

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

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ASSESSING THE ALGERIAN COMMERCIAL LOGISTICS PERFORMANCE: ANALYTICAL INQUIRY

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Abstract. The purpose of this paper is to assess the current state of commercial logistics in Algeria, by highlighting the main obstacles facing the growth of exports. Furthermore, it is important to outline the value of logistics and transport infrastructure in the dynamics of a country's foreign trade. In order to achieve these objectives, the research is based on the qualitative method through the exhibition of the previous studies which carried on this subject. Furthermore, the paper employed a quantitative data analysis by the analysis of the logistic performance index between 2012 and 2022.

Given that the global logistic performance index is relatively low, the paper suggests that public authorities should create accurate conditions for promotion of exports, and improve commercial logistics by setting up good quality logistics infrastructures, and focusing on customer relations management as an alternative solution to boost the quality of infrastructure, customs procedures, and services.

Keywords: logistics infrastructure; transport; business; exports; CRM; Algeria.

JEL Classification: D21; F23, N70. M30.

INTRODUCTION

Trade liberalization and the decolonization of national markets offer a lot of business opportunities for companies from all over the world, but it also makes international competition more challenging. In this context, export competitiveness becomes a central factor that allows the successful integration of a country into international trade and takes part in the dynamics of international trade. Moreover, it is even more important for the economies of developing countries. Hakobyan (2017) points out that export-led growth is the key to promote the economies of developing countries.

Overall, Han et al (2015) noted that several countries around the world are adopting and implementing trade policies aimed to drive local businesses to increase exports and allow controlled importation of certain products. Thus, export competitiveness is a key indicator, because it reflects the ability of a country or company to produce and sell goods and services on foreign markets at a price and quality guaranteeing viability and long-term sustainability (Gaglio, 2015).

Although Algeria has considerable export potential of non-hydrocarbon products, including agricultural, agri-food and more complex products such as electronics, household devices and pharmaceuticals, the country hasn't been able to diversify its exports beyond the hydrocarbons, and to move away from its heavy dependence on the energy sector.

Furthermore, in an unfavorable context recalling the vulnerabilities of the Algerian economy which is struggling to succeed in its diversification, by equipping itself with efficient companies, it seems important to search about the strategies and policies which should be adopted, in order to reduce the external constraint impacted on the country's economy.

Indeed, the major challenge for Algeria is reducing reliance on the petroleum sector and encouraging companies to integrate into international trade. Therefore, it is imperative to put in place adequate policies to create suitable conditions allowing economic actors to exploit the available potential and seize the opportunities offered by the acceleration of the globalization process. Consequently, it is important to underline the statement of companies' internationalization, especially through export activities, and their integration into international trade by highlighting the significant obstacles faced (logistics and transport infrastructure).

LITERATURE REVIEW

1. The importance of the environment

One of the principles of the relations between the company and its environment relates to the environment as a network of actors and stakeholders who directly influence the company and its evolution (Deshaies et al, 1992). The general environment is made up of all the factors external to the boundaries of the organization and which influence, or can influence, its structure, its objectives and its effectiveness (according to Mintzberg, 1982, p 245, cited by Gotteland and al, 2008).

This aspect seems interesting to analyse how the business environment impact on the internationalization process. Indeed, some authors have highlighted the effects of the environment in which the firm is located; When the latter is "internationalizing", the company will be inclined to export (Rouquette, 1993, Johannesson 1994, cited by Lecerf, 2012).

Hence, some authors (Léo et al, 1990; Léo, 1993, cited by Torres, 2002) showed that the quality and characteristics of the local environment could be factors in the success of companies for the export process, by facilitating the access to different activities, namely: transport-transit, export financing, transport insurance and mobilisation of funds.

One of the fundamental elements of business competitiveness is the physical infrastructure environment. According to Porter and Schwab (2005), private businesses are unable to operate effectively in an economy where transportation of factors of production, finished products or services, and where it is difficult for communication or transmission of information, and where the electricity supply is not consistently available.

The development of transport and the improvement of logistics performance are the decisive issues for countries who would like to become more competitive on the international geo-economic scene (El Khayat, 2016).

The World Trade Organization (WTO, 2016) the environment is likely to have a significant impact on SMEs from countries that present significant structural and institutional constraints.

