

# Evaluating the Marketing Performance of Mobile Phone Service Sector Companies in Algeria during the Period (2003-2024): A Comparative Study (Mobilis, Djezzy, Ooredoo)

Dr. Benhada Meriem <sup>1</sup>, Dr. Chegrani Mohamed <sup>2</sup>, and Dr. Haouari Ameer <sup>3</sup>

<sup>1</sup> Faculty of Economic Sciences, Commercial Sciences, and Management Sciences, Department of Commercial Sciences, University of Laghouat, Algeria. Email: [m.benhadda@lagh-univ.dz](mailto:m.benhadda@lagh-univ.dz)

<sup>2</sup> Faculty of Economic Sciences, Commercial Sciences, and Management Sciences, Department of Management Sciences, University of Djelfa, Algeria. Email: [m.chegrani@univ-djelfa.dz](mailto:m.chegrani@univ-djelfa.dz)

<sup>3</sup> Faculty of Economic Sciences, Commercial Sciences, and Management Sciences, Department of Management Sciences, University of Djelfa, Algeria. Email: [ameur.haouari@univ-djelfa.dz](mailto:ameur.haouari@univ-djelfa.dz)

**Abstract---**This study aims to evaluate the marketing performance of mobile phone service companies in Algeria (Mobilis, Djezzy, Ooredoo) during the period from 2003 to 2024. This is achieved by presenting and analyzing a set of indicators (number of subscribers, turnover, market share) to clarify their contribution to rationalizing the company's decisions and developing its marketing performance. It also aims to reveal the strengths and weaknesses amidst the fierce competition among the three operators. The study's results show a remarkable superiority of Algérie Télécom's mobile subsidiary, Mobilis, in its marketing performance over its competitors. Among the key recommendations, the study suggests that Mobilis should continue its efforts to maintain its position. Djezzy should leverage its unique strengths to regain its market position, and Ooredoo should continue to innovate new services for its customers to increase its market share and improve its marketing performance in general.

**Keywords---**Marketing performance, performance evaluation, performance measurement indicators, mobile phone service sector.

**JEL Classifications:** L86, L11, L250, M54.

---

## How to Cite:

Meriem, B., Mohamed, C., & Ameer, H. (2025). Evaluating the marketing performance of mobile phone service sector companies in Algeria during the period (2003-2024): A comparative study (Mobilis, Djezzy, Ooredoo). *The International Tax Journal*, 52(5), 2357–2374. Retrieved from <https://internationaltaxjournal.online/index.php/itj/article/view/247>

The International tax journal ISSN: 0097-7314 E-ISSN: 3066-2370 © 2025

ITJ is open access and licensed under a Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License.

Submitted: 12 March 2025 | Revised: 10 July 2025 | Accepted: 30 September 2025

## Introduction

Marketing performance has become a focal point for organizations in the modern era, as it significantly contributes to achieving success in the highly competitive environment of today's markets. Marketing performance reflects the efficiency of marketing activities and is a clear indicator of the success of marketing strategies in achieving desired goals. Therefore, organizations are increasingly focusing on improving their marketing performance, considering it key to survival and excellence. It is measured through a variety of indicators that play a vital role in evaluating the marketing performance of organizations, helping them to identify strengths and weaknesses to outperform competitors.

**1.1 Research Problem:** The mobile phone service sector in Algeria has witnessed significant development, especially after foreign companies entered the competition, resulting in three operators: Algérie Télécom's mobile subsidiary (Mobilis), Optimum Telecom Algérie (Djezzy), and Wataniya Telecom Algérie (Ooredoo). Hence, our research problem is as follows: What is the level of marketing performance of the mobile phone service sector companies in Algeria based on the number of subscribers, turnover, and market share?

**1.2 Research Hypothesis:** The mobile phone service sector companies in Algeria achieve good marketing performance and continuous growth.

**1.3 Study Objectives:** Through this study, we seek to achieve the following:

- Highlight the concept of marketing performance, its importance, and objectives.
- Clarify the concept of marketing performance evaluation, its steps, and dimensions.
- Evaluate the marketing performance of mobile phone service companies in Algeria (Mobilis, Djezzy, Ooredoo).

**1.4 Study Importance:** The importance of the study lies in shedding light on the significance of evaluating marketing performance within an organization by analyzing and interpreting the marketing performance indicators of the mobile phone service companies in Algeria, in order to derive a set of results and recommendations.

**1.5 Study Methodology:** In our study, we adopted the descriptive-analytical method, using a number of references on the topic of marketing performance. We also used the case study approach, employing a set of data and information that illustrate the evolution of the performance level of the mobile phone service companies in Algeria (Mobilis, Djezzy, Ooredoo).

## Theoretical Framework of the Study

### The Concept of Marketing Performance, Its Importance, and Objectives

**2.1.1 The Concept of Marketing Performance:** In management literature, marketing performance is a fundamental concept due to its close connection with the organization's existence and its effectiveness in achieving its goals, which include adapting to the surrounding environment, growth, survival, and continuity. This drives organizations to continuously improve their marketing performance by reducing product costs or through creativity and innovation to enhance product quality, thereby increasing and developing their competitive capabilities. (Baabouche, 2021, p. 88)

Marketing performance can be defined as: "The ability of the organization to understand, describe, and demonstrate the performance of marketing efforts in the success of the organization's activities." (Hay.W.N, 2006, p. 76)

O'Sullivan & Abela see marketing performance as: "a term used by marketing specialists to analyze and describe the efficiency and effectiveness of the marketing process, by focusing on the outputs of

marketing activities and strategies, and between the specific objectives of those activities and strategies." (Don & Andrew, 2007). Marketing performance is also defined as: "the improvement of the organization's competitiveness and consequently its marketing results." (Castelnau, 2002, p. 77)

This definition indicates that marketing performance is linked to competitiveness as a crucial factor for success. Improving the organization's competitiveness may be achieved by offering products and services that are distinct from competitors or by implementing effective pricing strategies to attract customers, leading to marketing results such as increased sales and expanded market share.

