



Proposal of a Digital Product Manager Process As an Aid to the Development Performance of a Public Company in the Telecom Sector in Algeria

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Abstract

The digitalization of companies has accelerated with the COVID-19 crisis on a global scale, especially in developing countries. Indeed, this digitization is supported by the rapid development of information and communication technologies. In this context, our work essentially aims to propose the establishment of a product manager process as a tool that allows the development of performance within a public company in the Telecom sector in Algeria. To do this, we have focused on digital type products for the implementation of an operational process (product manager process) which will help bring benefit to the company. We first proposed the missions, the resources and the key competences. Second, we administered a questionnaire using an interview guide to a sample size of ten (10) people, in order to have a vision of our proposal for the process and its impact in the process. Improvement of the company's performance.

The results of our study allowed us to have a vision of the need to set up this process so that managers can make decisions and pursue product development, have good communication between stakeholders, reduce risks, work in a team and finally get to know the customer through satisfaction surveys and possibly the readjustment of digital product objectives.

Index Terms Digitalization; Performance; Product Manager Process; Public Company in the Telecom Sector in Algeria

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Introduction

In Algeria, the telecom sector is changing; the constraints and the expectations of the customers being more and more diversified where the operators must meet the requirements of the market in order to keep their market shares or to acquire them. Under these conditions, telecom companies are obliged to adapt to the evolution of their environment, they must adjust their communication and adopt new strategies in order to listen to their customers. In addition, digital transformation affects professional activity as a whole, and at all levels, more often the marketing and commercial aspects, the transversality of the latter, involves several factors such as technology and innovation, production and distribution of products and services, organization and collaboration. In the telecommunications sector for example, competition is very active thanks to the constant evolution of technology and market demands, where companies are obliged to use digital tools in order to integrate the market and "be competitive to meet the needs of their customers and be more efficient in terms of time and efficiency in terms of quality of service. Companies faced with several challenges where they must react quickly in order to achieve the objectives and be more efficient. Be competitive to meet the needs of their client and be more efficient in terms of time and efficiency in terms of quality of service. Companies faced with several challenges where they must react quickly in order to achieve the objectives and be more efficient. Be competitive to meet the needs of their client and be more efficient in terms of time and efficiency in terms of quality of service. Companies faced with several challenges where they must react quickly in order to achieve the objectives and be more efficient. In the same vein, the process-based approach

allowed us to better understand our problem. This approach not only makes it possible to measure the investment in the Information System but also to open the "black box" of the use of the Information System, that is to say that the latter is a frame of reference. , if it examines the use of IT investments in the organizational assessment process. In this perspective, several works have contributed to the enrichment of this approach to assess the effects of information systems. Among them, they exist: the 34 theories of resources (RBV) and the theory of the structure in which we will complete our research. According to a study carried out on the processual approach, BERNARD (1938), SELZNICK, CHANDLER (1957) found that the development of the company depends on the best use of resources, the series of resources that companies have will allow them to achieve a competitive advantage of greater performance. This theory considered as a solid basis that consists in analyzing the influence of ICT resources in the presentation of society (SAINTANAM and HARTON, 2003). In order to better understand the use of resources (IT / IS) by companies, authors have identified 8 ICT resources in three main categories (WADE and HULLAND, 2004, MELVILLE et AL., 2004): the set of resources that companies have will allow them to achieve a competitive advantage of greater performance. This theory considered as a solid basis, which consists in analyzing the influence of ICT resources in the presentation of society (SAINTANAM and HARTON, 2003). In order to better understand the use of resources (IT / IS) by companies, authors have identified 8 ICT resources in three main categories (WADE and HULLAND, 2004, MELVILLE et AL., 2004): the set of resources that companies have will allow them to achieve a competitive advantage of greater



