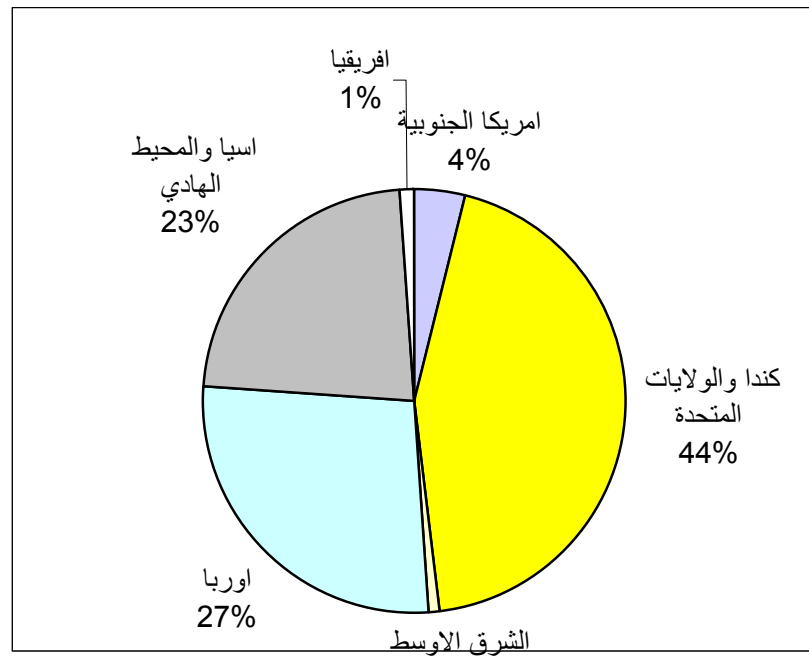
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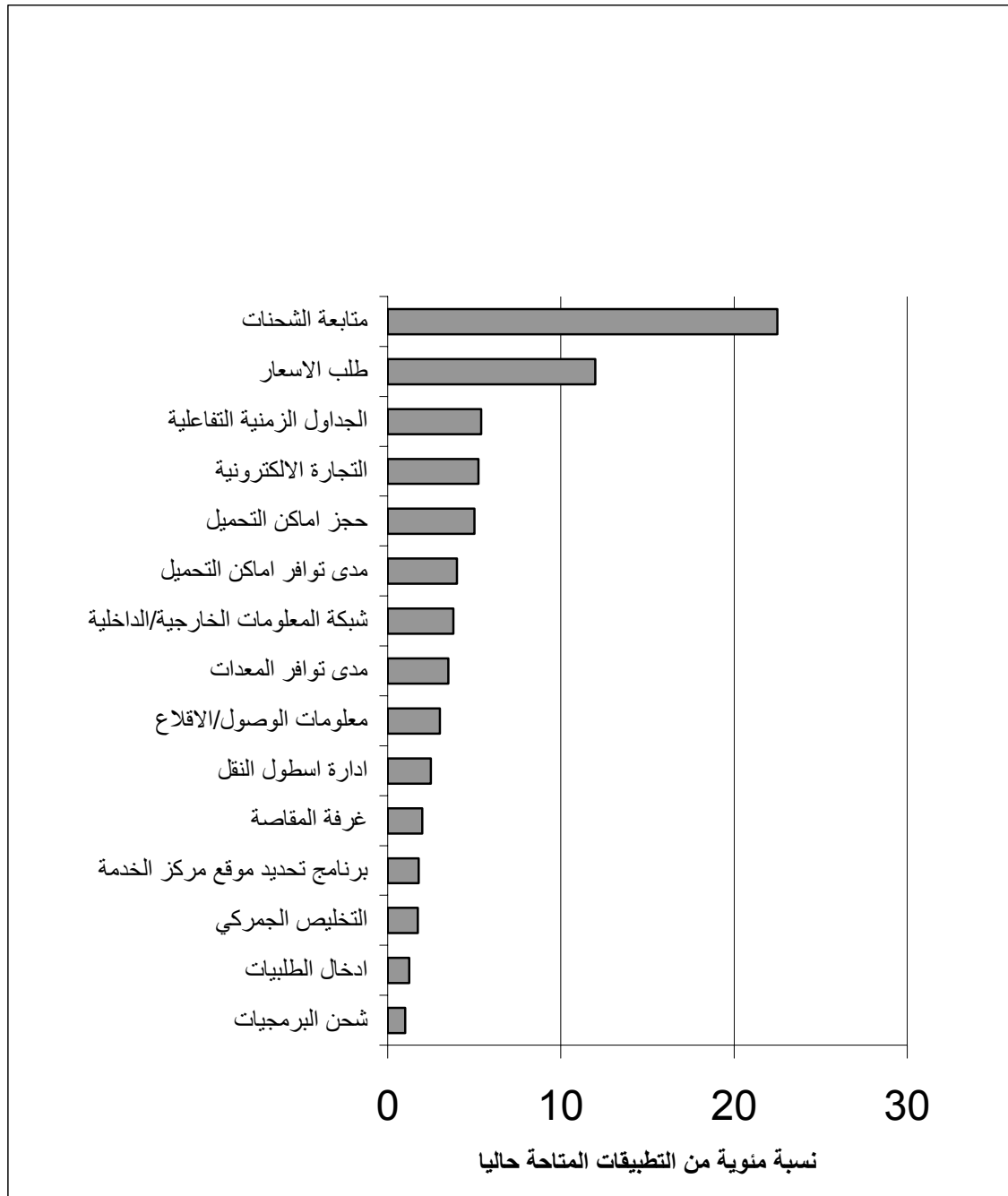
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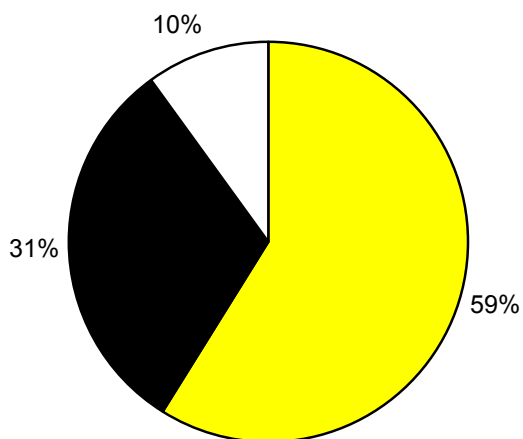
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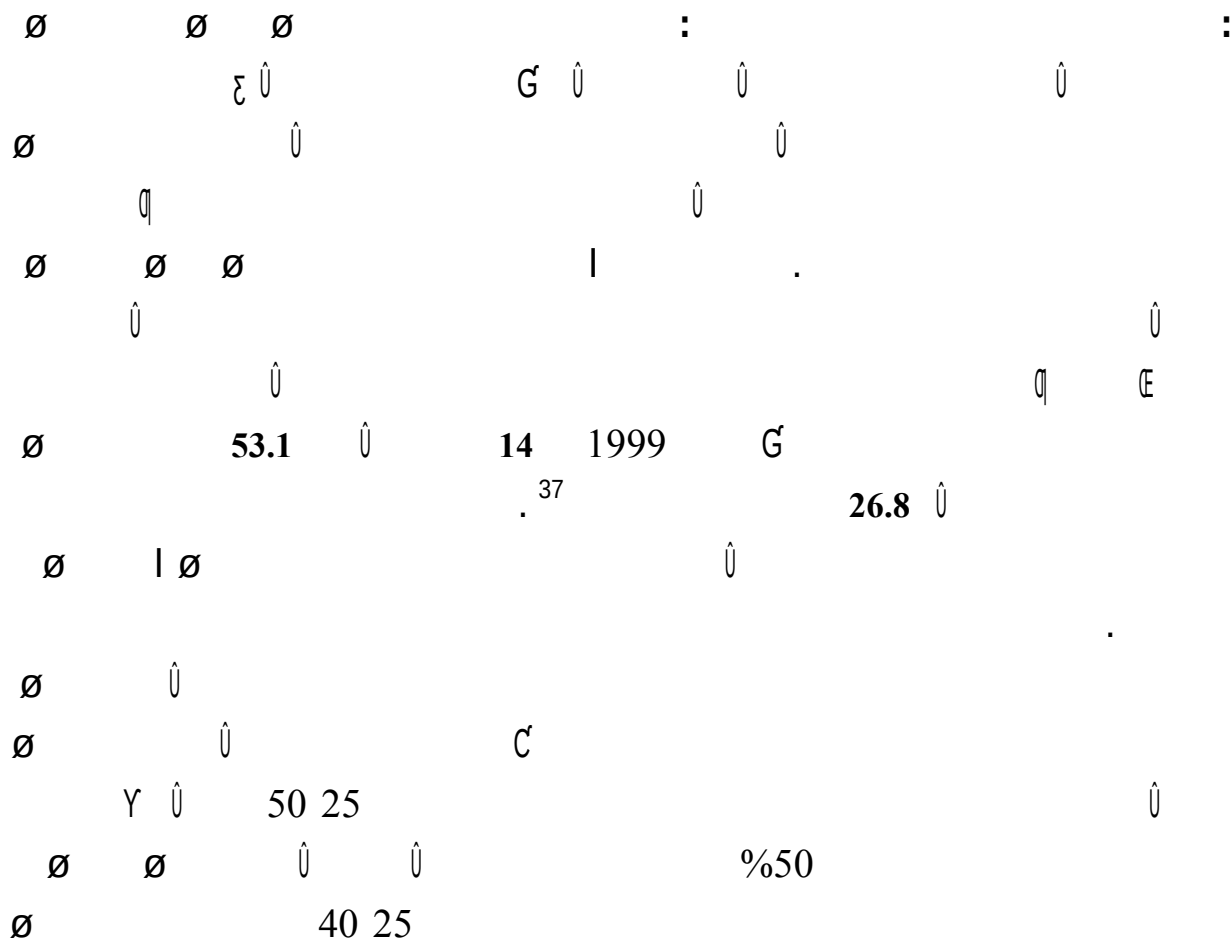
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الشكل رقم(42):استخدام الانترنت في نقل البضائع حسب الاقليم بناء على التطبيقات



■ امريكا الشمالية ■ اوربا □ باقي دول العالم

UNICTAD,2000,P.49 :



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G William, ken, "**introductory lecture**", world bank EDI regulation course. - 38

<http://www.worldbank.org/html/fpd/transport/>.

<http://www.islamonline.net> 2004/04/11

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globalization and the information society".1998.