It is also defined as: "evaluating the relationship between marketing activities and business performance." (Ibrahim & Essam, 2019, p. 286)

From the foregoing, we can define marketing performance as follows: It is an essential part of the overall performance of the organization, aiming to focus on the marketing aspect to measure what has been accomplished in the marketing function over a specific period, based on pre-set objectives, in order to identify strengths and weaknesses and compare them with competitors, for the purpose of continuous improvement of the organization's marketing performance.

**2.1.2 The Importance of Marketing Performance:** The economic environment is subject to various and rapid changes, especially in science, technology, and their challenges, and the increasing change in customer demands, in addition to operating in turbulent and unstable markets in a climate of fierce competition. This has forced organizations to work on improving their performance to compete, survive, and ensure continuity. The importance of understanding marketing performance is evident through the following three dimensions: (Tawazit, 2019, p. 122)

- **Theoretical Dimension:** Includes all direct or implicit cognitive contents and connotations.
- **Empirical Dimension:** Manifested through the organization conducting research and studies.
- **Managerial Dimension:** Represented by the application of methods related to evaluating the results of the organization's performance.

The importance of marketing performance in the organization can be highlighted through the following points: (Gouider & Fchit, 2020, pp. 530-531)

- It helps the organization measure the extent to which its established objectives have been achieved.
- It provides necessary information to various management levels in the organization for making their planning and control decisions.
- It assists the organization in establishing the necessary standards for developing its mission.
- It helps to identify areas of competence within the organization to place them in appropriate and important positions, and it identifies elements that need development and support to improve their performance.
- It helps to reveal the extent of coordination between different departments in the organization.
- It enables the detection of errors and deviations and aids in making the necessary decisions to address them.
- It leads to achieving rationality and comprehensiveness in the planning and decision-making processes.
- Continuous and permanent review of marketing performance allows for necessary improvements to be made consistently.

In the same context, Kotler indicated that marketing performance is of great importance, and that most authors have not agreed on specific criteria that can be adopted to explain all aspects related to the organization's performance. Additionally, it is a major axis for the success or failure of the organization in implementing its strategic goals and decisions. (Akram Ahmed & Ali Walid, 2013, p. 119)

The following figure illustrates the importance of marketing performance for organizations in general:



Figure (01): The Importance of Marketing Performance  
 Source: (Abu Nab'a, 2006, p. 334)

From the figure above, we can say that the importance of marketing performance in an organization lies in it being one of the decisive factors leading to the organization's success in a competitive environment. It leads to increased sales, brand building, and gaining more customers. It also works on the continuous improvement of results and return on investment through good planning, effective implementation of marketing strategies, and regular performance measurement, which will help the organization achieve a competitive advantage and success in its environment.

**2.1.3 Objectives of Marketing Performance:** Some researchers believe that an organization's good performance is its ability to create value for its customers first, then for its shareholders, as they represent a source of value and a means of establishing the organization. This indicates the most important goals that most organizations wish to achieve. Thus, two main objectives can be inferred: (Rizki, 2020, p. 89)

- Satisfying customer needs.
- Achieving the highest return on investment. The primary goal of the marketing function in the organization is to influence the marketing environment to create and establish exchange relationships. This goal, in turn, includes several other sub-goals, including:
- **Objectives related to profitability, sales growth, survival, and continuity:** These objectives are among the results that must be achieved within a specific period and are characterized by being measurable. At the forefront of their priorities are: (Bakoush, 2012, p. 126)
  - **Profitability Objectives:** When management sets an ideal achievable rate of return, the goal is to achieve outstanding profitability that provides an acceptable return for the organization's owners, while also allowing for the generation of revenues that can be reinvested to achieve sustainable long-term growth. Achieving an appropriate sales volume is one of the main objectives of marketing, as it leads to increased profits in the present and additional gains in the future.
  - **Marketing Growth Objectives:** The growth objective translates into tasks that fall under the marketing function, such as increasing sales volume, expanding market share, and market expansion. This is achieved in the context of the main marketing objective, which is to achieve growth at a profitable volume.
  - **Survival and Continuity Objectives:** This is the primary and foremost objective of marketing management. Although the entire organization participates in achieving this goal, a large burden falls on the marketing department. It is obliged to continuously

prospect and search for marketing opportunities and retain customers, while ensuring their future loyalty.

- **Objectives related to Mental Impressions:** Organizations strive to create positive mental impressions among their customers, both current and potential. The reputation and fame of the organization can play a major role in this context. Therefore, these organizations aim to form mental impressions that are more positive than their competitors. This is achieved by reviewing and evaluating current and future goods and services to meet customer expectations. Achieving these objectives differs from those related to profitability and sales growth in terms of quantitative measurement, as they are expressed in a descriptive, non-quantitative manner, such as using methods for measuring attitudes and trends.
- **Social Objectives:** These objectives mean that every organization has a social responsibility to which it must adhere, and this responsibility is closely linked to the marketing function. Although studies and research have not yet determined the precise content of social responsibility, either for the organization as a whole or for the marketing function, there are some basic ideas that reveal the substance of this responsibility. While most authors agree that the previous objectives, such as sales, profitability, and mental impressions, are part of the goals the marketing department seeks to achieve, the situation appears to be clearly different for social responsibility.