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- External resources: these are oriented outside the company and refer to relations with partners and studies on competitors.
- Internal resources resources (IT infrastructure, IT technical capabilities, efficient IT operations, IT development): are used within the company to meet market needs.
- Sustainable resources over time (IT partner, he plans change management): The first objective was to identify the resources based on the IS and particularly interesting for the development of the competitive advantage of the company, to assess its relationship with performance. The main limitation of this model is the absence of complementarity and interactions between different resources. To this end, the research moved to a new route to demonstrate the interactions between these resources. However, POWELL and DENT-MICALLEF (1997) explained that ICT resources do not allow building a competitive advantage and firms should take advantage of complementarities between different resources, including human resources. Then RAVICHANDAN and LERTWONGSATIEN (2002) showed that the relationship between ICT and performance capacities depends on their main skills. Then MARCHAND and AL. (2000) proposed a new multidimensional construct "information orientation". In the same direction, Bharadwaj (2000) introduced the concept of 35 "information technological capacity"

which represents the capacity to combine resources in IS. In works that are, more recent MITHAS and AL. (2012) have shown a positive empirical relationship between profitability and investment in information technology. In this context, we have formulated the main question to which we will try to provide some answers as follows: How does the digital process contribute to improving the performance of the public company in the Telecom sector in Algeria? From this problem arises the hypothesis of our research:

The digital transformation contributes positively in the improvement of the performance of the company in the telecom sector in Algeria.

Methods

To try to provide an answer to our problem, we used the qualitative method through a case study where the processual approach was retained in the study of our project. The work methodology focused primarily, initially, on bibliographic research based on books and university research and websites. Secondly, in the practical part, we conduct a field survey where we carry out a qualitative study by carrying out a semi-structured interview with ten clients of the commercial agencies of this state-owned Telecom Company. To do this, some of the interviewees preferred to answer the guide in the form of a questionnaire because of the health crisis (COVID-19).

- **Mirror effect :**

The collected test sentences grouped into themes, sub-themes, key ideas, based on and applying Professor SAVALL's interview guide. The benefit of the work is mainly in the classification by imputing the control sentences. This approach allowed us to obtain results that, subsequently; we grouped them into solutions (improvement plan). In our case, we have defined two mirror effects. The first is a mirror effect for



customers and the second for employees.
The results are as follows :

➤ **Mirror effect: " Clients "**

1- Working conditions :

Equipment and supplies: Lack of maintenance in the devices (Lack of after-sales service

We can estimate at 20% the technical problems and the handling of inattention, such as:

- Equipment failure ;
- Unconscious handling, technical problems, failure depending on the brand;
- Software accessible to viruses, data loss, hidden applications, unavailable parts of digital products.

2- Work organization :

Rules and Procedures: Lack of Authority and Lack of Trust

- Problems with payment terminals (e-payment);
- Legal, we are not ready (hacking);
- System is unreliable not really mature, still are not open the banking systems composing between banks "SATIM";
- Depends on other factors eg permanent and efficient connection with good speed;
- Corruption,.....
- problem of national security (for example on the face book the Arab Spring);
- A regulatory authority is needed for digital-type products as well as for TV & Media channels to avoid political and economic, social and religious problems.

3- Communication - coordination - consultation:

3.1 Relationship with surrounding services: Lack of coordination

"Some countries do not have this blossoming of technology"

"Lack of coordination between markets"

3.2 Transmission of information: Insufficient awareness of the products

"No listening, lack of information,"

"A lack in communication and publicity"

"Make products known by making them more accessible and existing in everyday life"

4- Integrated training:

4.1 Training needs: Do not adapt to the context of the subject:

"... .. resistance will be present,"

"... ..Persons who resist change"

".....: we must train people for whom there is no resistance"

".... corruption, resistance, the elderly must be changed "

"I think we are far away, there will be brakes everywhere"

4.2 Available skills: Lack of handling of digital tools and expertise:

"Put the competent person for the accomplishment of digital operations and to attract customers"

"Training is the basis for success you have to give importance"

"..... .., Algerian level of education (produced in French or in English)"

"Fragile, better mastery of the tool (certain levels of instructions)"

".....: we must train people for whom there is no resistance"

"Topical subject and new for the country it is necessary to take care of it and to supervise it with tools"

5- Strategic implementation:

5.1 MOS means: Absence in the precision of the financial policy:

"... ..Middle expensive"

"... .., also a bit expensive"

"... .. Financial (price) accessibility"

➤ **Proposal of Solutions (to suggest): " Clients "**

• **Key ideas & key phrases:**

1. Lack of maintenance in the devices (Lack of after-sales service)



2. "Device failure"

- It is advisable to set up an after-sales service to ensure follow-up and avoid any breakdown in order to meet customer needs and expectations;