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jornal,nov.8.1984,p1.21

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Wood yard, Chris "southwest airlines flight fun", USA TODAY , 1998 Sept.22.P.4E. ⁹

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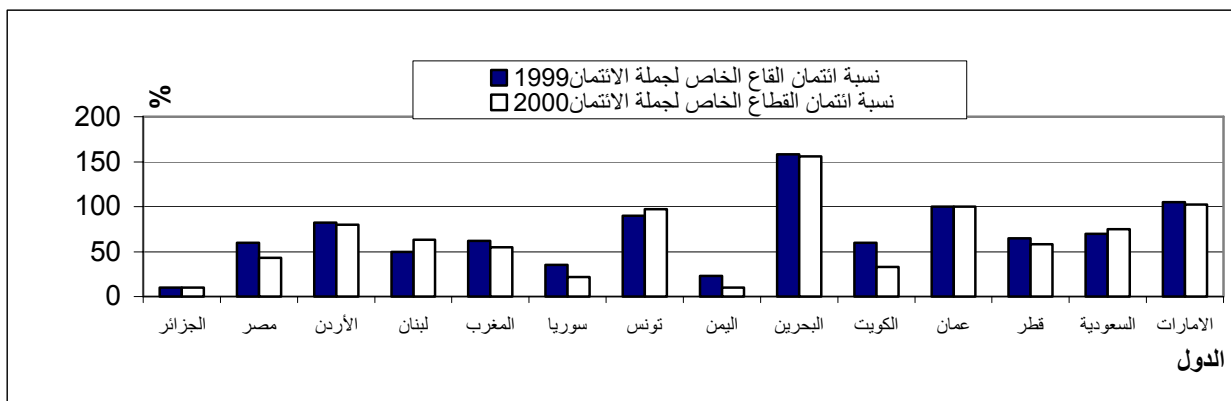
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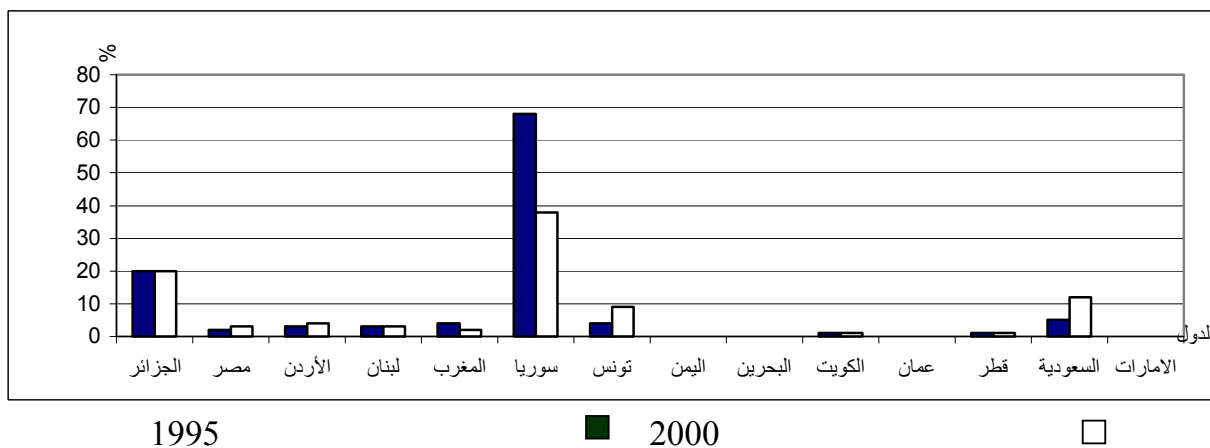
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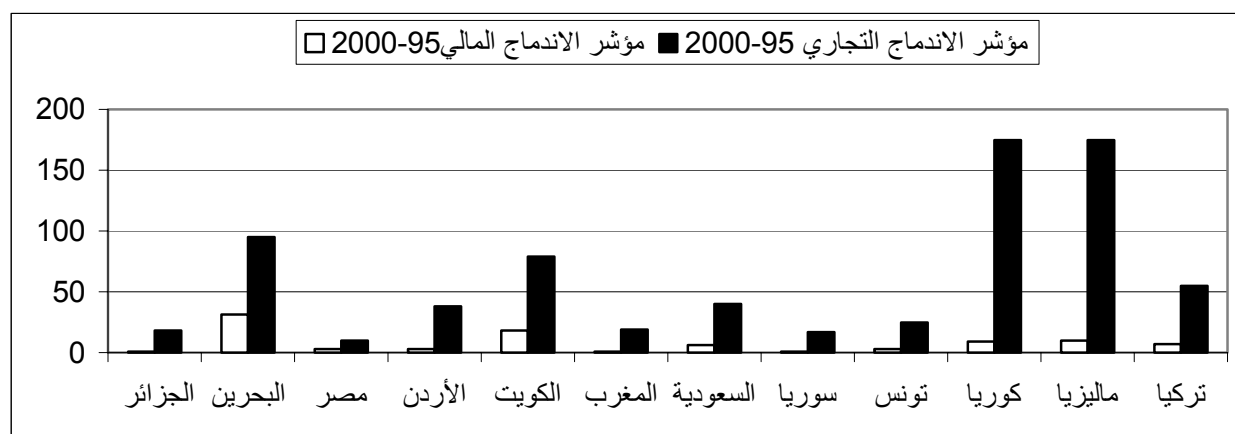
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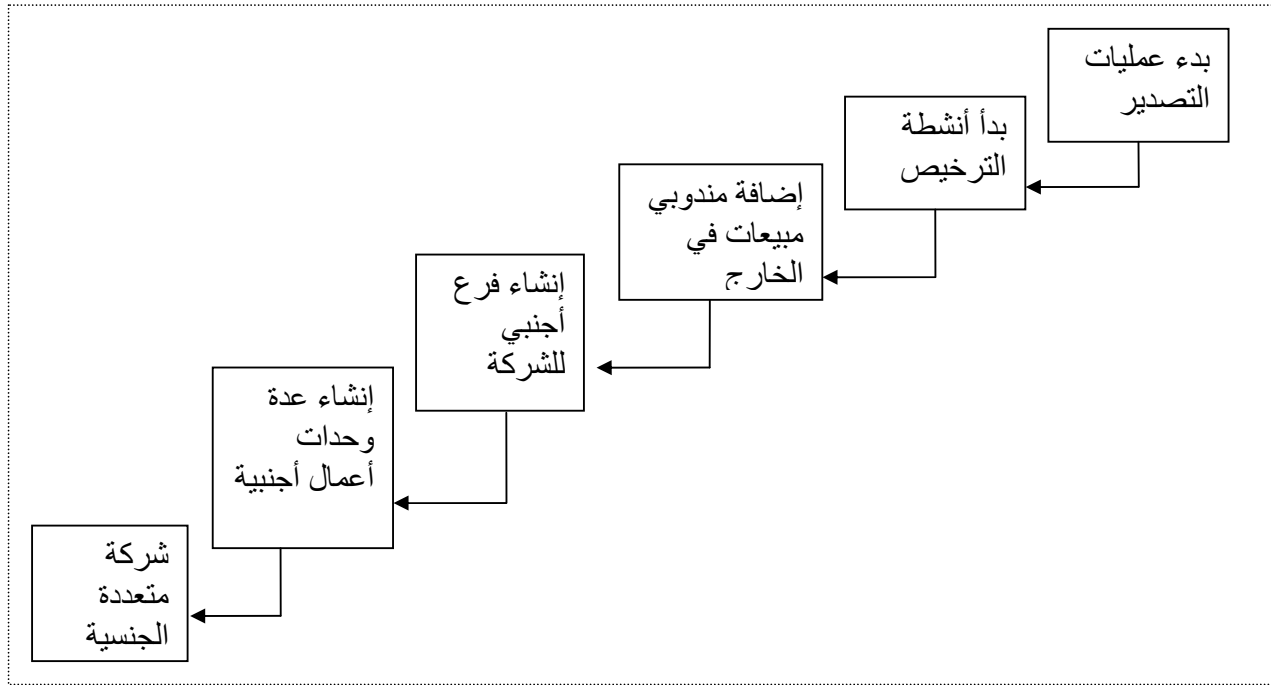
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49.8	27.9	29.7	51.9	18.8	22.8	
17.0	15.2	15.5	18.1	14.9	14.9	
5.1	7.9	7.3	6.1	17.9	7.5	
12.7	30.3	29.6	8.0	32.2	35.5	
100	100	100	100	100	100	

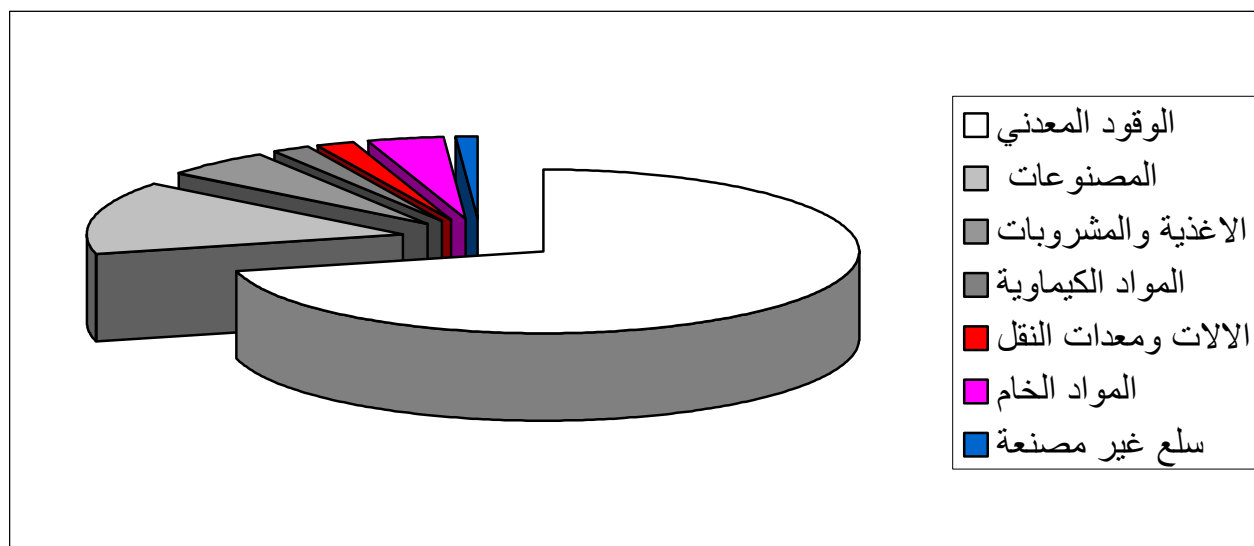
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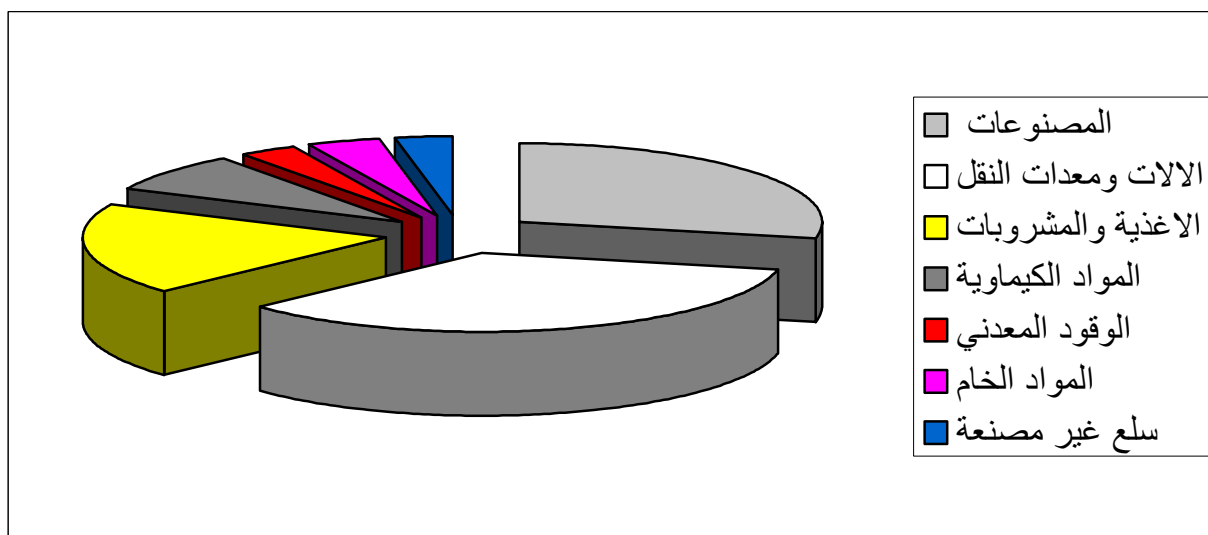