The weakness of business competitiveness in developing countries is explained by the ineffectiveness of government export policy, the infrastructure deficit (transport, telecommunications), the complexity of local administrative procedures, and corruption of the administration (St-Pierre et al, 2020).

2. Export barriers

The literature corresponding to export barriers identifies various difficulties attached to this process and which are resulting from the very exercise of the export activity. Accordingly, the complexity of the documentation or procedures linked to export operations has been investigated by various authors (Leonidou 1995b, Moini, 1997).

Other hindrances are associated with the cost of transport and freight (Katsikeas and Morgan, 1994; Leonidou, 1995b). Furthermore, Da Silva (2001) added that the lack of transport service to the target market is a barrier to exports. However, other authors emphasized that the costs and difficulties linked to transport constitute limiting factors for the competitiveness of the firm (Kalika and Katsikeas, 1995).

Based on exploratory survey contacted by Arrouche et al (2022) on among 45 exporting companies in Algeria, it has been indicated that the first limitation perceived by these companies, is the lack of information on foreign markets. Furthermore, the most influential barriers towards exporting are embedded in a national environment which is hostile, as well as international development initiatives. Indeed, most of the companies surveyed perceive exogenous factors such as the difficulties of establishing representative offices abroad and the costs of transport and increased insurance costs represent significant barriers for exports.

3. Logistics and commercial infrastructure

Biteau (1998) stated that logistics is the number of times the right product is delivered, in the preferred quantity, within the required time, at the required location, in the required packaging, in the appropriate condition and with the relevant documents.

Moreover, logistics is defined as a functional system which consists of combining and coordinating the operations of different modes of transport as a fundamental requirement for ensuring a service (Wood et al, 2012).in this sense, Several types of actors are involved in the supply chain, namely transporters, customs services, warehousing companies, port and airport management companies, and storage and warehousing companies.

In addition, the supply-chain offer is based, on the one hand, on logistics and transport infrastructures (logistics platforms, transhipment terminals, highways, railways, etc.) and, on the other hand, on the players in logistics (logistics services of industrial and commercial companies, logistics service providers, etc. (Masson, 2013).

Several studies have studied the relationship between the international logistics strategies of companies and their export performance (Mansidão and Coelho, 2014). Additionally, recent studies have confirmed the positive impact of logistics performance on trade flows (Gani, 2017, Çelebi, 2019).

In another study, Bougheas et al (1999) reported that differences in the level of infrastructure from a country to another could explain differences in commercial competitiveness and export rates, they affirm, as part of their study, the existence of a positive link between the level of quality of infrastructure and the volume of trade. Furthermore, Olyanga (2022) confirms that improvement of logistics infrastructure reduces the average of trade costs.

According to El Khider et al (2020), the quality of logistics infrastructure enhances the shipping of goods at competitive prices. These logistics infrastructures refer to the quality of infrastructure related to trade and transport, namely: the quality of the road network, the quality of road infrastructure, the density of railways, the efficiency of rail services, the connectivity of airports, the efficiency of air transport services, the connectivity of maritime lines and the efficiency of port services. These authors added that inefficient logistics infrastructure drags down trade by imposing an additional cost in terms of time and money.

In addition to that, the quality of customs services which imply the efficiency and effectiveness of the customs clearance procedure in terms of speed, simplicity and predictability of customs agents (Puertas Medina et al., 2013). A lack of transport and logistics infrastructure¹ in developing countries increases the costs and time required for trade, hindering the efficient movement of products within global production networks (Martí et al., 2014; Gani, 2017). Thus, according to Nordas and Kim (2013), transport costs slow down the entry of companies into new markets and reduce their export competitiveness.

¹Transportation infrastructure includes roads, bridges, airports and ports, by allowing the movement of goods and people (Henner, 2000).

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Logistics performance is important in export competitiveness (Puertas Medina et al, 2013). Indeed, UNCTAD (2016) indicates that transport connectivity and the quality of logistics services are major determinants of current international trade. These determinants allow developing countries to be part of the global value chain and trade in manufactured goods, and reduce transaction time and costs across all sectors of the economy.