While some authors believe that social responsibility falls within the purview of the organization's top management and its defined objectives, and therefore is not part of the marketing function, it is also characterized by the difficulty of defining it and setting standards to measure its success. There are also difficulties related to high costs and the challenge of measuring its impact on the organization's performance. (Rizki, 2020, p. 90)

## 2.2 The Concept of Marketing Performance Evaluation, Its Steps, and Dimensions

**2.2.1 The Concept of Marketing Performance Evaluation:** Marketing performance evaluation is used for the comprehensive description and analysis of the efficiency and effectiveness of marketing operations. This is done by comparing the outputs of marketing activities and strategies with the specific objectives set for those activities and strategies. Measuring marketing performance is an essential part of the process of improving marketing performance, as it includes a framework of metrics to monitor marketing performance and develop and use the necessary means to ensure that marketing objectives are achieved. This framework allows marketing management to determine the extent to which actual marketing performance aligns with predetermined marketing standards, enabling them to assess the success of achieving goals and implementing adopted plans if the actual performance differs from the plan. (Don & Andrew, 2007, p. 79)

Marketing performance evaluation is defined as: "The comprehensive, systematic, independent, and periodic examination of the marketing environment, objectives, strategies, and activities of the firm, thereby identifying marketing problems and opportunities, and then proposing an action plan to improve the company's marketing performance." (Tawfiq, 2003, p. 233)

It is also defined as: "the process of studying and analyzing all elements of the marketing process to identify the pros and cons of marketing performance (strengths and weaknesses in the activity) with the aim of making the right decision at the right time and at the right cost." (Hassan, 2003, p. 153)

From what has been mentioned, we can define marketing performance evaluation as: the process of measuring and analyzing the efforts and results related to marketing activities, with the aim of assessing the effectiveness of marketing strategies, determining the extent to which objectives are met, and identifying areas for improvement in order to make informed decisions that lead to achieving marketing goals.

**Steps of Marketing Performance Evaluation:** Marketing performance evaluation plays an important role in the marketing function and involves a set of organized steps, which are as follows: (Boukrita, 2011, p. 96)

1. **Determine the elements to be measured:** The focus is on critical results and processes that are subject to control and have a significant impact on cost or are related to recurring problems.
2. **Establish standards for measuring marketing performance:** These standards are set in light of the organization's overall strategic objectives and the marketing strategy's objectives in particular.
3. **Measure actual marketing performance:** Measurement is carried out in a timely manner to detect any potential problems and address the situation before it worsens.
4. **Compare actual performance with established standards:** This is to identify any deviations from the drawn-up plan.
5. **Take necessary corrective actions:** If there are differences between actual performance and the set standards, questions are raised as to whether the deviation is fluctuating or permanent, whether the processes are being executed correctly, and whether the measurement methods are appropriate for achieving the targeted standards. Then, appropriate corrective actions are taken.

**Dimensions of Marketing Performance Evaluation:** There are four main dimensions for evaluating marketing performance, which are as follows: (Gouider & Fchit, 2020, p. 153)

1. **Evaluation of the Annual Marketing Plan:** The objective is to measure the degree to which the organization's goals are achieved through its sales and profits, as well as to ensure the achievement of other pre-determined goals in the annual marketing plan. This is done by analyzing deviations, marketing and sales costs, in addition to determining the return on invested capital, and determining the asset turnover rate. The liquidity position of the organization must also be assessed as a criterion for judging the success or failure of the organization.
2. **Evaluation of Marketing Profitability:** The marketing process involves marketing goods and services to different segments of the organization's customers through specific distribution channels, which requires knowledge of customer profitability and distribution channel profitability.
3. **Evaluation of Marketing Efficiency:** This is done by judging the efficiency of marketing performance, which is carried out by salespeople. Marketing efficiency is measured by evaluating the efficiency of salespeople, advertising campaigns, and the efficiency of promotion and distribution processes.
4. **Evaluation of Strategic Performance Effectiveness:** This serves as monitoring the extent of implementation of the long-term marketing plan within the organization's operating environment. This is done by evaluating the effectiveness of marketing performance and then conducting a marketing audit.

In this context, we can say that after evaluating its marketing performance, the organization can take corrective actions to enhance its performance in the future. These actions may include adjusting its marketing strategies, developing the skills of its marketing team, or improving the customer experience. Therefore, evaluating marketing performance can be considered a vital process for organizations as it helps them achieve continuous improvement in their performance.

#### 2.2.4 Marketing Performance Measurement Indicators

Organizations differ greatly in setting and identifying the indicators that suit them for measuring their marketing performance. There are financial metrics that focus on the long-term goals of the organization, but most business organizations focus on short-term profitable goals. (Boukhaloua & Ghattas, 2022, p. 44)

Marketing performance measurement indicators are defined as: "a set of techniques and indicators that the marketer puts in place to evaluate the organization's performance." (Renaud & Jean, 1997, p. 735)

They are also defined as: "simple quantitative criteria derived from the organization's objectives and strategies, often expressed in the form of numbers, and also expressed in a temporal manner, measuring the effectiveness and efficiency of the marketing function in achieving customer satisfaction and ensuring their loyalty." (Ismail & Yahiaoui, 2019, p. 22)

From the two preceding definitions, we can define marketing performance measurement indicators as: a set of quantitative metrics and techniques used to determine and evaluate the level of success of marketing activities in the organization. They are crucial tools for measuring the impact of marketing activities on the overall objectives of the organization.

### 3. Applied Aspect of the Study:

#### 3.1 Brief Overview of the Three Operators in the Algerian Mobile Market:

We will discuss the characteristics of the three operators (Mobilis, Djezzy, Ooredoo) to introduce each company through the following table:

**Table (1): Characteristics of the Three Operators in the Algerian Mobile Market**

	<b>Wataniya Telecom Algérie (WTA)</b>	<b>ATM (Algérie Télécom Mobilis)</b>	<b>OTA (Optimum Telecom Algérie)</b>
<b>Parent Company</b>	Wataniya Telecom Kuwait, with a capital of over \$10 billion.	Algérie Télécom, established by Law 03/2000, with a capital of 50 billion DZD.	Egyptian holding company Orascom Telecom Holding, with a capital of \$2.5 billion.
<b>License Date</b>	20/12/2003	26/05/2002	11/07/2001
<b>License Value</b>	\$421 million.	National operator by way of settlement.	\$737 million.
<b>Activity Start Date</b>	25/08/2004	December 2003	15/02/2002
<b>Capital</b>	100,000,000 DZD.	100,000,000 DZD divided into 1000 shares.	415,668,200 DZD.
<b>Investment Value</b>	\$1 billion	\$2.1 billion	\$2.2 billion
<b>Legal Form</b>	Joint-stock company.	Public economic enterprise with shares (SPA).	Joint-stock company; 96.57% for the National Investment Fund and 3.43% for CEVITAL.
<b>Investors</b>	KIPCO/Wataniya	ERICSSON/ZTE/HUAWEI	National Investment Fund, CEVITAL
<b>Technology</b>	GSM/GPRS/EDGE/3G/4G	GSM/GPRS/UMTS/3G/4G	GSM/GPRS/3G/4G
<b>Accreditations</b>	Quality Certificate/Medal of Merit	Concession by the Regulatory Authority	ISO9001/ISO4401 Certificate
<b>Website</b>	www.Ooredoo.dz	www.Mobilis.dz	www.djezzy.dz

**Source:** Prepared by the researchers based on www.arpt.dz and Chegrarri Mohamed, previous reference, p. 289.

### 2.3 Presentation and Analysis of Research Results:

We will attempt to evaluate the marketing performance of the three operators (Mobilis, Djezzy, and Ooredoo). However, this can only be done with the help of a set of indicators. In our study, we will focus on the most important ones: the number of subscribers, turnover, and market share. An organization that can retain its customers and attract new ones will inevitably be able to grow its turnover, leading to an increase in its market share, which we will analyze as follows:

#### 1.2.3 Number of Subscribers:

In this section, we will present the evolution of the number of subscribers (customers) for each of the three mobile operators Mobilis, Djezzy, and Ooredoo for twenty-one years from 2003 to 2024, highlighting the most significant changes that occurred in the growth of the number of subscribers during this period, through the following table showing the evolution of the number of subscribers for the three operators:

**Table (2): Total Subscriber Base for Each Operator from 2003 to 2024**

Year	Mobilis	Djezzy	Ooredoo
2003	167,662	1,279,265	0
2004	1,176,485	3,418,367	287,562
2005	4,907,960	7,276,834	1,476,561
2006	7,476,104	10,530,826	2,991,024
2007	9,692,762	13,382,253	4,487,706
2008	7,703,689	14,108,857	5,218,926
2009	10,079,500	14,617,642	8,032,682
2010	9,446,774	15,087,393	8,245,998
2011	10,515,914	16,595,233	8,504,779
2012	10,622,884	17,845,669	9,059,150
2013	12,538,475	17,585,327	9,506,545
2014	13,022,295	18,612,148	11,663,731
2015	14,087,440	17,005,165	12,298,360
2016	16,885,490	16,360,904	12,571,452
2017	18,365,148	14,947,870	12,532,647
2018	19,106,401	15,848,104	12,199,759
2019	18,633,371	14,707,625	12,084,537
2020	18,974,678	14,363,102	12,217,893
2021	19,829,935	14,593,618	12,592,204
2022	21,098,772	15,177,875	12,742,119
2023	22,517,967	15,897,659	13,106,521
2024	23,101,816	16,469,034	14,479,676

**Source:** Prepared by the researchers based on the Postal and Telecommunications Regulatory Authority and the Algerian Mobile Market Observatory.

We will detail this evolution based on the data available in the previous table as follows:

**For Mobilis:** The growth in the number of subscribers can be divided into the following periods:

- Mobilis started with a small number of subscribers in 2003 (estimated at about 167,662 subscribers), the year mobile services were launched in Algeria, when the service was entirely new to the market, and prices were relatively high at the launch stage. However, it achieved tremendous growth, with the number of subscribers reaching 12.5 million in 2013. This figure reflects Mobilis's ability to attract new subscribers in the Algerian market despite its modest start.
- It is noteworthy that Mobilis continued its strong growth after 2013, with the number of subscribers rising to 23.10 million in 2024. Mobile services saw a remarkable development in terms of the quality of service provided, in addition to the introduction of 3G and 4G networks, which attracted more new customers. It appears that Mobilis benefited from successful expansion strategies and continuously attracted more customers.

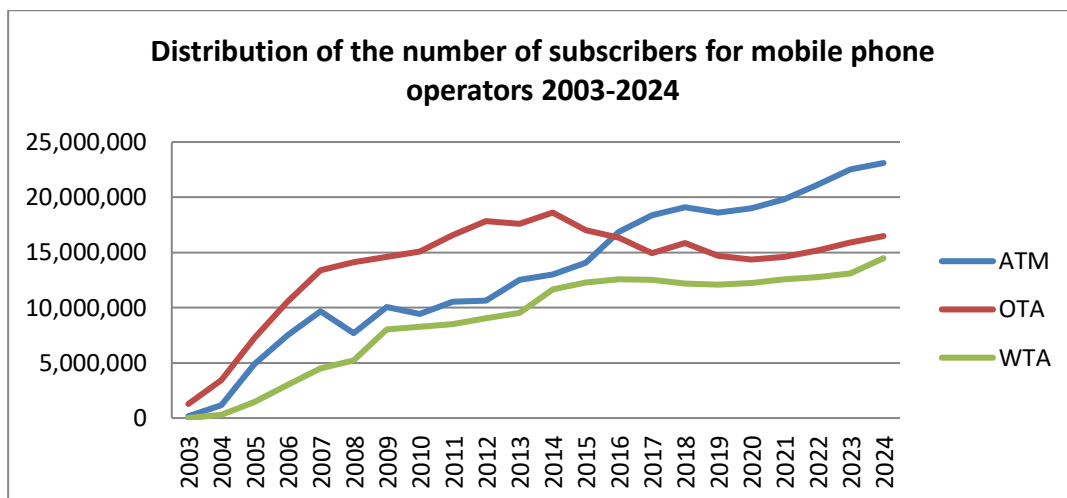
**For Djezzy:** The growth of its subscribers can be divided into the following periods:

- Djezzy had about 1.3 million subscribers in 2003 and recorded remarkable growth to reach 17.5 million subscribers in 2013. This reflects its great success in building a large customer base during this period. It entered with marketing strategies that enabled it to penetrate the market, and its affiliation with the Orascom Telecom group helped through its experience and activities in many countries.
- Although the company experienced some fluctuation in the number of subscribers due to certain events that led to a change in its ownership, it still retained a large number of them, reaching 16.46 million subscribers in 2024. This decline could be related to changes in the market and the business environment.