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الجدول رقم(36): هيكل الصادرات العربية ودول المقارنة 1990-2000 كنسبة مئوية

	0.5	1.1	1.0	2.5	0.4	96.4	0.0	^{a)} 0.7	
0.0	0.3	1.0	1.3	2.6	0.5	96.3	0.1	^{b)} 0.6	
0.1	1.2	10.6	5.9	17.7	25.7	54.3	0.1	2.2	
0.0	0.9	8.9	3.8	13.6	20.9	63.8	0.1	1.7	
0.4	1.8	0.3	21.2	23.2				76.4	
2.6	4.0	0.5	19.0	23.5	1.1	0.1	0.0	73.6	
54.2	7.5	3.6	0.2	11.2	0.2	0.1	5.1	29.2	ž
0.1	0.9	31.1	4.8	36.8	6.1	42.3	5.3	9.5	
1.6	0.8	31.1	6.4	38.3	5.4	39.3	5.6	9.8	
0.1	3.0	16.6	30.3	49.9	31.2	0.0	0.8	18.0	
0.0	5.4	20.6	28.6	54.6	23.9	0.0	0.9	20.6	
0.1	4.2	1.9	1.3	7.4	0.3	91.8	0.1	0.4	ř
0.1	1.5	1.4	3.4	6.3	0.3	92.9	0.1	0.4	
0.0	0.0	0.7	3.6	4.3	0.3	94.9	0.1	0.5	
	0.00	1.6	3.3	4.9	0.0	94.8	0.1	0.3	
3.0	0.2	0.0		0.2	40.4	0.5	0.1	55.8	
1.8	0.1	0.0		0.1	42.2	0.5	0.1	55.3	
0.0	4.9	29.2	19.8	53.9	12.5	2.7	2.9	28.1	
0.0	6.6	34.5	16.6	57.7	11.3	2.3	2.3	26.5	
0.7	8.8	2.5	0.4	11.7	1.3	82.8	0.0	3.5	
0.9	11.2	4.2	0.7	16.1	1.4	77.2	0.0	4.5	

0.0	0.0	6.3	10.6	16.9	0.1	82.7	0.0	0.2	
	0.0	3.8	5.9	9.7	0.1	90.1	0.0	0.1	
0.0	0.4	1.3	6.6	8.2	0.4	90.5	0.1	0.8	
0.0	0.5	2.1	7.4	10.0	0.4	88.7	0.1	0.8	
3.8	0.0	6.1	0.0	6.2	0.4	0.3	46.1	43.3	
9.4	0.2	3.1	0.0	3.2	0.5	0.3	31.3	55.6	
0.0	0.4	15.8	4.6	20.8	1.1	59.1	6.0	13.0	
1.5	0.3	9.4	0.4	10.1	1.1	66.3	6.5	14.6	
0.1	8.7	52.2	12.6	73.5	1.4	12.7	0.7	11.7	
0.0	11.4	56.0	12.0	79.4	1.5	9.0	0.7	9.6	
0.6	6.2	33.1	5.1	44.4	41.7	5.3	0.7	7.5	
	00	0.3	0.3	0.7	3.7	51.8	5.2	38.8	
0.0	0.0	0.4	0.3	0.7	0.5	94.1	1.0	3.7	
0.7	45.0	42.0	5.6	92.5	0.9	1.9	1.2	2.8	
3.2	52.7	28.7	7.4	88.8	1.3	3.7	1.1	2.0	
0.7	46.3	17.7	2.2	66.2	1.5	11.9	9.5	10.3	
1.1	58.4	16.0	3.3	77.7	1.2	7.6	4.0	8.4	
0.1	8.6	57.6	4.4	70.5	3.2	1.7	2.0	22.5	
0.8	15.1	57.7	3.9	76.7	2.7	1.1	1.4	17.4	

المصدر: الكتاب الإحصائي السنوي أونكتاد 2000 (1): الفترة 1995-1990 (2): الفترة 2000-1995..ولجميع الدول. -الأسطر المضللة تعني دول المقارنة.

الدولة	النسبة المئوية (%)
العراق	0.80
السعودية	0.80
عمان	0.79
ليبيا	0.77
قطر	0.73
سوريا	0.68
الامارات	0.62
السودان	0.59
الجزائر	0.58
موريتانيا	0.53
الكويت	0.51
البحرين	0.50
مصر	0.27
ماليزيا	0.21
تونس	0.20
المغرب	0.19
كوريا	0.18
الاردن	0.17
لبنان	0.14
تركيا	0.10

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1999	1995	1999	1995	1999	1995	
*2.67	2.72	*2.44	2.20	*5.51	9.13	
1.90	1.39	1.86	1.34	2.25	2.07	
0.51	0.77	0.54	0.73	0.50	0.43	
1.87	2.24	1.85	2.38	1.24	1.47	
*2.75	1.96	*2.30	1.67	*1.63	1.08	
*1.45	2.02	*1.48	1.94	*1.09	3.19	
**2.77	2.16	**1.84	1.53	**7.49	8.14	
2.86	1.33	2.57	1.19	3.11	0.83	
4.05	3.82	4.08	3.83	5.11	5.69	
3.34	2.32	2.89	1.68	4.07	3.51	
3.00	1.47	1.77	1.00	6.71	7.46	

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1999	1998	1997	1996	1995	
-	0.130	0.078	-	0.112	
0.194	0.187	0.186	0.192	0.189	
0.017	0.009	0.009	0.013	0.012	
0.427	0.379	0.430	0.377	0.360	
-	0.067	-	0.065	0.068	
-	0.003	0.002	0.006	0.004	
-	-	0.060	0.060	0.067	
0.095	0.074	0.055	0.043	0.049	
0.316	0.311	0.297	0.304	0.277	
0.224	0.209	0.187	0.173	0.156	
0.366	0.339	0.367	0.365	0.331	

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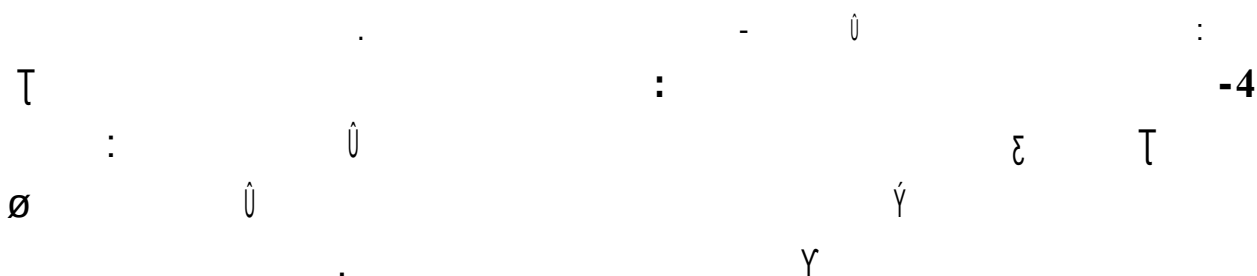
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γ (3)	γ (2)	γ (2)	
45	24	78	
66	3	70	
84	4	88	
23	11	35	
59	33	93	
73	21	94	
83	6	90	
62	24	87	

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24	15		
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27	17		
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الجدول رقم(42):مؤشر ديناميكية الأسواق والتخصص ومكوناته

البلد	نسبة الميزان التجاري للنتائج المحلي الإجمالي	حصة الصادرات من التجارة العالمية	معدل نمو حصة الصادرات	معدل نمو الصادرات التحويلية	الصادرات للفرد	سرعة التكامل التجاري	معدل نمو الصادرات الناجم عن الطلب العالمي	معدل نمو الصادرات الناجم عن حصة السوق	معدل نمو الصادرات الناجم عن التنويع	متوسط التعريفية الجمركية	نسبة السلع المصنعة المصدرة	مؤشر ديناميكية الأسواق والتخصص
الجزائر	0.70	0.11	0.52	0.44	0.04	0.13	0.61	0.39	0.44	0.67	0.02	0.37
الأردن	0.61	0.02	0.45	0.52	0.06	0.59	0.53	0.47	0.50	0.52	0.56	0.44
الإمارات	0.84	0.27	0.42		0.83	0.49	0.82	0.18	0.64		0.47	0.55
البحرين	0.59	0.04	0.49	0.46	0.67	0.81	0.66	0.34	0.47	0.91	0.11	0.50
السعودية	0.59	0.47	0.56	0.48	0.25	0.28	0.53	0.47	0.44		0.08	0.41
السودان	0.56	0.00	0.66	0.58	0.00	0.00	0.50	0.50	0.61	0.40	0.02	0.35
الكويت	0.87	0.09	0.56	0.51	0.58	0.42	0.64	0.36	0.56	0.97	0.10	0.51
المغرب	0.65	0.07	0.49	0.43	0.02	0.17	0.50	0.50	0.42	0.38	0.60	0.39
اليمن	0.67	0.26	0.57		0.00	0.21				0.34	0.00	0.29
تونس	0.60	0.06	0.49	0.40	0.06	0.36	0.50	0.50	0.38	0.38	0.82	0.41
سوريا	0.70	0.03	0.55	0.44	0.02	0.22	0.56	0.44	0.31	0.15	0.13	0.32
عمان	0.62	0.06	0.27	0.52	0.25	0.37				0.93	0.14	0.39
قطر	0.56	0.02	0.40		0.66	0.31	0.73	0.27	0.55		0.15	0.42
لبنان	0.06	0.00	0.55		0.02	0.27				0.59		0.25
مصر	0.68	0.10	0.46	0.35	0.01	0.12	0.51	0.49	0.35	0.51	0.40	0.36
موريتانيا	0.61	0.00	0.33	0.96	0.01	0.41	0.98	0.02	0.93		0.00	0.42
تركيا	0.65	0.26	0.57	0.44	0.04	0.07	0.52	0.48	0.39	0.93	0.79	0.47
كوريا	0.70	1.00	0.55	0.44	0.23	0.21	0.58	0.42	0.43	0.87	1.00	0.58
ماليزيا	0.68	0.54	0.62	0.53	0.80	0.93	0.67	0.33	0.30	0.95	0.77	0.65

المصدر: تقرير التنافسية العربية، 2002، ص.83.