In this regard, Bensassi et al. (2015) have found that the number, size and quality of logistics facilities positively influence export flows. Besides, Bottasso et al (2018) have studied the impact of port infrastructure on trade, and they find that an increase in port infrastructure is associated with large increases of Brazilian exports.

In a study conducted by Park (2020), it has been shown that better transport and logistics infrastructure leads to an increase in the volume of exports, and strengthens the competitiveness of industries requiring intensified logistics services. Thus, the author argues that government policy plays a crucial role in the provision of transport infrastructure; its policies in favour of transport infrastructure therefore contribute to attaining and maintaining a comparative advantage. Additionally, Nordas and Kim (2013) argue that better quality of logistics and transportation services boost firms' export competitiveness through cost reduction.

Further, the cumbersome customs clearance documentation, the complex nomenclature and the lack of reliable, up-to-date and simplified information constitute obstacles to the facilitation of transport and trade in the Maghreb countries (El Khayat, 2016). Similarly, the relatively low levels of trade in Africa are due to the lack of appropriate transport infrastructure (Nordas and Kim, 2013)

4. Logistical constraints of Algerian exporting companies

In Algeria, one of the major problems that companies are facing in their export process is the break-down of the logistic chain. Given with this difficulty, the exporter is forced to pay high costs, which makes the price of exported products more expensive and rendered them less competitive on the global market. Therefore, the table below illustrates some studies which have highlighted these difficulties.

Table.1
Compilation of studies have identified the logistical problems facing Algerian companies

Authors	Main barriers
ECOTECHNICS (2004)	<ul style="list-style-type: none"> -Exporters criticize customs services for their long response times. These services are also criticized for the long delays for inspection, particularly at the land borders with Tunisia. -Exporters have great difficulty controlling delivery times for goods (different checks are carried out for certain products in particular, etc.); -The problem of insufficient loading equipment as well as frequent breakdowns have also been reported, as well as the lack of precaution in the handling and handling of packages which sometimes means that they are damaged and can be refused by the customer. - The quasi-monopoly of Fly Algeria and the frequency of flight delays and cancellations.
MOHAMED-CHERIF (2010)	In addition to logistical weaknesses, the port of Algiers is not reliable, and ship-owners complain of losing containers.
SULTANA (2010)	The slowness of administrative procedures, the lack of information system and the poor quality of services provided at customs level.

LEFGOUM (2010)	<ul style="list-style-type: none"> - The slowness of customs services in their intervention, the high cost of transport, the frequent delays which cause programming difficulties. Port services are far from international standards. -The exporter does not control the delivery times of the goods, and he does not have the means to negotiate his contracts favourably; -The high cost of transport and the unsuitability of means of transport for certain fragile (glass) or perishable (dairy products) products; - Lack of control of the logistics chain, particularly during loading and unloading operations, which influences both the operating costs of ships and the costs of transporting the goods.
Setti, Mohamed-Cherif, and Ducruet (2011)	<ul style="list-style-type: none"> -Algerian ports only offer shallow drafts, as well as small and narrow storage spaces, which cannot accommodate the requirements of recent generation ships; -The under-equipment of Algerian ports; - Container management at port level has not improved; -The grain unloading and storage equipment is unsuitable. The Yields are below 200 tonnes per hour, compared to the 1000 to 1500 tonnes allowed by modern equipment.
CCIS (2012)	<ul style="list-style-type: none"> - High transport costs, - Very long customs formalities ².
Hadjou & Cheriet (2013)	<ul style="list-style-type: none"> - Logistical constraints, lack of supply and packaging resources, slowness in customs clearance procedures for goods.
Center for Mediterranean Transport Studies « CMTS » (2013)	<ul style="list-style-type: none"> -Algerian commercial ports present serious deficiencies in terms of equipment and space, they thus remain the place where the recurring constraints of Algerian exporters accumulate; -The time between arrival at the port and their point of departure for exports or exit from the port for imported inputs is very long. The problem lies in the congestion at the port which causes delays throughout the entire processing chain of a commodity; the obsolescence or sometimes lack of vessels chosen by operators; lack of equipment for unloading (particularly for handling containers, this is the case for gantry cranes); - The long response times for customs due to the systematic procedure of an exhaustive inspection. - The gap between the different services and the multitude of corresponding forms.
UNECA (United Nations Economic Commission for Africa)	<ul style="list-style-type: none"> -Transport and logistics problems (transport costs, deadlines, formalities, etc.); - Port capacity constraints which generate additional costs linked to boats being stranded; - Problems of organization and coordination between the different actors involved in the foreign trade logistics chain.
Abila (2014)	<ul style="list-style-type: none"> - Complexity of administrative formalities linked to exports and high customs taxes.
	<ul style="list-style-type: none"> -Port terminals and their poor connectivity with the hinterland are