**For Ooredoo:** The growth of its subscribers can be divided into the following periods:

- Ooredoo started its activity in the Algerian market later than its competitors in 2004 with 287,562 subscribers, but it achieved rapid growth, reaching 9.5 million subscribers in 2013. This reflects its great success in attracting customers during the first decade, expanding in the Algerian market, increasing demand for its services, and growing its sales.
- During the period after 2013 and 2024, growth continued remarkably, with the number of subscribers rising to 14.47 million in 2024. However, the growth rate was less stable compared to previous years, reflecting its exposure to fierce competition from other companies.

The following figure shows the change in the growth of the number of subscribers (customers) for the three operators:



**Figure (2): Distribution of the number of subscribers for the three operators 2003-2024**

Source: Prepared by the researchers based on the Postal and Telecommunications Regulatory Authority and the Algerian Mobile Market Observatory.

From the figure above, we can divide the growth periods for the three operators as follows:

- **Period of rapid growth in the first decade:** From 2003 to 2013, the three companies witnessed accelerated growth in the number of subscribers.
- **Period of relative growth slowdown after 2013:** After 2013, Ooredoo and Djezzy saw a stabilization or even a slight decline in the number of subscribers, while Mobilis continued to grow significantly.
- **Market saturation period:** It is likely that the Algerian market reached a state of saturation after 2013, making it difficult for the three operators to attract new customers.

### 3.2.3 Turnover:

In this section, we will present the evolution of the turnover for each of the three mobile operators Mobilis, Djezzy, and Ooredoo from 2003 to 2024, highlighting the most significant changes that occurred in the growth of turnover during this period. The following table shows the evolution of turnover for the three operators:

**Table (3): Turnover (in billion DZD) for each operator from 2003 to 2024**

Year	ATM (Mobilis)	OTA (Djezzy)	WTA (Ooredoo)
2003	6.91	28.08	0
2004	19.81	55	1.19
2005	24.89	83.25	11.26
2006	26.92	115	18.89
2007	39.99	115.87	35.84
2008	41.25	116.13	57.48
2009	47.74	112.37	62.01
2010	47.9	112.61	62.07
2011	55.89	123.88	66.3

Year	ATM (Mobilis)	OTA (Djezzy)	WTA (Ooredoo)
2012	68.6	136.01	69.93
2013	79.46	143.67	76.66
2014	86.74	136.81	100.72
2015	103.62	125.68	110.7
2016	122.38	114.8	112.2
2017	126.78	105.5	104.2
2018	115.37	94.8	88.3
2019	110.52	92.5	81.8
2020	115	87.19	81.85
2021	122.3	88.85	86.74
2022	144	93.51	84.5
2023	150.1	102.4	90.87
2024	156	112.64	104.6

**Source:** Prepared by the researchers based on the Postal and Telecommunications Regulatory Authority and the Algerian Mobile Market Observatory

We will clarify this evolution based on the data available in the above table as follows:

**For Mobilis:**

- In the period from the beginning of its activity until 2013, Mobilis started with a turnover of 6.91 billion DZD in 2003 and achieved gradual growth to reach 79.46 billion DZD in 2013. This growth reflects the company's stability and its success in acquiring a large customer base over time.
- Mobilis continued its steady growth after 2013 to reach 156 billion DZD in 2024, which is the highest turnover in the Algerian telecommunications market. This indicates that the company managed to achieve significant stability and growth thanks to its expansion strategies and the improvement of its services.

**For Djezzy:**

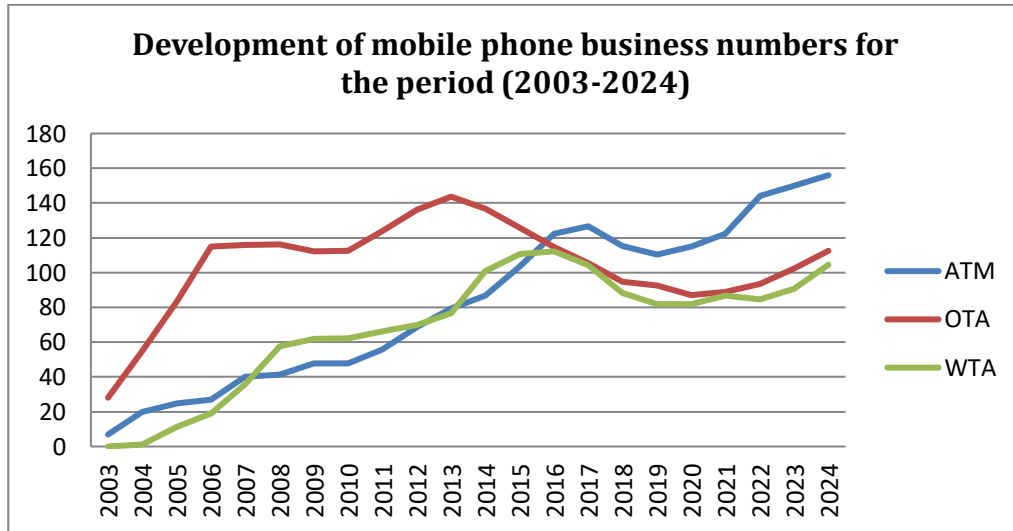
- Djezzy achieved remarkable revenues from its inception, reaching 28.08 billion DZD in 2003, and continued to grow rapidly to reach 143.67 billion DZD in 2013. This growth reflects the company's success in building a large customer base and providing competitive services in the Algerian market.
- After reaching its peak revenue in 2013, the company witnessed a decline in the following years, with revenues dropping to 87.19 billion DZD in 2020. However, the company recorded a remarkable recovery between 2021 and 2024, with revenues rising to 112.64 billion DZD in 2024, reflecting its continuous efforts and constant keenness to improve its performance and regain its market share.