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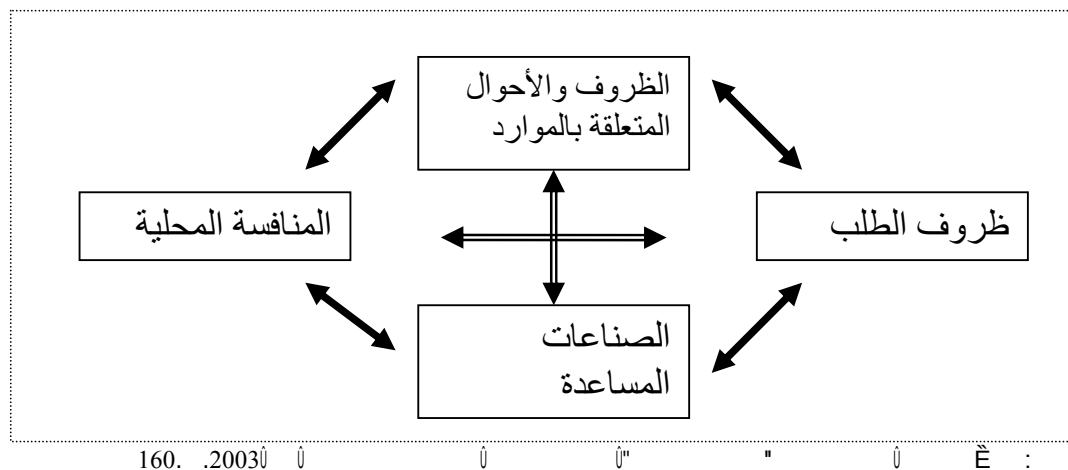
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¹ M.PORTER

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¹ Michael E .Porter, "choix stratégique et concurrence ";techniques d'analyse des secteurs et de la concurrence dans l'industries, 2°ed,paris economica, 1982.

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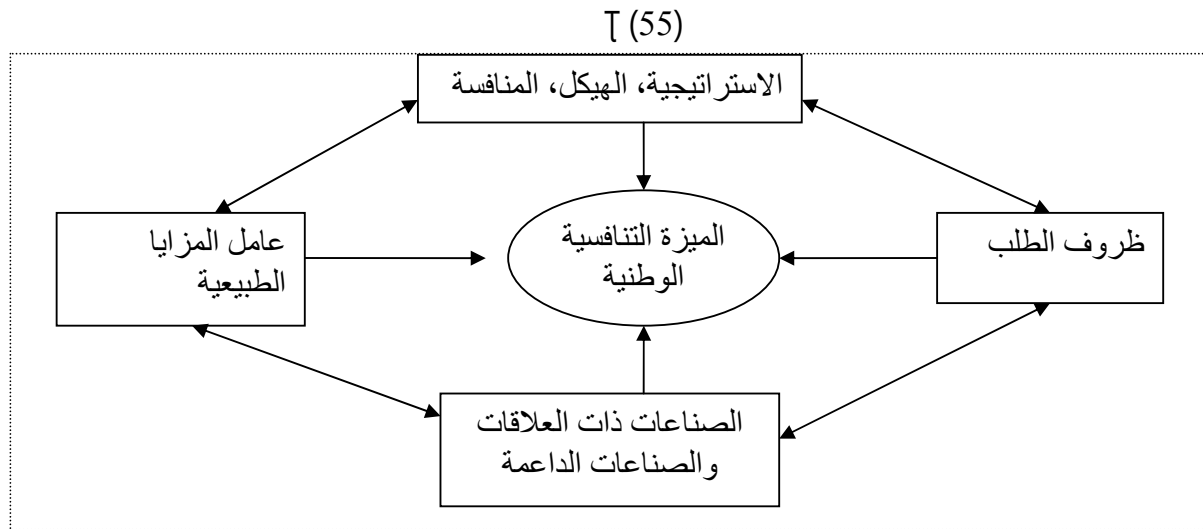
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Michael E .Porter .Op.cit.P.130,⁴

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⁹ - رفاعي محمد رفاعي و محمد سيد احمد عبد المعتال "الإدارة الاستراتيجية"، الجزء الأول (مدخل متكامل)، دار المريخ، السعودية، 2000، ص183

¹⁰ Tan., kannan, v.,handfild,R, and ghosh,S,"Quality manufacturing strategy, and global competition ,BANCHMARKING", international journal, vol.7,no.3,2000

¹¹ - Théodore Levit , « **Un Seul marché , L'univers** », Harvard l'expansion , automne 1997 pp . 17

¹² - Bernard Dubois « **tous pour un et un pour tous , faut-il globaliser la publicité a l'étranger ?** » grand prix ESCP 1988 , pp .5-8

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$$\hat{U} \quad \hat{U}^4 \quad \eta \quad -^{**}$$

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Ø $\top$ **competitive advantage**

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Comparative Advantage

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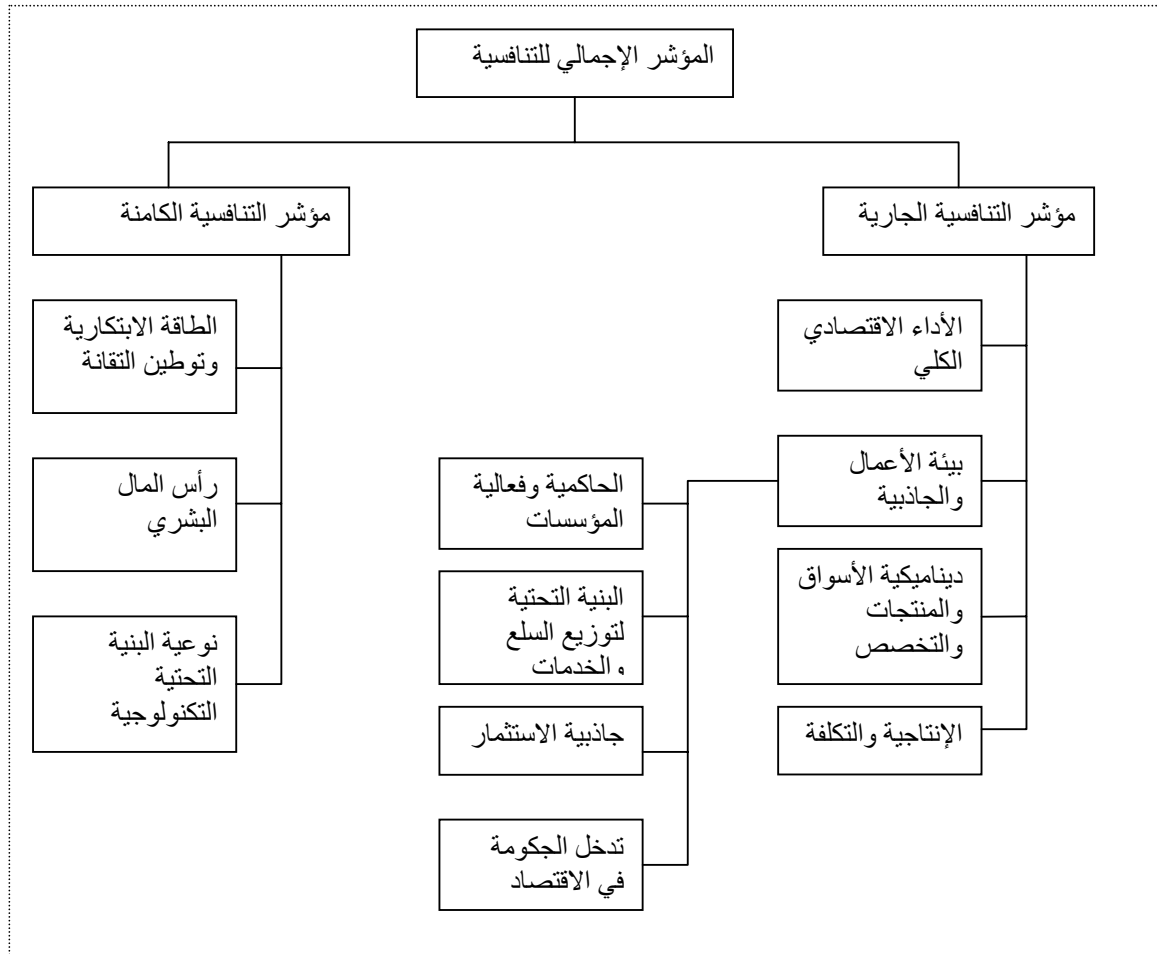
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$$:(47)$$

0.70	0.72	0.68	
0.60	0.53	0.67	
0.55	0.52	0.58	
0.53	0.47	0.59	
0.50	0.53	0.47	Ķ
0.48	0.47	0.48	
0.44	0.38	0.50	
0.43	0.33	0.53	
0.42	0.34	0.49	
0.42	0.34	0.49	
0.40	0.41	0.41	
0.40	0.27	0.53	
0.37	0.30	0.43	
0.37	0.25	0.48	
0.34	0.24	0.43	
0.34	0.23	0.46	
0.28	0.11	0.46	
0.26	0.15	0.36	
0.23	0.15	0.31	