² An exporter of agricultural products reported with desolation (during his intervention on the television program on the issue of non-hydrocarbon exports) the loss of time due to the establishment of the essential phytosanitary certificates in five copies for each production operation. Export and for which he is obliged to travel to Algiers (El Harrach) where the control laboratory with the skills to issue these certificates is located. The operator adds that in such conditions, it is impossible for him to satisfy the demand of foreign customers who ask him for two containers (concerning potatoes) in a period of one week.

The exporter also deplores the absence of information regarding maritime or air transport programs, enabling it to organize its export operations under the best conditions and deadlines.

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Merzoug (2014)	factors which influence negatively on the country's national economy.
Rahmani & Benyahia-Taibi (2019)	- High transportation and insurance costs for exports, which makes the price uncompetitive compared to the prices of other competitors.
Kateb & Ouddane, 2019	- Long delays in the export of goods, particularly agricultural products such as dates, are impacted by a breakdown of logistics systems.
Bessaoud et al (2019)	- The country's logistics performance is relatively weak and has deteriorated since 2016 (75th place), which constitutes a strong constraint for the development of the country's exports.
Arrouche (2020)	- High transport and insurance costs for exports constitute one of the significant barriers cited by Algerian exporting companies. - The expensive transport cost is due to the policies of foreign companies which monopolize transport, particularly maritime transport, and require Algerian companies to pay in foreign currency.
Bouda & Akkarene (2021)	- The intervention of customs services is considered very long. As well, the exchange of information between these services and exporting companies is not very efficient.

It is important to emphasize that certain professionals have raised, in several interventions, the blockages due to the dysfunction of the logistics chain in Algeria. In this sense, Mr. Ali Bey Nesri³, who is the president of the national association of Algerian exporters, have pointed out the following issues:

- Struggling in accessing ports and airports.
- Low supply and additional costs in terms of air freight.
- Weakness of supply and lack of professionalism in terms of road freight.
- Non-existence of the cold chain.
- Non-existence of shipper organizations.
- Non-existence of logistics platforms.

According to Mr. Ali Bey Nesri (2018)⁴, logistics is the weak element in the process of developing non-hydrocarbon exports. Moreover, the competitiveness of Algerian products on foreign markets is affected by logistics costs, which make them more expensive. Furthermore, the lack of port and road infrastructure constitutes a handicap to the expansion of non-hydrocarbon exports. Therefore, he argued that even surpluses of agricultural products cannot be exported to markets in sub-Saharan Africa or elsewhere, due to logistics problems.

PAPER OBJECTIVE

The objectives of this article are summarized in the following points:

- Highlight the vital role of logistics in the competitiveness of exports;
- Analyse of the state of commercial logistics in Algeria;
- Present actions that could make a major contribution to improving logistics in order to accelerate the development of international operations of Algerian companies and increase the value of non-hydrocarbon exports.

METHODOLOGY

³ National Conference on Foreign Trade. Palace of Nations, March 30 & 31, 2015

⁴ Guest on Channel III of the Algerian National Radio, on 04/5/2018.

This paper used both qualitative and quantitative methods, from the one side; previous studies on the logistics and conceptual information belongs to CRM present entire part of qualitative content. Moreover, a panel of logistics performance indicators were explored and developed to measure the statement of Algerian logistics 2012 to 2022.

DISCUSSION OF RESULTS

Algerian Logistics performance

Algeria's logistics capacity is considered low: the country is ranked 117th out of 160 countries in 2018 according to the World Bank's "Logistics Performance Index" (Arvis et al, 2018). Indeed, the insufficient customs procedures, lack of logistics infrastructure and skills, and regulations are some of the reasons of this critical situation.