**For Ooredoo:**

- Ooredoo started with very modest revenues compared to Mobilis and Djezzy, reaching 1.19 billion DZD in 2004 and gradually increasing to 76.66 billion DZD in 2013. The early years (2004-2007) were a period of rapid growth for the company, with revenues rising from 1.19 billion DZD in 2004 to 35.84 billion DZD in 2007, reflecting significant expansion in the Algerian market and an increase in subscribers during this period.

- In the second half of the studied period, revenue growth continued, peaking in 2015 at 110.7 billion DZD. After that, the company saw a noticeable decline in revenues to 81.8 billion DZD in 2019, before recovering again to reach 104.6 billion DZD in 2024. This indicates that the company managed to achieve stability in a saturated but competitive market.

The following figure shows the change in the evolution of turnover for the three operators:



**Figure (3): Evolution of turnover for mobile phone operators from 2003 to 2023**

**Source:** Prepared by the researcher based on the Postal and Telecommunications Regulatory Authority and the Algerian Mobile Market Observatory.

From the previous figure, the growth stages of the turnover for the three companies can be divided into:

- **Rapid Growth Stage:** Mobilis, Djazzy, and Ooredoo all experienced significant revenue growth during the period between 2003 and 2013. This was due to the rapid expansion of the mobile telecommunications market and the increasing demand for mobile phone services, which were in their infancy in the Algerian market. Djazzy recorded the highest growth rate during this period, outperforming the other companies. This reflects its ability to effectively exploit market opportunities during the first decade of the 21st century, leveraging its affiliation with the Orascom Telecom group and benefiting from its experience.
- **Stability and Challenges Stage:** After 2013, all companies faced increasing challenges due to market saturation and increased competition. However, Mobilis managed to achieve continuous growth, with its revenues rising to 156 billion DZD in 2024, indicating its successful strategies in improving its marketing performance. On the other hand, Ooredoo and Djazzy witnessed some decline in their revenues during the middle of the second decade (2015-2020), but both soon managed to regain some stability in recent years.

### 3.2.3 Market Share:

In this section, we will analyze the main changes that the three companies have witnessed in their market share, and we will present them through the following table:

**Table (4): Total Subscriber Base Percentage for Each Operator from 2003 to 2024**

Year	ATM (Mobilis) %	OTA (Djezzy) %	WTA (Ooredoo) %
2003	11.59	88.41	0
2004	24.1	70.01	5.89
2005	35.93	53.27	10.81
2006	35.61	50.15	14.24
2007	35.17	48.55	16.28
2008	28.5	52.19	19.31
2009	30.8	44.66	24.54
2010	28.82	46.03	26.16
2011	29.53	46.59	23.88
2012	28.31	47.55	24.14
2013	31.51	44.47	24.02
2014	30.08	42.99	26.94
2015	32.47	39.19	28.34
2016	36.85	35.71	27.44
2017	40.06	32.6	27.34
2018	40.52	33.61	25.87
2019	41.02	32.38	26.6
2020	41.65	31.53	26.82
2021	42.18	31.04	26.78
2022	43.04	30.96	26.99
2023	43.7	30.86	25.44
2024	42.74	30.47	26.79

**Source:** Prepared by the researchers based on the Postal and Telecommunications Regulatory Authority and the Algerian Mobile Market Observatory.

We will detail this evolution precisely based on the data available in the table above as follows:

**For Mobilis:**

- Mobilis started with a somewhat small market share in 2003, estimated at 11.59%, but it managed to grow rapidly over the next ten years, with its share reaching 31.51% in 2013. This growth indicates the success of the company's strategies in increasing its market share and expanding its customer base by investing in technology and infrastructure.
- Mobilis's growth continued remarkably after 2013, with its market share reaching 42.74% in 2024, thus surpassing its competitors Djezzy and Ooredoo. This growth is a sign of its strong marketing performance.

**For Djezzy:**

- Djezzy was the dominant company at the beginning of the studied period, with its market share reaching 88.41% in 2003. However, its market share began to decline with the entry of new competitors into the market, reaching 44.47% in 2013. This reflects the intense

competition imposed by both Mobilis and Ooredoo after their entry and expansion into the market.

- During the period 2014-2024, Djezzy witnessed a continuous decline in its market share, falling to 30.47% in 2024 after being at 42.99% in 2014. This indicates that it could not maintain its previous dominance due to market changes and fierce competition with Mobilis and Ooredoo, although it remained a major operator in the Algerian market.

#### For Ooredoo:

- Wataniya Telecom Algérie (Ooredoo) started with a very low market share, not exceeding 5.89% in 2004, but it quickly rose to 24.02% in 2013. This reflects its success and ability to enter the Algerian market strongly and attract new customers thanks to its excellent marketing performance and its constant keenness to innovate new services.
- From 2014 to 2024, Wataniya Telecom Algérie continued to improve its market share, peaking in 2015 at 28.34%. However, it soon began to gradually decline to 26.79% in 2024. This reflects the impact of increased competition, especially from Mobilis and Djezzy, which led to a slight decline in the company's share despite relative stability.