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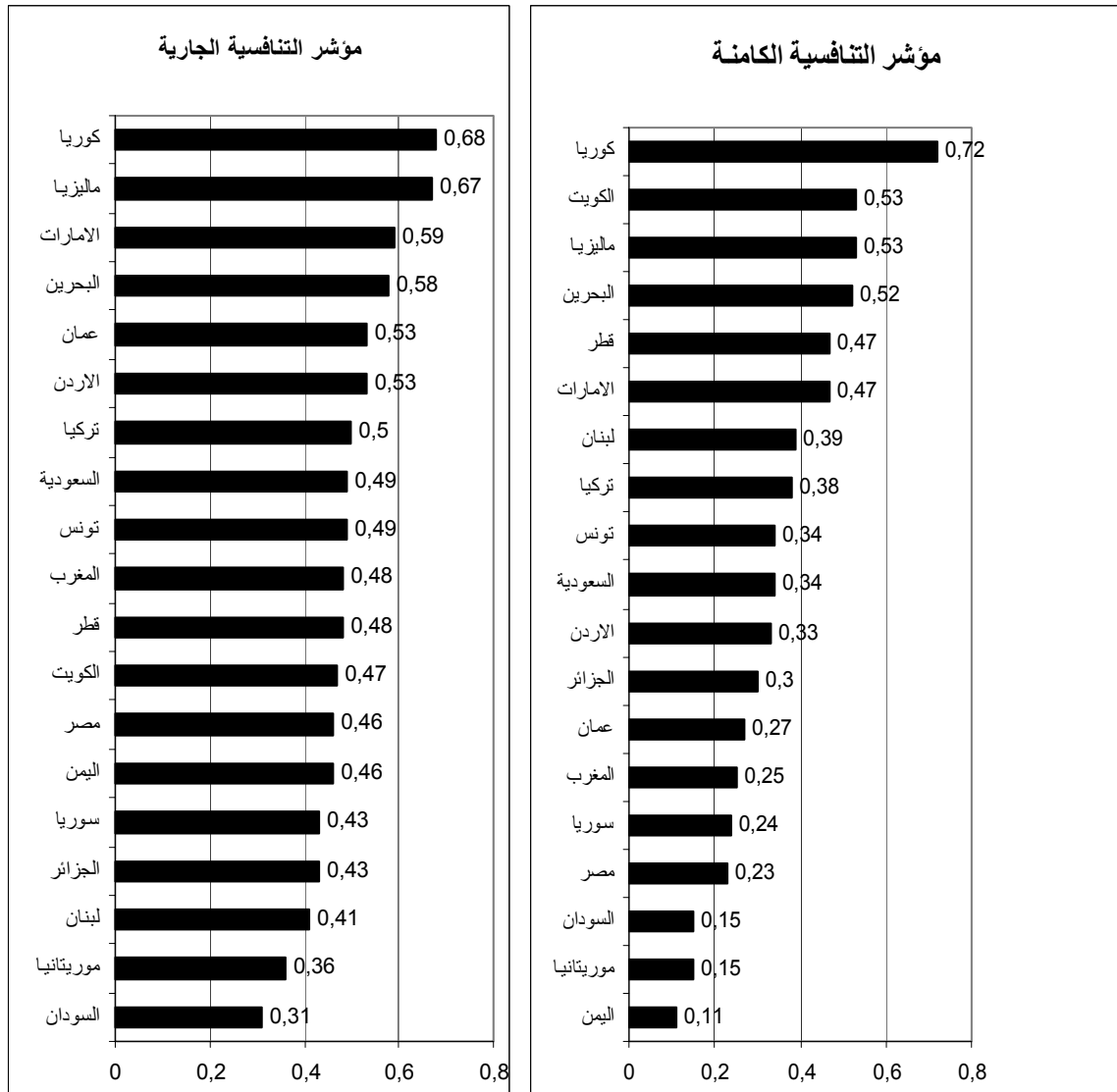
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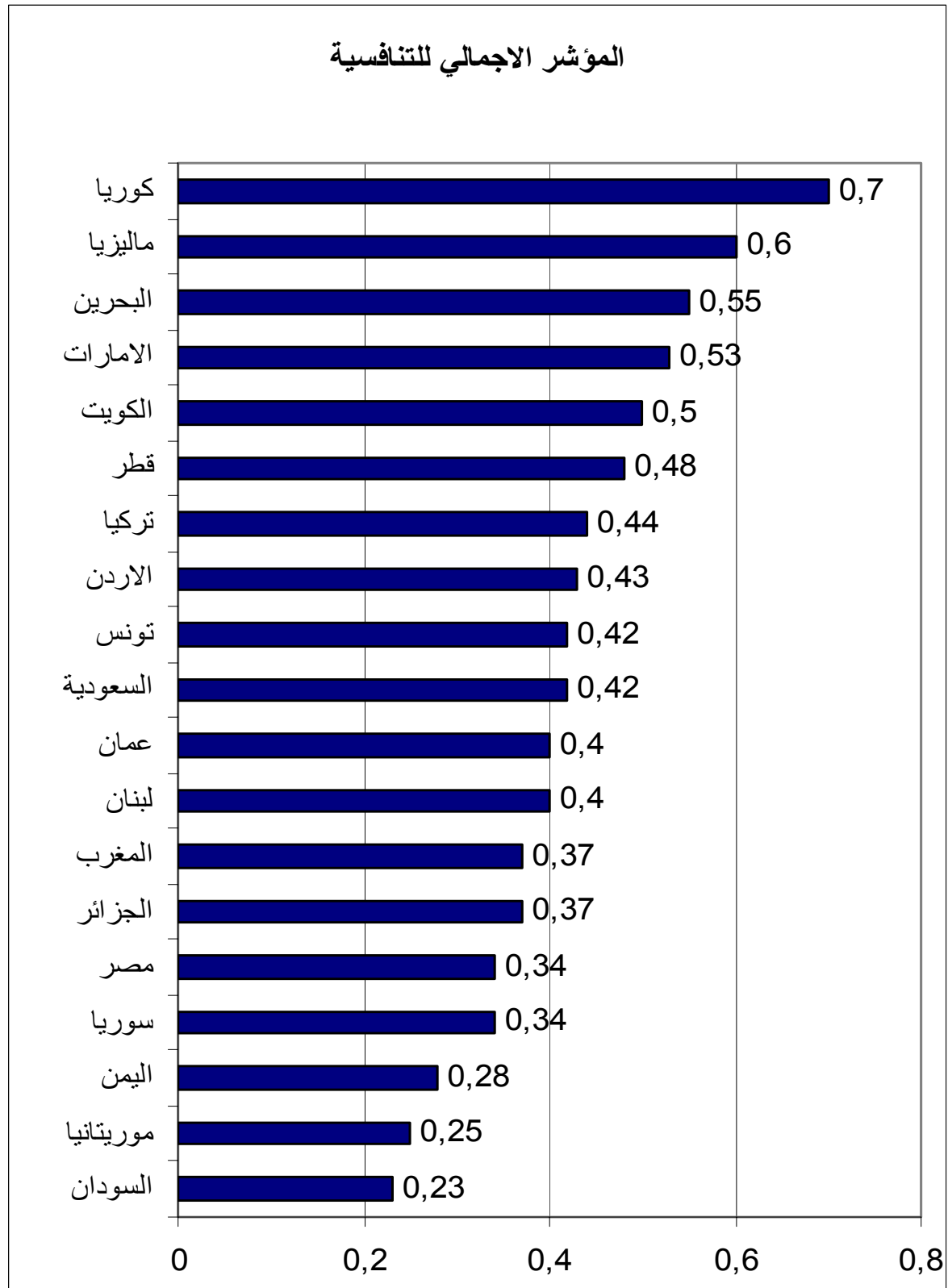
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2000	1990	2000	1990	2000	1990	
44	27	24	29	0.9	1.8-	
35	37	17	20	-	1.5	
17	16	24	29	3.1	3.3	
6-	1	20	32	0.9	2.7-	
37	4	11	18	1.4-	-	Ķ
7-	64-	18	18	1.3-	24.1	
-	-	-	-	-	-	
16	5	29	20	1.6	4.1-	
18	19	24	25	0.8-	1.9	
-	35	-	13	-	4.2	
-	-	-	-	-	-	
40	30	16	20	1.8	3.9	
15	-	15	18	6.4	2.3-	
24	17	20	15	0.0	4.1	
24	25	27	28	3.5	5.4	
-	45	-	20	-	8.7	
28	9	18	13	2.4	-	
30	23	20	25	2.2	3.7	5
10	21	20	24	2.3	1.0	Ř
12	24	22	24	2.6	1.0	
47	-	27	34	5.64	5.82	
18	-	25	24	5.79	6.86	
31	36	28	38	8.42	7.74	

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2000	1990	2000	1990	2000	1990	2000	1990	2000	1990	2000	1990	
2,5	-	17	2	20	-4	0	17	34	19,8			
5,9	1	18	24	5	6	-1	1	15	/			
8,8	7	-1	1	4	10	3	17	12	8,6			
4,8	2,2	1	-6	2	7	1	16	16	-			
6	-	39	21	-11	7	2	10	1,8	-	K		
6,9	23,1	-13	-55	23	32	0	-	18	-			
4	1,5	-	-	-	-	-	-	30	-			
-	5	2	-1	-3	4	3	7	21	-			
8	0,5	2	-1	1	4	2	7	23	15,8			
2,4	1,4	17	10	2	-3	-1	-	-	-			
-	3,5	33	4	-1	-2	2	3	2,7	-			
-		9	-4	-4	6	-1	2	-	-			
-		-4	-3	1	5	16	65	18,7	-			
5	5	6	13	6	-1	0	19	20	-			
-		-4	-4	3	10	3	7	15,6	-			
-		18	24	3	6	1	-		-			
-		13	8	-10	11	11	-	30	-			
3,4	1,3	9,4	-2	-	-2	1,5	2,6	3	5,1			
-	-	-5	-2	-11	-3	55	60	8,3	8			
0,6	0	3	-1	-	-1	2	9	4,1	2,4			

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0.62	0.32	0.74	0.76	0.70	0.82	0.67	0.32	
0.65	0.14	0.68	0.98	0.61	0.91	0.76	0.49	
0.61	0.11	0.44	1.00	0.84	0.93	0.46	0.40	
0.62	0.11	0.67	1.00	0.84	0.95	0.27	0.53	
0.64	0.11	0.58	1.00	0.59	0.95	0.35	0.41	
0.63	0.47	0.73	0.39	0.56	0.37	0.21	0.53	
0.65	0.12	0.35	0.97	0.87	0.92	0.35	0.28	Ř
0.64	0.15	0.70	0.88	0.65	0.92	0.29	0.41	
0.61	0.37	0.63	0.73	0.67	0.72	0.40	0.56	
0.61	0.17	0.69	0.84	0.60	0.91	0.56	0.53	
0.62	0.11	0.64	1.00	0.70	0.89	0.51	0.58	
0.64	0.11	0.60	1.00	0.62	0.96	0.14	0.59	
0.64	0.11	0.60	1.00	0.65	0.93	0.18	0.44	
0.65	0.18	0.21	0.81	0.06	0.76	0.58	0.41	
0.63	0.29	0.69	0.86	0.68	0.86	0.32	0.50	
0.54	0.23	0.82	0.81	0.61	0.89	0.25	0.46	
0.61	0.70	0.56	0.46	0.65	0.22	0.52	0.47	
0.65	0.14	0.93	0.87	0.70	0.90	0.89	0.64	
0.63	0.16	0.82	0.78	0.68	0.92	0.95	0.68	

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0.31	0.31	0.14	0.49	
0.63	0.59	0.58	0.74	
0.48	0.63	0.56	0.26	
0.74	0.68	0.86	0.68	
0.50	0.54	0.78	0.19	
0.04	0.00	0.06	0.06	
0.51	0.42	0.67	0.44	Ř
0.54	0.48	0.80	0.52	
0.34	0.29	0.28	0.45	
0.54	0.48	0.62	0.52	
0.52	0.26	0.62	0.69	
0.66	0.68	0.77	0.52	
0.48	0.42	0.82	0.19	
0.23	0.17	0.39	0.14	
0.43	0.48	0.43	0.40	
-	-	-	-	
0.54	0.68	0.50	0.44	
0.83	1.00	0.63	0.86	
0.69	0.69	0.60	0.79	

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					$\hat{\mathbf{i}}$	$\mathbf{F}^{\top}$			
0.33	0.81	0.11	0.44	0.49	0.10	0.06	-	-	
0.41	0.26	0.18	0.81	0.66	0.61	0.20	0.21	0.40	
0.50	0.96	0.22	0.81	0.68	0.28	0.05	-	-	
0.57	0.73	0.20	0.78	0.66	0.66	0.74	0.09	0.66	
0.47	0.94	0.20	0.79	0.69	0.51	0.30	0.09	0.21	
0.16	0.88	0.20	0.01	0.08	0.00	0.05	0.00	0.5	
0.46	0.99	0.20	0.79	0.52	0.36	0.00	0.48	0.35	Ĥ
0.33	0.25	0.21	0.81	0.69	0.37	0.14	0.04	0.11	
0.42	0.67	0.17	0.68	0.59	0.01	-	-	-	
0.43	0.05	0.27	0.86	0.79	0.53	0.88	0.02	0.04	
0.33	0.47	0.20	0.77	0.39	0.05	0.11	-	-	
0.41	0.77	0.20	0.91	0.63	0.18	0.34	0.09	0.11	
0.36	0.37	0.20	0.85	0.84	0.33	0.07	0.02	0.23	
0.88	0.73	0.78	0.48	0.40	0.54	0.03	0.02	0.08	
0.38	0.47	0.29	0.71	0.74	0.31	0.38	0.04	0.09	
0.29	0.60	0.20	-	-	0.26	0.12	-	-	
0.34	0.40	0.53	0.59	0.53	0.14	0.03	0.36	0.11	
0.57	0.57	0.59	0.98	0.67	0.62	0.04	0.86	0.20	
0.71	0.46	0.20	0.94	0.78	0.97	0.62	0.72	1.00	