1. Lack of authority and lack of trust

2. "Legal, we are not ready (piracy), "

- Set up a regulatory authority and determine the procedures in order to create total customer assurance and retain them;

1. Insufficient awareness of the products

2. "A lack in communication and publicity"

- Before any digital product launch, it is preferable to go through market studies and benchmarks;

- Make the products known through social network communication channels, while maintaining the spirit of classic marketing, namely: advertising posters, media, SMS, ;

1. Do not adapt to the context of the subject

2. "... ..Persons who resist change"

- It is best to educate staff as well as customers before any future changes to reduce resistance;

1. Absence in the precision of the financial policy

2. "... .., also a bit expensive"

- Set up a pricing policy adapted to customer expectations in order to satisfy them and retain them.

- **Analyze** : the product manager analyzes internal and external data in order to understand the major evolutions of these products with regard to the market at 30%

- **Recommend**: the product manager is a source of proposals for the product portfolio he manages and proposes action plans to improve the performance of his products, all at 5%

- **Enforce**: the product manager implements the provisional action plan and is responsible for his budget as well as monitoring the smooth running of his process, all at 65%.

The Product Manager is responsible, in collaboration with the departments in charge of marketing, to increase the profitability of existing products and to develop new functionalities. He is also responsible for developing products according to requests expressed by customers or the various sales departments, or even to initiate new ideas and concepts based on his own experience and on feedback from customers. He must have a global knowledge of the business and a good command of the technical field, as well as the ability to transform ideas into products. The latter must have a passion for listening to the market and customers in order to find innovative solutions to meet their needs. The product manager must be able to communicate with the different structures of the company:

Engineering:

- In collaboration with the Engineering Department, it defines the prerequisites for the products.

Operations:

- In collaboration with the Customer Operations Departments, he defines customer journeys and internal procedures.

Management control:

- In collaboration with the Finance and Accounting Department, he develops the

Results:

Implementation of a product manager process: Missions, resources and key skills

➤ **Missions:**

The missions of a product manager are in orders of three:



business cases for the products.

Communication:

- In collaboration with the Communication Department, he develops the product launch strategy by defining the positioning of the product and the targeted customers - He must be an internal and external promoter of the products offered. He will occasionally work with the various sales departments for the definition of a Bespoke Offer.

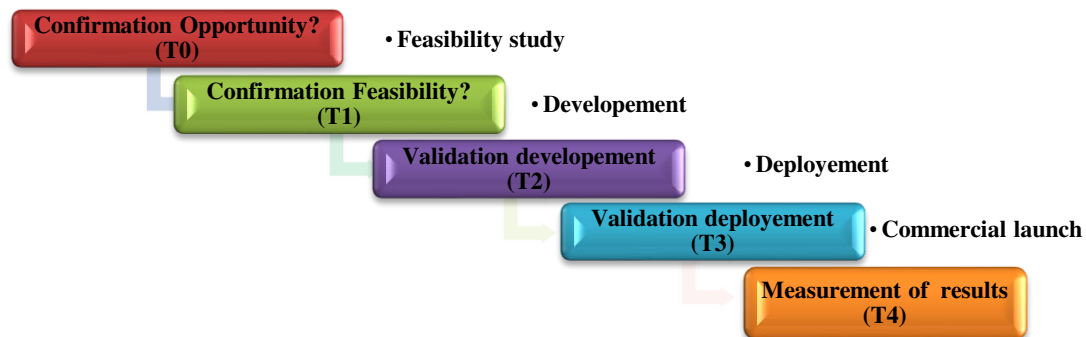
➤ **Key skills:**

A product manager uses personal qualities, his knowledge, the experience acquired in a company and numerous exchanges with product managers can make it possible to implement the key skills that a product manager must have, namely:

- **Be creative and rigorous:** innovate, know how to generate ideas, follow processes and be methodological;
- **Be relational and keep a secret:** facilitate relationships and develop synergies, maintain confidentiality of information;
- **Be curious, open and attentive:** broaden your field of investigation, identify new horizons, know how to listen and ask questions, identify trends;
- **Have a spirit of synthesis:** ability to highlight priority trends and be essential to align and monitor goals;

➤ **Product manager process:**

We can schematize the milestones as follows:



Source: Elaboration ourselves

The implementation of such a process will allow us:

- Make rational decisions at each milestone, the factual elements are presented, allowing managers to make the decision to continue the product development process;
- Reduce risks and never forget anything thanks to a checklist, all the stages of the product are covered;
- Working as a team, all departments are involved from the design of the product.