The following figure shows the evolution of the market share for the three operators:

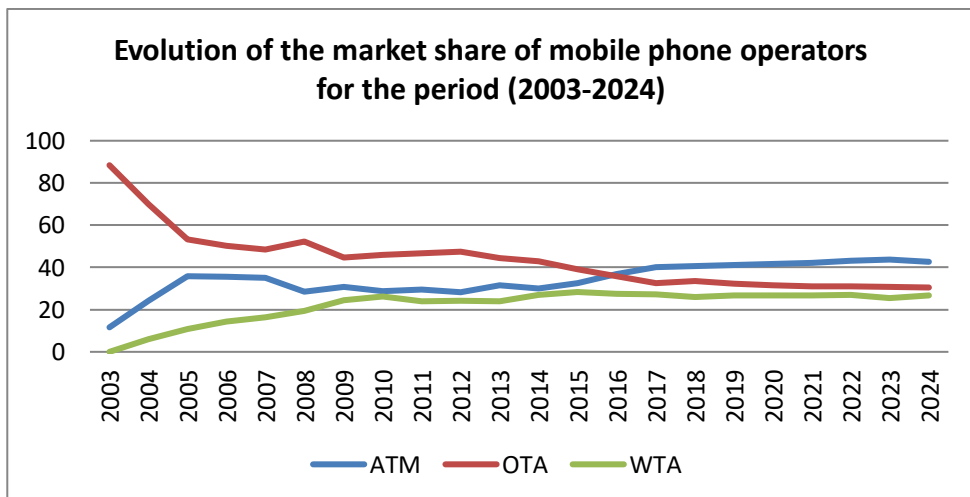


Figure (4): Evolution of the market share of mobile phone operators from 2003 to 2024

Source: Prepared by the researchers based on the Postal and Telecommunications Regulatory Authority and the Algerian Mobile Market Observatory.

From the previous figure, the stages of market share growth for the companies can be divided into two phases:

#### First Phase (2003-2013):

- **Djezzy** was the dominant company during the early years, capturing the largest share of the market since the beginning of its activity. However, over time, its market share witnessed a noticeable decline due to the entry of strong competitors like Ooredoo and Mobilis.
- **Mobilis** saw rapid growth in its market share from 2003 to 2013, reflecting the success of its expansion strategies and its investment in infrastructure to provide advanced services to customers.
- **Ooredoo** witnessed a rapid increase in its market share during its first decade of presence, managing to capture a significant market share in a short time, reflecting the effectiveness of its marketing plans and its ability to offer innovative services.

### Second Phase (2014-2024):

- **Mobilis** became the main operator in the market by 2024, with the largest market share reaching 42.74%. This reflects the success of the company's strategies in expanding its range of services, which made it surpass its competitors.
- **Djezzy** continued to decline during this period, losing part of its share to Mobilis to reach 30.47% in 2024. This decline may be the result of strong competition and the loss of some customers.
- In contrast, **Ooredoo** maintained a relatively stable market share during this period, but it could not achieve significant growth compared to its competitors, with its market share reaching 26.79% in 2024, reflecting its noticeable decline over the last ten years.

### Conclusion

In the fast-paced competitive environment of our current era, it has become necessary for organizations of all types to continuously evaluate their marketing performance to understand their market position. This facilitates achieving numerous competitive advantages, directing and allocating their resources efficiently, and thus achieving their goals effectively. From this perspective, our study attempted to evaluate the level of marketing performance of the mobile phone service sector companies in Algeria (Mobilis, Djezzy, Ooredoo). Through the information mentioned previously in the applied aspect of the study, we reached the following conclusions:

- Mobilis surpassed Ooredoo and Djezzy in its marketing performance on several key points, including extensive network coverage, service diversity, and competitive pricing.
- Ooredoo is distinguished by its long experience in the telecommunications field, translated into high-speed internet flow and a focus on technological innovation.
- Djezzy always focuses on providing distinct, high-quality services at competitive prices, which has made it an attractive option for customers. In addition to this, we can conclude the following:
- Measuring the number of subscribers (customers) is an important indicator of the effectiveness of an organization's marketing performance. An increase in the number of customers may be evidence of successful marketing performance and its contribution to attracting customers and expanding market share, and vice versa.
- The market share indicator provides the organization with an important view of its marketing performance and competitive position in a specific market. Based on this information, it can make appropriate strategic decisions to achieve success and growth in the market.
- The evolution of turnover is an important indicator for evaluating marketing performance and ultimately leads to better results in the organization's performance.

### Recommendations:

- Mobilis must continue to work on improving its marketing performance to maintain the position it has reached and to adapt to future changes.
- Djezzy must work hard to regain its market position by leveraging its previously mentioned strengths to improve its marketing performance.
- Ooredoo must continue to develop new services for its customers to attract more of them and strengthen relationships with them to ensure their loyalty, which will lead to an increase in its market share and turnover growth.
- In general, any organization, regardless of its type, must establish a comprehensive system of indicators that helps it measure and evaluate its marketing performance periodically to take the necessary corrective actions in a timely manner and at the lowest cost to ensure its survival and continuity.