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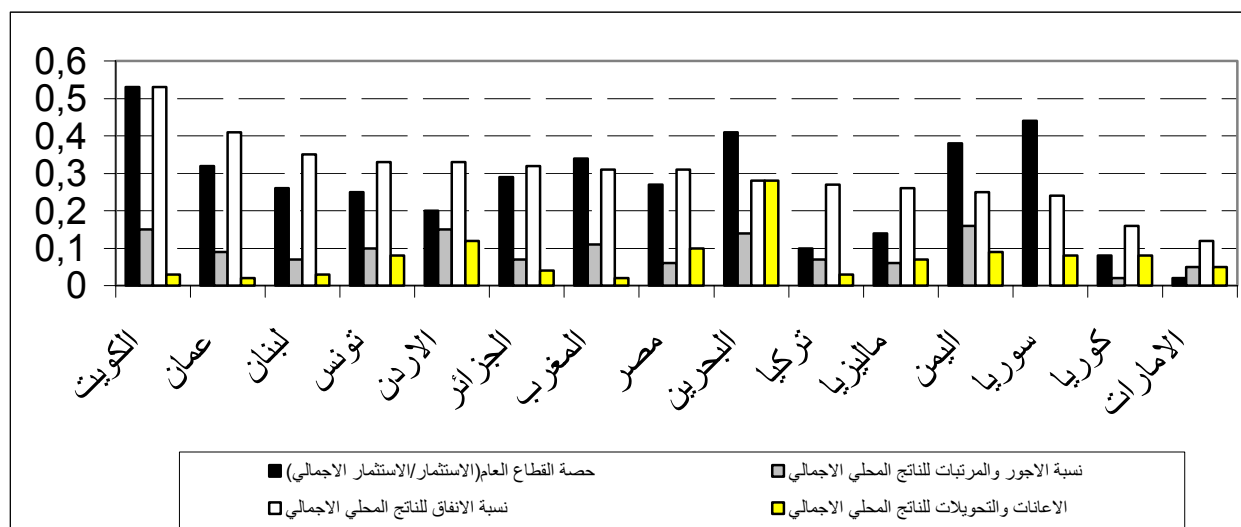
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0.48	0.41	0.43	0.61	0.46	
0.49	0.83	0.58	0.11	0.42	
0.90	0.99	0.83	0.81	0.96	
0.46	0.84	0.34	0.08	0.56	
0.09	0.04	0.22	0.11	0.00	
0.50	0.78	0.39	0.38	0.46	
0.50	0.63	0.65	0.21	0.50	
0.45	0.41	0.52	0.43	0.42	È
0.30	0.00	0.24	-	0.66	
0.48	0.94	0.21	0.50	0.27	
0.52	0.66	0.49	0.56	0.35	
0.48	0.62	0.21	0.71	0.39	
0.63	0.46	0.88	0.66	0.54	
0.81	0.48	0.93	1.00	0.85	
0.69	0.75	0.69	0.68	0.63	

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1995	1990	2000	1995	1990	
0.20	0.54	0.20	0.12	0.25	
-	-	0.49	0.37	0.31	
0.26	0.51	0.14	0.08	0.14	
0.35	0.38	0.21	0.14	0.20	
0.72	0.93	1.00	0.70	0.75	Ĥ
-	-	0.27	0.14	0.17	
-	-	0.08	0.11	0.20	
0.13	0.15	0.40	0.34	0.34	
-	0.33	0.56	0.39	1.00	
-	-	0.40	0.34	0.75	
0.63	0.95	0.23	0.24	0.35	
-	-	0.89	0.64	0.78	
-	-	0.08	0.28	0.27	
1.00	1.00	-	0.24	0.23	
-	-	-	0.54	0.58	
-	-	-	1.00	0.66	

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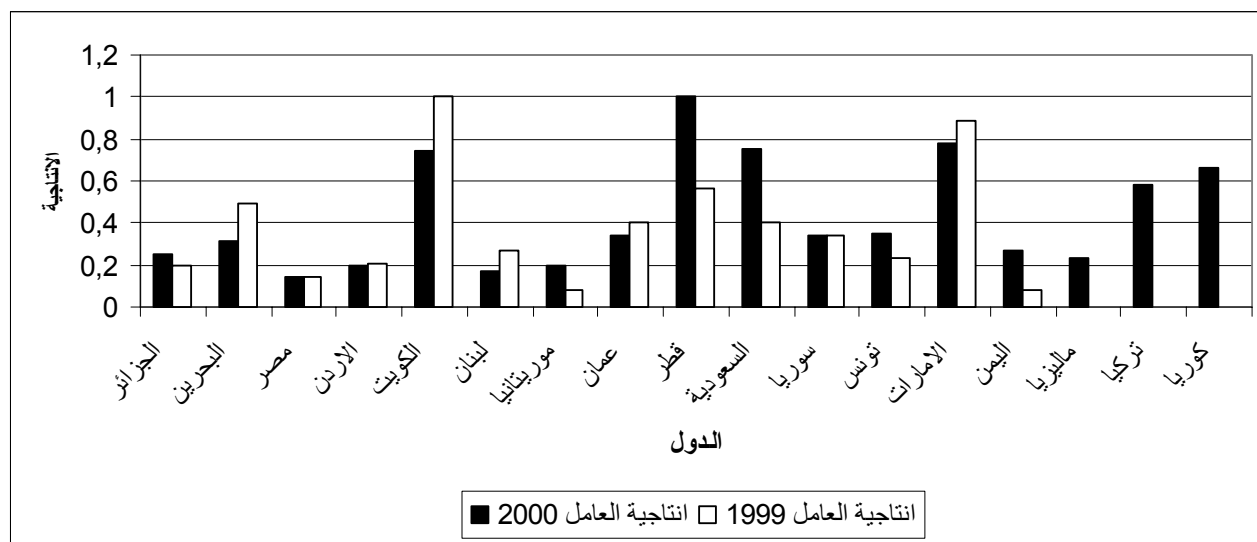
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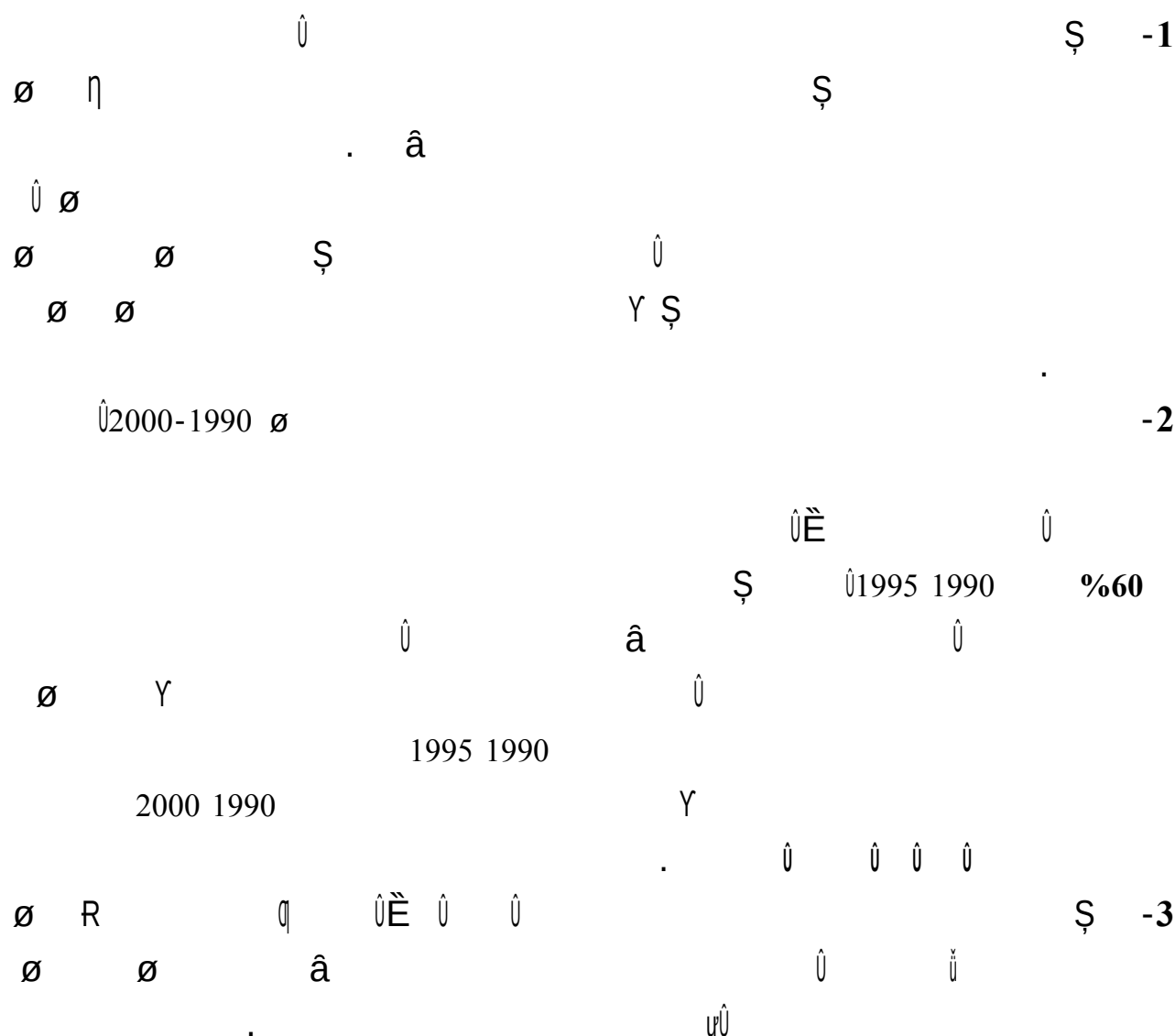
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1995			1990			
0.55	0.95	0.58	0.81	0.92	0.88	
0.90	0.90	1.00	0.94	1.00	0.94	
1.00	1.00	1.00	0.66	0.74	0.89	
0.74	0.74	1.00	0.86	0.86	1.00	
0.87	0.94	0.93	0.78	0.88	0.88	
0.72	0.94	0.76	0.49	0.71	0.69	
-	-	-	0.70	0.88	0.79	
0.91	0.99	0.93	0.91	0.94	0.97	È
0.83	0.93	0.90	0.81	0.87	0.93	
1.00	1.00	1.00	0.86	0.86	1.00	*