Overall, the Logistics Performance Index (LPI) assesses a country's ability to move goods across borders quickly and reliably. It compares 160 countries on 6 dimensions: the ability to track and trace shipments, the quality of trade and transport-related infrastructure, the competence and quality of logistics services, the efficiency of the customs clearance process, the ease of obtaining competitive prices on shipments, and the frequency to which shipments reach their recipient, on time, quality of commercial and transport infrastructure.

Table 2
Evolution of logistics performance index in Algeria (2012-2022)

	Global logistics performance index				
	1=Low	5=High	2012	2014	2016
Competence and quality of logistics services	2.13	2.54	2.91	2.39	2.2
Ease of arranging competitively priced shipments	2.68	2.54	2.8	2.39	3
Frequency with which shipments reach consignee within scheduled or expected time	2.85	3.04	3.08	2.76	2.6
Quality of trade and transport-related infrastructure	2.02	2.54	2.58	2.42	2.1
Efficiency of customs clearance process	2.26	2.71	2.37	2.13	2.3
Ability to track and trace consignments	2.46	2.54	2.86	2.6	2.5
Global logistics performance index	2.41	2.65	2.77	2.45	2.5

Source: Based on the data available on
<https://data.worldbank.org/indicator/LP.LPI.ITRN.XO?locations=DZ>

The table 2 above, summarize the evolution of indicators of logistics performance index in Algeria between 2012 and 2022, in which, competence and quality of logistics services witnessed a drop by 15.45 % between 2014 and 2022, another decline (14.47 %) was driven on the frequency of shipments reach consignee within scheduled or expected time in the same period.

Additionally, it is important to outline that the ease of arranging competitively priced shipments has been reduced with 6.67 % between 2016 and 2022. Furthermore, the table indicates that the quality of trade and transport-related infrastructure dropped by 22.8 % since 2016.

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However, the efficiency of customs clearance process reached a small evolution by 7.39 % in the period of 2018–2022. Hence, the ability to track and trace consignments increased (1.51 %) in the last decade (2012-2022).

In general, it can be stated that the global logistics performance index in Algeria is relatively low at 2.5/5, while the higher value was achieved in 2016, (i.e. 2.77/5). Thus, some indicators are clearly impacted with the outbreak of COVID-19, and the reduction of importations mobility attributed to the decision of Algerian government.

Indeed, the analysis of the constraints identified in the works cited above helps to provide certain alternatives, which appear to us to be of great use in terms of improving logistics capacities in Algeria.

CRM: alternative axe for efficient commercial logistics

Customer relationship management (CRM) is a useful approach and a tool to improve the activities of logistics. CRM is a strategy the company develops to understand, anticipate and manage customer needs. According to Lefébure and Venturi (2005), customer relationship management consists of the company's ability to build, develop and maintain a fruitful and profitable exchange relationship over the long term.

Hence, the administration and public institutions involved in commercial logistics and which are in direct contact with exporters, like the customs administration and transport companies, should take up the challenge of performance and adopt behavior appropriate to with regard to users (notably exporters) by taking into account their needs and expectations in order to satisfy them and offer them a quality service/delivery.

In this sense, these administrations might resort to customer relationship management in order, on the one hand, to improve the perception that economic operators have of them, and on the other hand, to integrate new services by aligning themselves with international standards that allow them to improve their competitiveness and face foreign competitors.

The concept, principles and tools used in the context of a company's GRC can be transposed into the context of a public administration (Schellong, 2008, cited by Hilmi, Duque et al, 2013). Citizen Relationship Management contributes to improving service, quality of service, efficiency and helps meet the real needs of citizens (Carvalho et al, 2021). This tool also helps improve the image/reputation of public services in general.

Furthermore, this approach in which the citizen and the economic operator is considered as a customer of public services, is a major turning point in the process of implementing citizen relationship management at the public administration level (Kavanagh, 2007 cited by Carvalho et al, 2021). From this perspective, the public administration will strive to provide quality services and reduce costs and response times to the needs of exporters.

The adoption of this strategy is required in Algerian public institutions, in particular the customs administration, especially because considerable criticism has been addressed to it from exporters dissatisfied with the services provided.