➤ **Identification of process milestones :**

Remark: *In the case of an existing offer (promotion, price change, etc.) steps T2 and T3 can be avoided. Thus, during Q1, the launch decision is taken directly. Each product manager at his own frequency and other indicators by measure of confidentiality, the company has prohibited us from disclosing information. At each milestone, the departments concerned meet and have a status on the compliance of the expected deliverables, on this basis, they make the decision to move on to the next step and designate the resources involved and plan the product launch. In the meantime, the different teams are led by the marketing product manager and develop the deliverables for the next step.*



➤ **Stakeholders:**

On a permanent basis:

- Presidency assured by the DG *
- Consumer Marketing Director *
- Brand & Communication Director *
- Sales Directors * (Consumer Sales, Consumer Relations & Regions)
- Engineering Department *
- Operations Department *
- Finance & Accounting Department *

On an occasional basis:

- The product manager involved in the offer
- Possibly purchasing representative (T1, T2, T4)
- Possibly legal and / or regulatory (T0, T2, T3)

Remark:

* a department can be represented by one of its managers

- **Before the working session:** The product manager prepares the presentation slides (summary of deliverables) which will allow the parties concerned to make their decisions
- **During the working session:** either the parties involved recommend a new presentation session or they designate the resources they will allocate to the product launch.

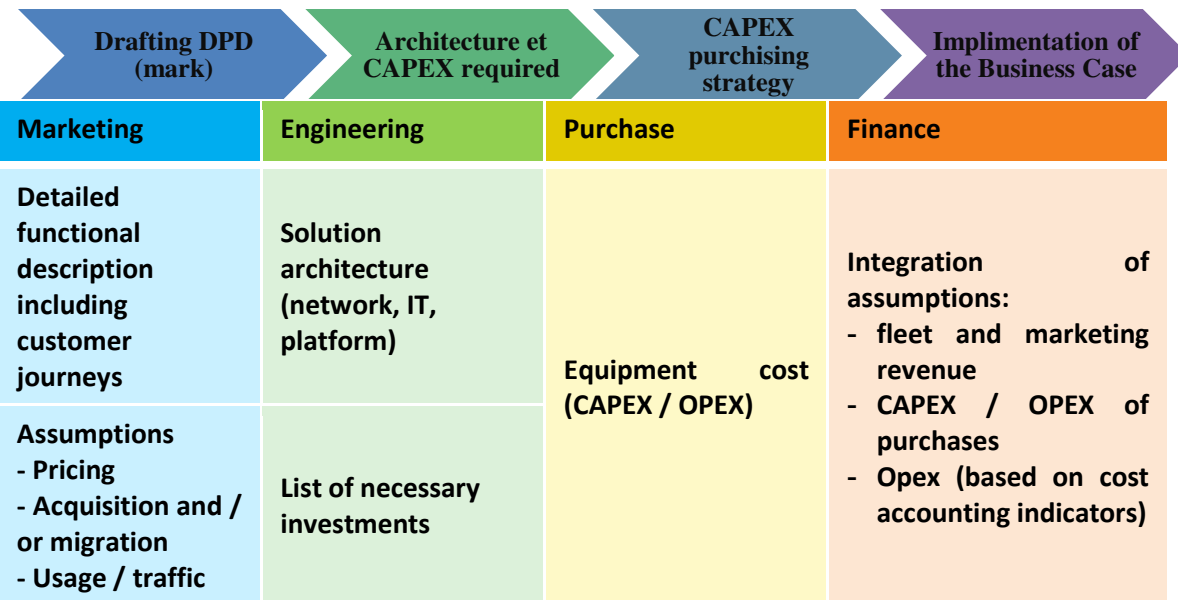
Discussion

- **Feasibility-Preparation (T1):**

Between (T0) and (T1)

Team involvement and meeting deadlines are essential so that:

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Between T2 and T3:

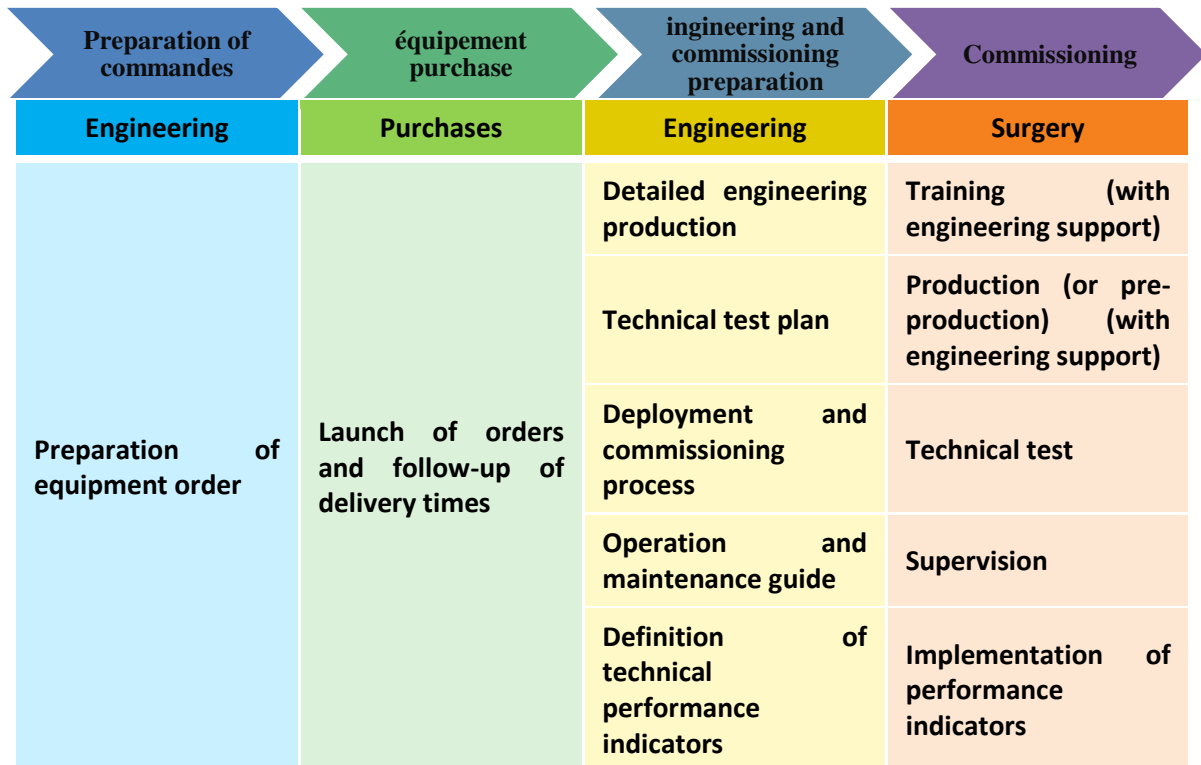
Go-to-Market supports for B2C:

- **Voucher:** A voucher is issued before using a service or service that has therefore been paid for previously.
- **[Seller brief]:** Reminder of the important points of the offer to the sales representative.

- **CPS:** Special Conditions of Service part of the contract describing the service; the CPS is used in conjunction with the GTC.
- **CGV:** General Condition of Sale describing the main lines of the contractual relationship between the customer.



- **[Product sheet]** : document summarizing the offer to prospects
 - **Price list**
 - **[Simulation tools]:** these are all media making it possible to simplify or improve the sale of the offer.
 - **Commercial presentation:** This is a presentation used to present the offer to prospects (functionalities, sales pitch, pricing structure, etc.).
 - **[Business proposal template]** : This is an electronic document allowing the salesperson to establish his proposal with a prospect. It recalls the functionalities of the offer, the customer's needs and the financial proposal and its conditions.
 - **Offer training support:** allows salespeople to learn about the offer. He understands :
 - The presentation of the offer itself, including the elements of the commercial presentation;
 - a benchmark and proposes a counter argument;
 - a reminder of the major customer journeys and internal processes: list of documents to be presented to formalize the contract, installation times, customer support number, invoice payment process, etc.
 - Recommendations when qualifying customer needs;
 - The list of Go To Market tools made available to the salesperson.
- [...] if necessary