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0 %86 %81 0

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0 0

%83 %81 0 1995 %93 1990 %87

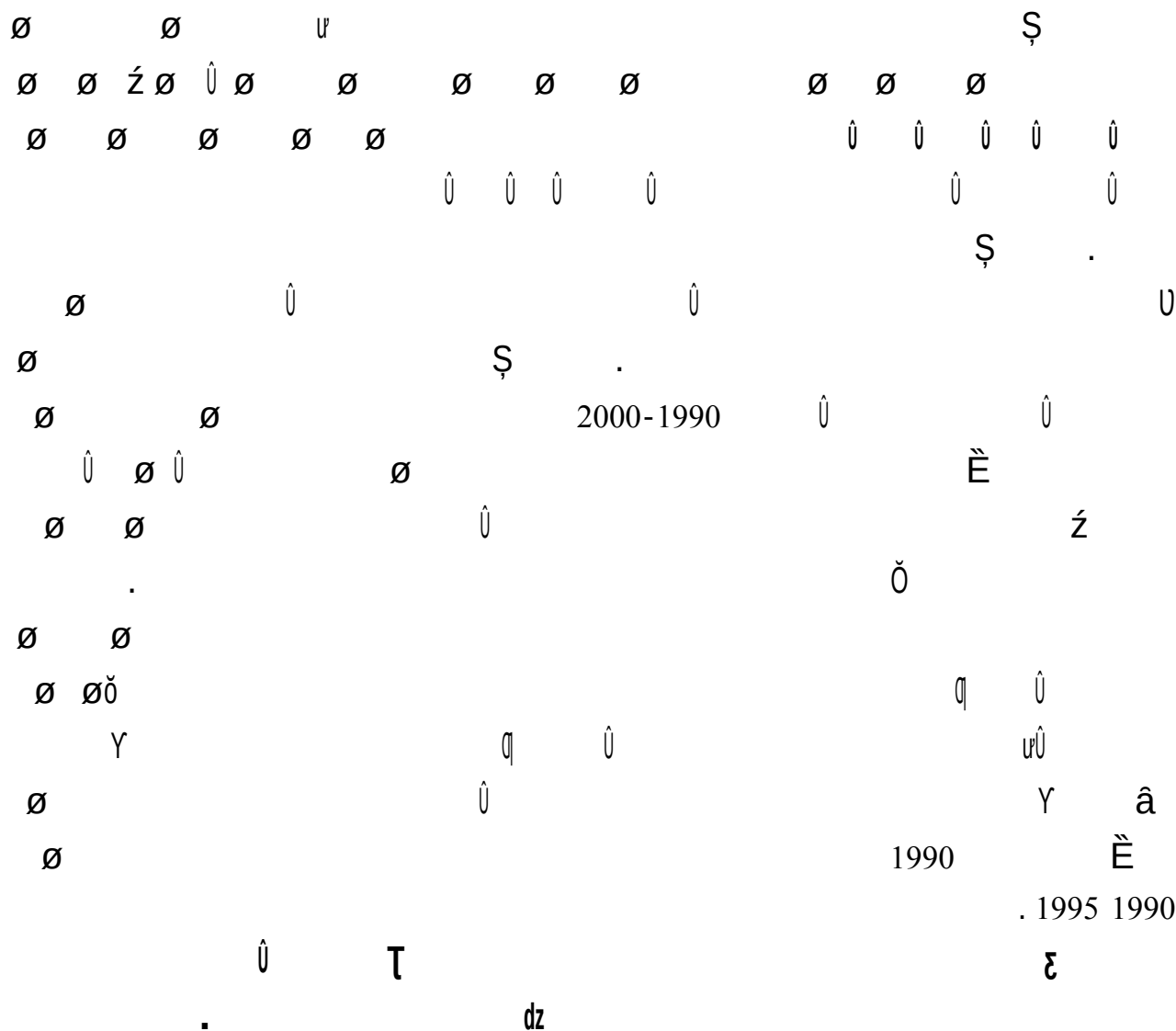
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				(2000-1995)	
2000	1990	2000	1990	Ġ	
2933	5555	-	-	16	
-	-	-	3.5	-	
1766	2517	7.0	0.5	15	
3008	2643	11.9	1.0-	19	
10548	7092	-	-	-	Ķ
-	-	18.6	21.2	16	
-	-	-	7.2	-	
4163	3215	11.6	3.3	26	
3712	2549	-	-	5	
-	8984	-	-	-	
-	-	-	-	10	
-	-	-	-	4	
-	-	6.0	8.7-	-	
5944	5647	-	-	29	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	Ѕ
-	-	-	-	-	Ř
4812	2976	1.4	-	6	
-	-	-	-	6	
-	9352	10.3	0.6-	5	

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	()		8				()			
0.41	0.89	0.56	0.64	0.09	0.74	0.10	0.32	0.18	0.19	
0.53	0.91	0.57	0.48	0.50	0.86	0.10	0.55	0.34	0.47	
0.52				0.71	0.27	0.69	0.37	0.13	0.93	
0.59	0.91		0.57	0.71	0.24	0.36		0.43	0.92	
0.49	1.00		0.55	0.08	0.35	0.41	0.54	0.10		
0.39		0.50	0.29				0.54	0.01	0.60	
0.60	0.95		0.58	0.59	0.25	0.72		0.12	1.00	Ĥ
0.42	0.91	0.42	0.53	0.12	0.77	0.09	0.45	0.48	0.05	
0.58			0.33	0.99	0.88	0.36	0.48	0.17	0.83	
0.42		0.57	0.56	0.32			0.47	0.49	0.42	
0.49			0.38	0.40	0.72	0.19	0.67	0.55		
0.59	0.94		0.59	0.62	0.7	0.29	0.65	0.00	0.98	
0.49			0.45	0.58	0.38	0.56				
0.44				0.40			0.29	0.19	0.86	
0.47	0.83	0.61	0.51	0.23	0.92	0.02	0.57	0.48	0.03	
0.47	0.92		0.69			0.05	0.48	0.18		
0.43	0.00	0.56	0.47		0.49	0.57	0.54	0.51	0.31	
0.60	0.93	0.50	0.48	0.52	0.00	0.83	0.64	1.00	0.54	
0.64	0.96	0.60	0.47	0.72	0.89	0.10	0.54		0.84	

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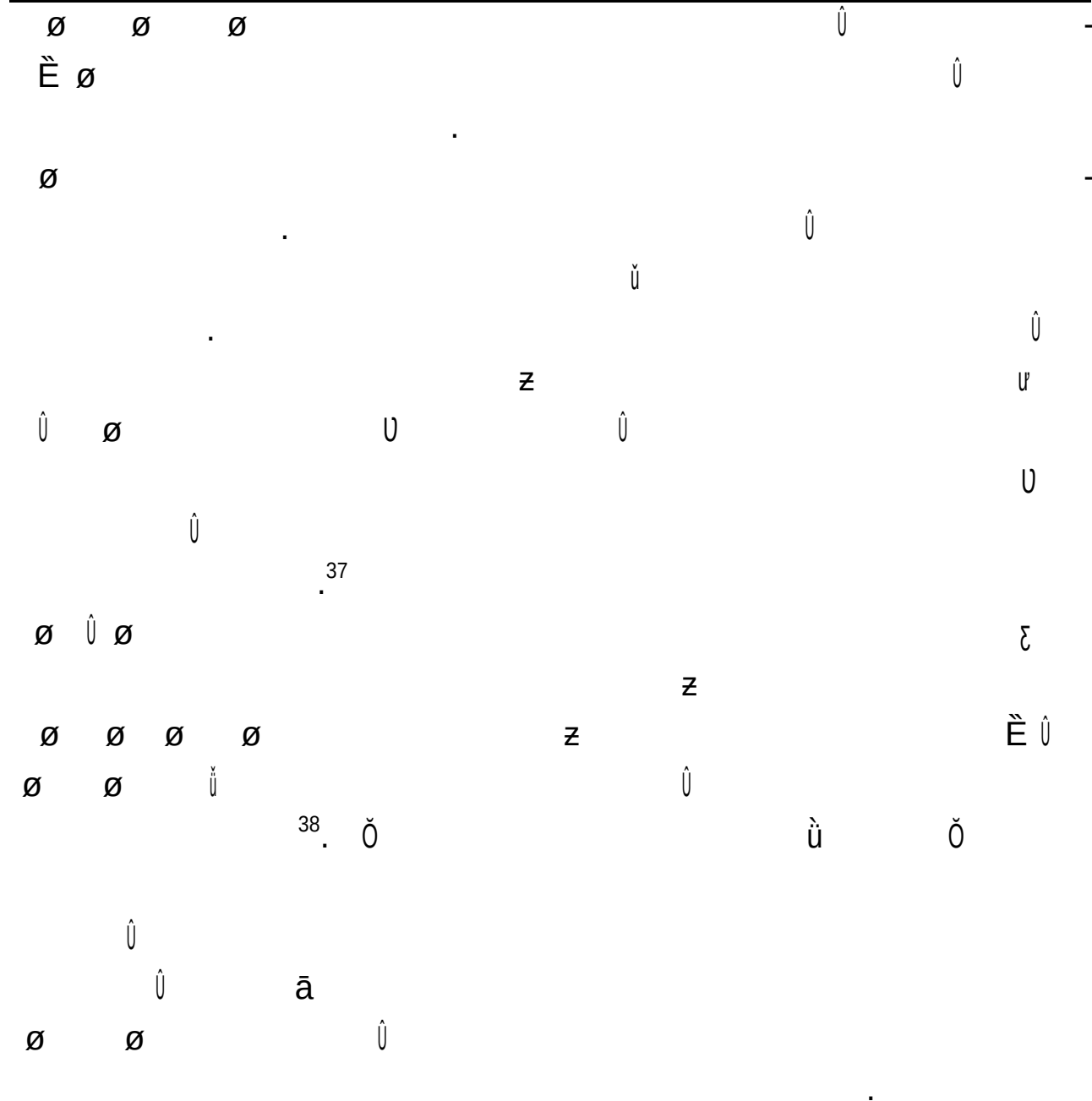
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 197-2000, international finance corporation discussion paper no.44, the world bank, Washington D.C.U.S.A., 2001. P.9