It is clear that the development of non-hydrocarbon exports in Algeria is dependent on the development of infrastructure and logistics services, as well as the improvement in the quality of services offered by the different institutions intervening at different stages of the logistics chain export.

Furthermore, the implementation of the CRM approach within these administrations would result in a significant enhancement in the progress of export operations of Algerian companies. Overall, the benefits of CRM are listed below:

- Pay attention to the needs of users of customs services and deal with their complaints;
- Develop new services adapted to their requirements;
- Reduce waiting times and facilitate customs procedures;
- Set up an effective information system which relies on sophisticated technologies aimed at collecting, processing and analysing information relating to user expectations and undertaking actions to satisfy them;

- Enhancement of efficiency by offering services to customers online (for example by answering frequently asked questions) and maintain exchange and dialogue with customers/users through different ways.

The adoption of this approach would ensure to the satisfaction of users of Algerian customs, in particular those who complain of long delays (due to administrative obstacles) and the poor quality of customs services. In other words, it allows promoting trust and collaboration among the various stakeholders in the supply chain, as shown in Figure 1.

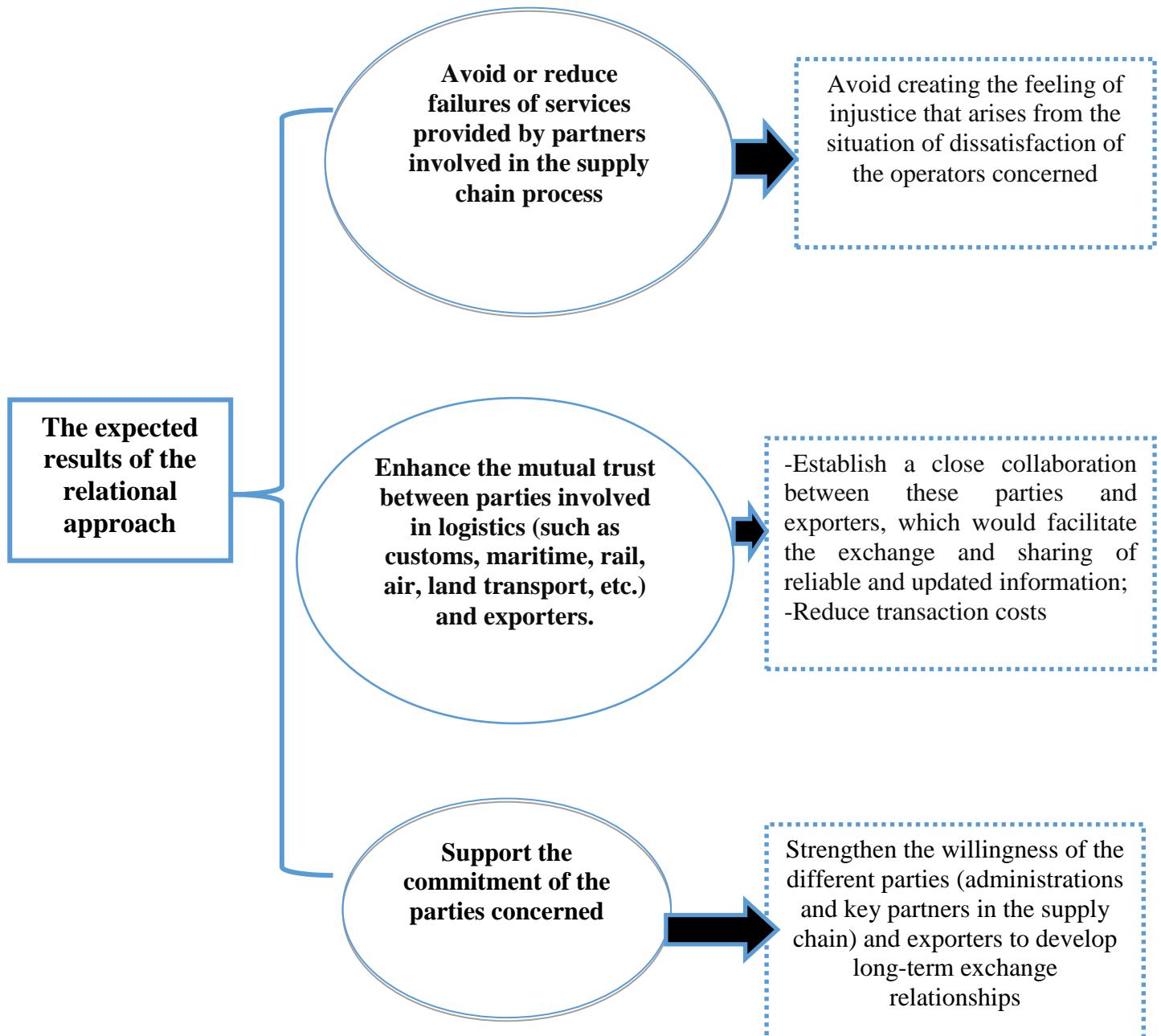


Figure.1 The importance of the relational approach in improving supply chain services and operations in Algeria

Source: Authors

Besides, it is important that the State undertakes deeper reforms aimed at improving logistics capacities to enable companies to integrate into global value chains. In figure.2, we list the levers and actions that seem essential to be taken:

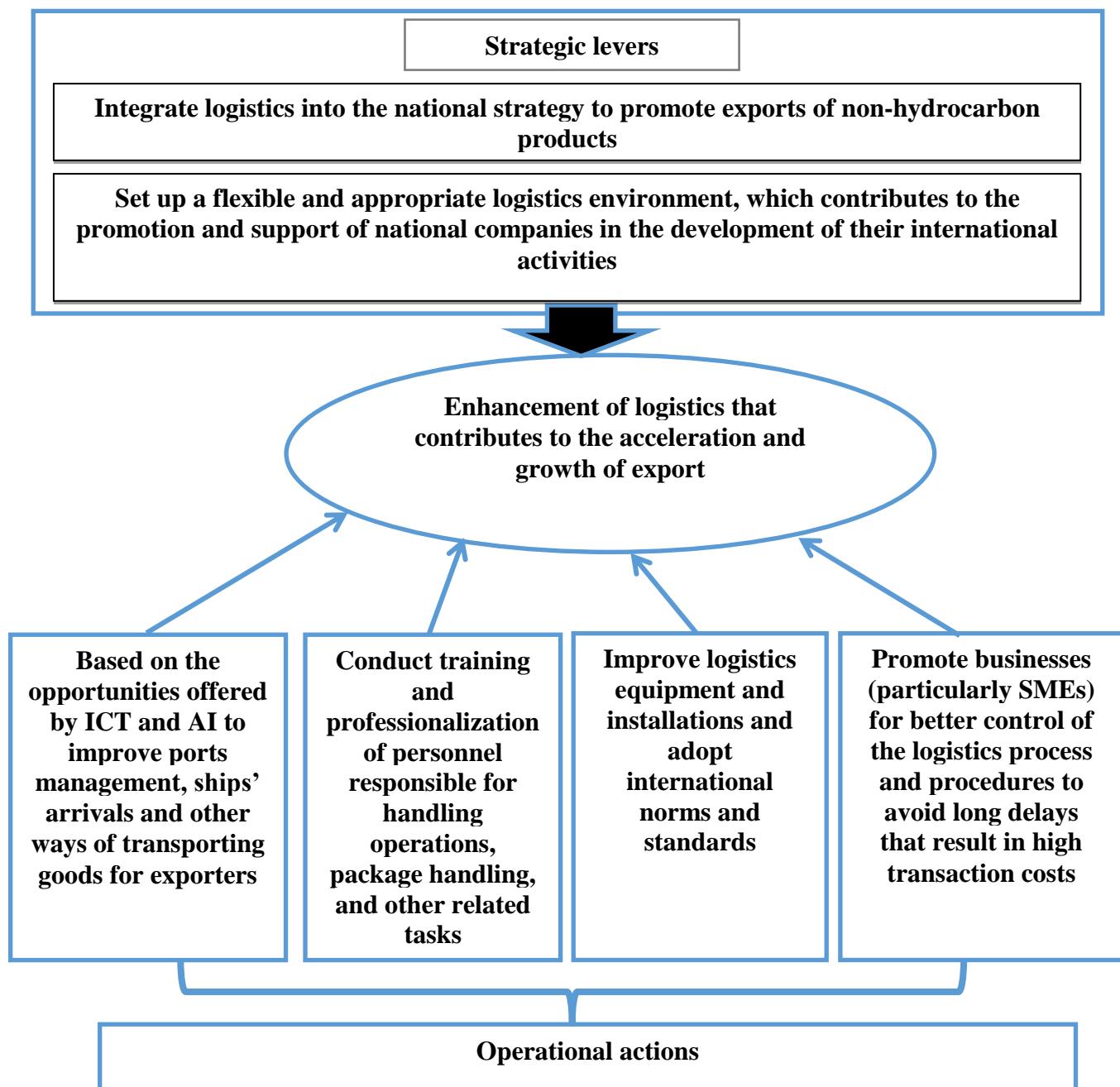


Figure.2 Recommended actions for improving logistics sector in Algeria

Source: Authors

CONCLUSION

The points developed in this paper serve to remind us that exports are considered a major lever for a country's sustainable economic growth. According to Jouili (2019), the quality of logistics and transport infrastructure is a crucial factor in the development of a country's exports. Thus, numerous studies have also confirmed that the availability of logistics infrastructure improves a country's abilities to face competition on international markets and strengthens its competitiveness (Ojala and Çelebi, 2015, D'Aleo & Sergi, 2017).

In addition to that, public authorities have an important role in creating appropriate conditions for the promotion of exports, particularly through the establishment of quality logistics

infrastructures. Therefore, the national strategy for promoting non-hydrocarbon exports in Algeria is to improve of commercial logistics, especially through improving the quality of infrastructure, customs procedures and services, and of the regulations.

For the limitation of this present study, the summary results published in the World Bank (2023) about the logistics performance index and its indicators hold a detailed assessment of Algerian export variable, where it was found that it is relatively focused on six major dimensions which are : the ability to track and trace shipments, the efficiency of the customs clearance process, the quality of trade and transport-related infrastructure, the ease of obtaining competitive prices on shipments, and the frequency to which shipments reach their recipient, on time, quality of commercial and transport infrastructure, and the competence and quality of logistics services.

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ОЦІНКА ЕФЕКТИВНОСТІ АЛЖИРСЬКОЇ КОМЕРЦІЙНОЇ ЛОГІСТИКИ: АНАЛІТИЧНЕ ДОСЛІДЖЕННЯ