- Terminology:

- Outcome measurement (Q4):

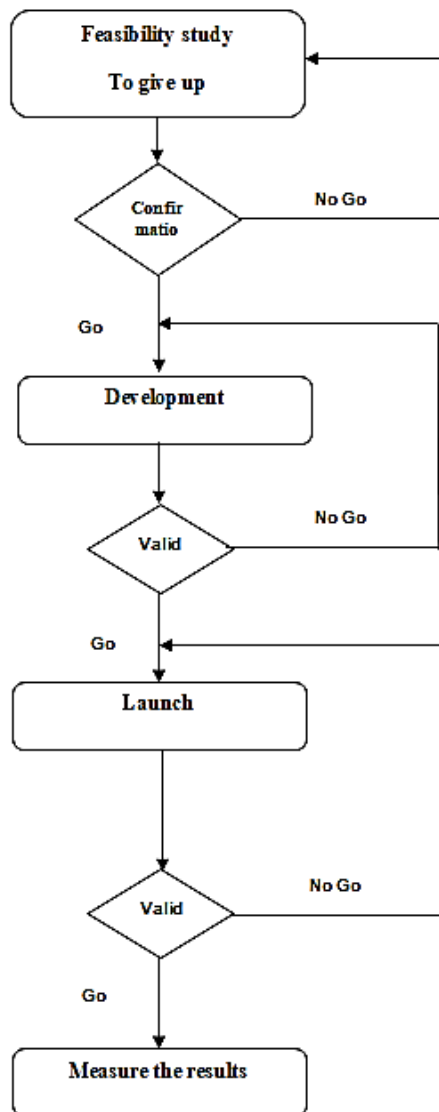


CAPEX: Capital investment expenditure (often abbreviated as **CAPEX**), refer to product development costs.

OPEX: Operating expenses (often abbreviated as OPEX) are the ongoing costs of operating a product

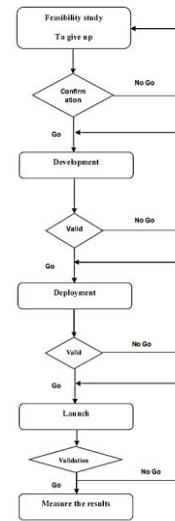
➤ **Process flowchart:**

- **Case of an existing offer:**



Source: Elaboration ourselves

- **Case of a new offer:**



Source: Elaboration ourselves

- **Identification of indicators and implementation of a dashboard:**

The marketing objectives ensure consistency between the company's strategy (General Company Policy) and the marketing strategy; they require answering the following three questions:

- What ?** A goal and an indicator
- How much ?** A proposal
- When ?** A delay

Everything must be grouped together in dashboards (management, piloting) to analyze them later, first of all we determine the objectives of the Management.

➤ **Qualitative objectives:**

- Notoriety (spontaneous, assisted)
- The blanket
- Competitive intelligence

➤ **Quantitative objectives:**

- Increase the number of customers
- Reduce the number of dissatisfied customers
- Increase turnover
- Meet customer requirements and expectations

❖ **Identification of indicators:**

➤ **Steering indicators:**



The management indicators at the cell level contribute to the decision-making for a product launch within a well-defined time or to put them on the web for promotional purposes. Moreover, this to allow customers to download or order them with complete peace of mind. To this end, the product manager must instantly stay in touch with the technical services to know

the traffic of the platforms, in order to review his decision and take it at the right time by modifying his objective. To better understand the principle, we present a summary of these points in the following table:

Table N ° 01: Example of piloting indicator

Indicator	Goal	Reporting	Decision
The number of traffic	Launch of a product via the web at 6:00 p.m. of 07/15/2020	Technical service : Presence of congestion on 07/15/2020 between 5:00 p.m. - 7:00 p.m.	Postpone the launch until 8:00 p.m. on 07/15/2020.

Source: Elaboration ourselves

➤ **Monitoring indicators:**

The monitoring indicators at the cell level contribute to decision-making for any products on a monthly basis and can contribute to the readjustment of the

objectives of this cell through the analysis of the gaps between the achievements and the forecasts. To better understand the principle, the summary table below gives a summary of these points.