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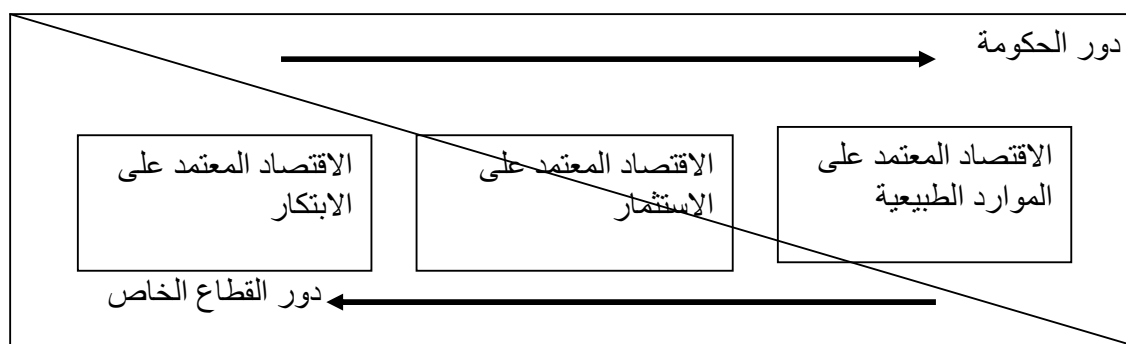
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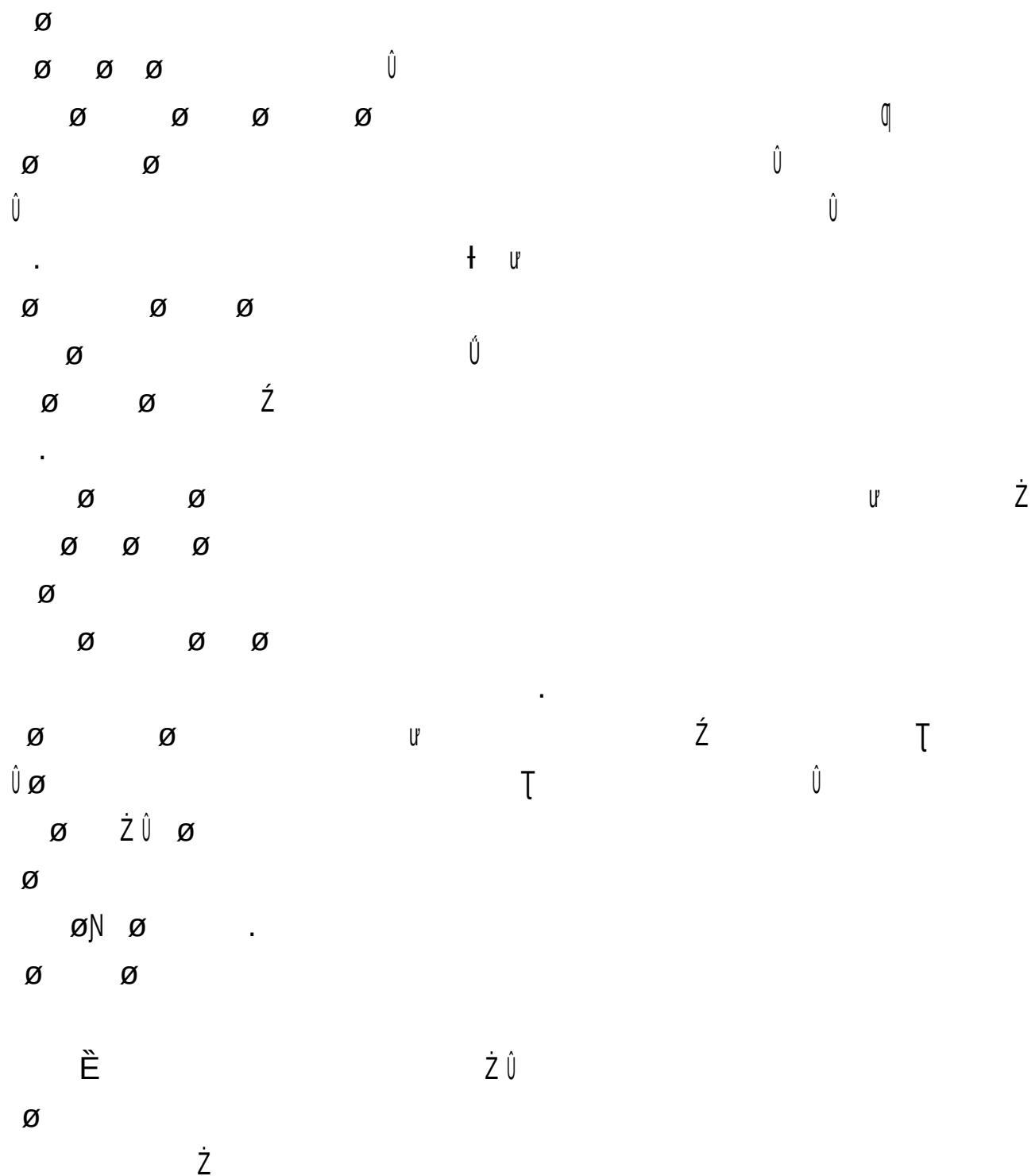
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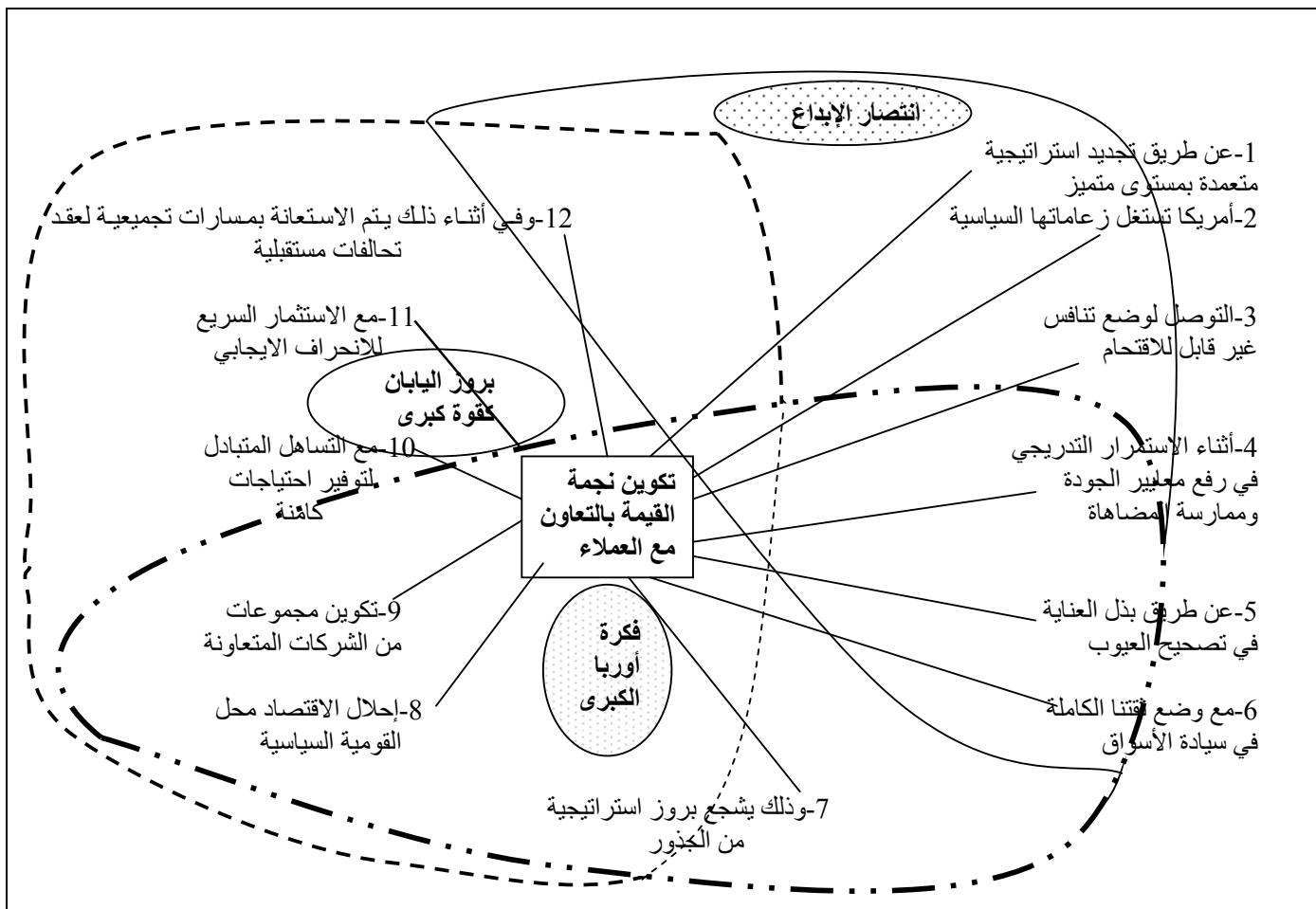
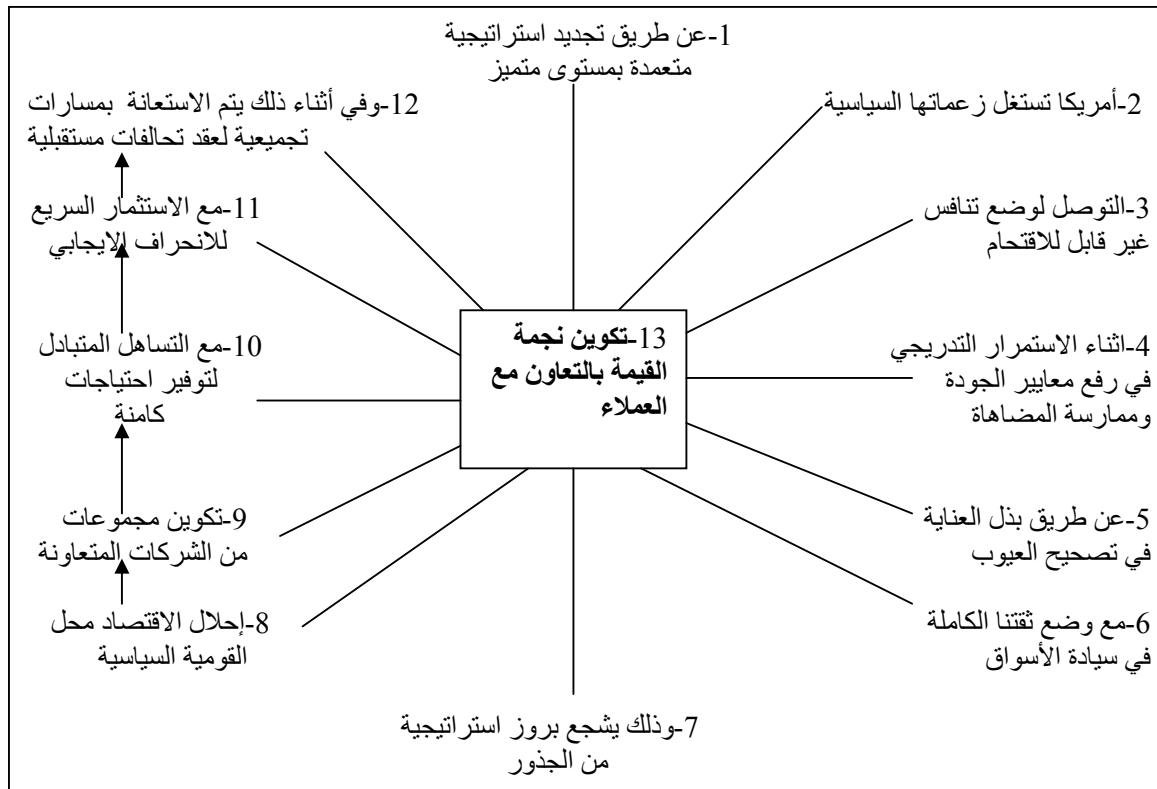
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Netscape communications	29	APPEL COMPUTER	4
The coca-cola company	30	MCDONALDS CORPORATION	5
Thyssen grupp ag	31	AMIERICA ONLINE	6
Procter & Gamble	32	FEDEX CORPORATION	7
Yahoo INC	33	CBS CORPORATION	8
Toyota Motor Company	34	PHILIP MORRIS COMPANIES	9
People express airlines	35	WAL-MART STORES INC	10
Manpower INC	36	GENERAL ELECTRIC COMPANY	11
Toys"R"Us	37	IBM COMPANY	12
National football league	38	SEARS,ROEBUK,AND CO	13
Kellogg Company	39	GENERAL MOTORS CORP.	14
Johnson publishing	40	J.P.MORGAN & COMPANY	15
Firestone Tire&Rubber	41	UNION PACIFIC CORPORATION	16
Avon product INC	42	RCA CORPORATION	17
Hilton hotels corporation	43	NIKE INC	18
Ben &jerry's Homemade	44	INTEL CORPORATION	19
RE/MAX international	45	CABLE NEWS NETWORK	20
The singer company N.V	46	THE BOING COMPANY	21
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Philip Kotler,opcit,p245.: qT

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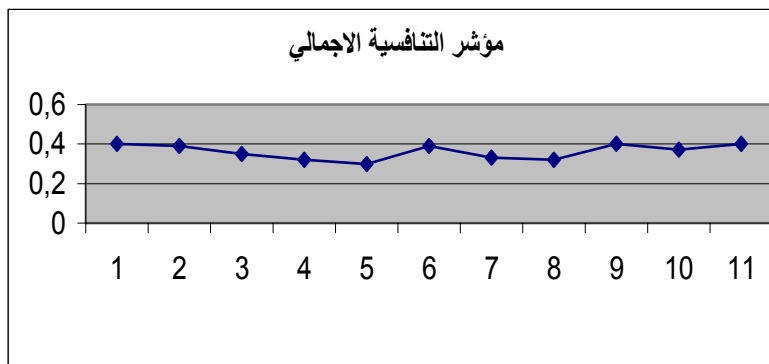
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