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Метою статті є оцінка поточного стану комерційної логістики в Алжирі шляхом виокремлення основних перешкод, що стоять на шляху зростання експорту. Крім того, важливо окреслити значення логістики та транспортної інфраструктури в динаміці зовнішньої торгівлі країни. Для досягнення цих цілей дослідження ґрунтуються на якісному методі шляхом аналізу попередніх досліджень, проведених на цю тему. Крім того, в роботі

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використано кількісний аналіз даних шляхом аналізу індексу логістичної ефективності за період з 2012 по 2022 роки.

Тези, викладені в цій статті, доводять, що експорт вважається основним важелем для сталого економічного зростання країни. Якість логістичної та транспортної інфраструктури є вирішальним фактором у розвитку експорту країни. Так, численні дослідження також підтверджують, що наявність логістичної інфраструктури покращує здатність країни протистояти конкуренції на міжнародних ринках та посилює її конкурентоспроможність. Крім того, органи державної влади відіграють важливу роль у створенні належних умов для просування експорту, зокрема через створення якісної логістичної інфраструктури. Тому національна стратегія сприяння експорту невуглеводневих товарів в Алжирі полягає у вдосконаленні комерційної логістики, особливо шляхом покращення якості інфраструктури, митних процедур та послуг, а також нормативно-правового регулювання.

З огляду на те, що глобальний індекс логістичної ефективності є відносно низьким, у роботі пропонується, щоб державні органи влади створили належні умови для просування експорту та покращили комерційну логістику шляхом створення якісної логістичної інфраструктури, а також зосередилися на управлінні відносинами з клієнтами як альтернативному рішенні для підвищення якості інфраструктури, митних процедур та послуг.

Ключові слова: логістична інфраструктура; транспорт; бізнес; експорт; CRM; Алжир.