Table N ° 02: Example of monitoring indicator

Indicator	Objective (provisional)	achievements	difference	Decision
The number of downloads (case of a promotion)	Reach a number of downloads of 2000 for the month of April	1200 for the month April (60% of the forecast target)	800 for the month April	Review promotion pricing to increase the number of downloads or reach 90% of the forecast target.

Source: Elaboration ourselves

➤ **The dashboard of a product manager (summary):**

In the table, it shows some examples of indicators to explain how the product manager proceeds to improve his objectives. This is done by calculating the cumulative deviations from forecasts and achievements for the same year. If we consider our case study, the first three indicators relate to gross, net and product

rebates & rebates turnover, without forgetting the gross margin. These are important to know the benefit that brings the product to the company. In addition, the product manager in terms of effort, with regard to the study and research indicator is expressed in terms of the time that the product manager has to spend to launch a new product or to promote the existing product.



Table N ° 03: Dashboard of indicators (some examples)

	Monthly achievements						Monthly forecasts					
	Jan	Feb	March	Apr	Dec	Jan	Feb	Mar	Apr	Dec
1. Gross turnover Accumulation Cumulative difference												
2. Rebates and discounts Accumulation Cumulative difference												
3. Net turnover Accumulation Cumulative difference												
4. Technical study and research Accumulation Cumulative difference												
5. Marge stumbles Accumulation Cumulative difference												

Source: Elaboration ourselves

2.3.1 Monitoring indicators:

For the control of indicators, we offer statistical tools that will allow the head of the Unit to make decisions, namely:

The Delphi method, the scenario method or by the ordinary least squares method.

➤ **The Delphi method :**

This method consists in questioning several times in a row a group of experts who are informed each time of the results of the previous question; surveys on purchase

intentions are carried out with the sales force or with potential consumers.

➤ **The scenario method :**

This method consists in imagining the future based on the knowledge or intuitions of the people questioned, the historical analogy results from studies concerning the launch, the growth of products comparable to the one we plan to create.

➤ **The ordinary least squares method:**

This method consists in estimating the parameters of a simple linear regression



model $Y = aX + b$. And of the coefficients "a" and "b" as follows:

$$\hat{a} = - \frac{\bar{y}\hat{b}\bar{x}}$$

$$\hat{b} = \frac{cov(x,y)}{var(x)}$$

$y = ax + b + e$ and $\hat{y} = \hat{a}x + \hat{b}$ The residue: it is the gap between achievements and

forecasts. $E = y - \hat{y}$ Take the example of the indicator "number of downloads from Naghmati service clients during the current year (April 2020 to July 2020) in the following table:

Table N ° 04: Indicator monitoring results for 2020

Month	Number of downloads	Forecasts	\hat{a}	\hat{b}
January	128	150		
February	134	175		
March	112	200		
April	200	220		
May	Not available	550	107.13	14.55
\bar{x}	2.5			
\bar{y}	143.5			
Cov (x, y)	24.25			
Var (x)	1.67			

Source: Elaboration ourselves with Excel

Conclusion

The Telecom Company faces stiff but not perfect competition because the mobile telephony market in Algeria structured as an oligopoly, it controlled by a regulatory authority, which prevents it from determining the prices of launch of new products. Despite this constraint, this company has created a unit that allows it not only to connect with Internet users but also to do digital marketing through social media channels. These have become essential tools for listening to customers, handling complaints but also for meeting customer requirements and expectations. However, an organization, a continuous monitoring of the cell is necessary.

Author Contributions

In this direction, we have proposed a global process in the form of milestones that take into account customer requirements by proposing the launch of new digital products or promotions at each level of the milestones decisions are made and an informal increase in the customer

satisfaction rate . To do this, we have set up a dashboard of indicators that will enable the unit's objectives to be achieved and improve customer satisfaction. We note, on the one hand, the contribution of the product manager to customer satisfaction and, on the other hand, the improvement of this satisfaction through the indicators. To support our responses to our problem and to test our hypothesis, the development of an interview guide and the interpretation of the results allowed us to determine the dysfunctions through the qualitative study and to obtain a global vision on the satisfaction of Mobinfo service customers through the quantitative study. These two studies have enabled us to identify solutions and an improvement plan that the Unit can take into consideration in order to satisfy its customers.

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