## References

1. Castelnau, J. (2002). **Le pilotage stratégique (comment mobiliser l'entreprise collective)**. (E. d'organisation, Éd.) Paris, France. (The translation of the title is: **Strategic Steering (How to Mobilize the Collective Enterprise)**)
2. Don, O., & Andrew, A. (2007, 04). **Marketing performance measurement ability and firm performance**, *Journal of Marketing: American Marketing Association Electronic*, 71 (02), pp. 93-79.
3. Hay, W.N. (2006). **Marketing performance, Tracking & Improving Marketing Effectiveness**. Global Customer Intelligence practice.
4. Jacques, C., Loic, D., & Bruno, M. (2002). **Le pilotage stratégique (comment mobiliser l'entreprise collective)**. Paris, France: Edition d'organisation. (The translation of the title is: **Strategic Steering (How to Mobilize the Collective Enterprise)**)
5. Philip, K. (2000). **Marketing Management** (éd. The Millennium Edition). (Prentice Hall International, Ed.).
6. Renaud, M., & Jean, C. A. (1997). **Le marketing européen : stratégies et actions**. Paris, France: Publi Union. (The translation of the title is: **European Marketing: Strategies and Actions**)
7. Teemu, M., Saggi, S. G., Mika, R., & Jussi, S. (2004). **An empirical study on customer profitability accounting, customer orientation and business unit performance**. The EAA conference in Prague. Research seminars at the University of Technology Sydney and Macquarie university.
8. Tim, A., Flora, K., & Stefano, P. (2004). **Assessing Marketing Performance Reasons For Metrics Selection**. *Journal of Marketing Management*, 20 (03-04).
9. Tommy, H. (2022, 03 16). **Market Share as a Performance Measure: A Conceptual Framework**. *Management and Business Research Quarterly*, pp. 34-24.
10. Valentino, P. (2021, 11). **Market share structures: an exhaustive list and a research agenda**.
11. Abu Naba'a, A. A. (2006). **Contemporary Marketing: Principles - Theory and Practice**. Amman: Dar Al-Manahij for Publishing and Distribution.
12. Ahmed Akram Al-Tawil, & Walid Ali Al-Abbadi. (2013). **Supply Chain Management and the Dimensions of Operations Strategy and Performance**. Amman, Jordan: Dar Al-Hamid for Publishing and Distribution.
13. Ahmed Bin Daoudia, & Farhat Ghoul. (28 12, 2022). **Electronic Advertising Means and Their Impact on Improving Marketing Performance**. (*University of Algiers 03, Algeria, Ed.*) *Journal of Studies in Economics, Trade, and Finance*, 11 (01), pp. 270-245.
14. Al-Toumi Iman Gweider, & Hamid Fashit. (2020). **The Impact of Marketing Communications on Promoting the Marketing Performance of the Enterprise: A Theoretical Foundation**. *New Economy Journal*, 03.
15. Al-Tawil Akram Ahmed, & Al-Abbadi Ali Walid. (2013). **Supply Chain Management and the Dimensions of Operations Strategy and Performance**. Amman, Jordan: Dar Al-Hamid for Publishing and Distribution. (A repeat of entry 12)
16. Amal Baabouch. (2021). **Promoting the Marketing Performance of the Service Enterprise Through Customer Relationship Management (Case Study of a Group of Service Enterprises in El Oued)**. Doctoral Thesis in Commercial Sciences, . (*Faculty of Economic, Commercial, and Management Sciences, University of Blida, Ed.*) 02, **Algeria**.
17. Amin Adel Mohmel. (25 07, 2023). **Digital Marketing as a Mechanism to Increase Sales and Maximize Profits of Service Institutions in Algeria: Case Study**. (*University of Algiers 03, Algeria, Ed.*) *Al-Mu'assasah Journal*, 12 (01), pp. 104-91.
18. Badis Boukhroua, & Abdul Ghaffar Ghattas. (28 12, 2022). **The Impact of Innovative Marketing on Marketing Performance: The Case of Algérie Télécom - Ouargla**. (*University of Algiers 03, Ed.*) *Journal of Studies in Economics, Trade, and Finance* 2022, 11 (01), pp. 211-244.

19. Bekkouch, K. (2012). **The Impact of Environmental Technological Innovation on Promoting Marketing Performance**, Doctoral Thesis in Marketing, Department of Commercial Sciences, Algeria, 2012, p 126. (*A. D. Algiers 03, Ed.*) Algeria.
20. Jaber Al-Sayed Ahmed Ibrahim, & Mahmoud Hassan Hantash Issam. (2019). **The Management Series (Marketing, Communication, and Sales Management)** (1st Ed.). Egypt, Egypt: Dar Al-Elm wal-Iman for Publishing and Distribution.
21. Jamal Boutheldja, Khaled Touazit, & Yasser Merzougui. (31 12, 2019). **Measuring the Marketing Performance of Telecommunication Companies in Algeria from the Perspective of Agency and Commercial Space Managers**. (*University of Skikda, Algeria, Ed.*) *Arsad Journal for Economic and Administrative Studies*, 02 (02), pp. 97-77.
22. Hamza Meziane, & Ali Dahmani. (24 06, 2021). **The Role of Electronic Marketing in Developing Market Share: Case Study of a Group of Tourist Agencies in Chlef**. (*University of Chlef, Algeria, Ed.*) *North African Economics Journal*, 17 (02), pp. 322-307.
23. Hayat Rizki. (2020). **The Contribution of Customer Relationship Management in Influencing the Marketing Performance of the Enterprise: A Case Study of Tayba Food Company (Ramy)**. (Doctoral Thesis, Faculty of Economic, Commercial, and Management Sciences, University of Bouira, Ed.) **Algeria, Algeria**.
24. Khaled Touazit. (2019). **The Impact of Information and Communication Technology Applications on the Marketing Performance of Business Organizations: Case Study of the Telecommunications Sector in Algeria 2019**. (Doctoral Thesis in Commercial Sciences, Faculty of Economic, Commercial, and Management Sciences, University of Algiers 03, Algeria, Ed.) **Algeria**.
25. Adel Argabi, & Mohamed Bouchoucha. (01 03, 2018). **The Impact of Mobilis' Market Share Development on the Concentration of the Mobile Phone Service Industry in Algeria During the Period 2003-2015**. (*University of Batna 01, Algeria, Ed.*) *Journal of Industrial Economics*, 08 (01), pp. 169-156.
26. Abdul Rahman Muhammad Omar, Ibrahim Muhammad Roush, & Muhammad Ali Nizar. (2015). **Marketing Mix Strategies and Their Role in Increasing Market Share: An Exploratory Study of the Opinions of a Sample of Individuals Working in City Center Commercial Company in Zakho City**. (*University of Zakho, Iraq, Ed.*) *Journal of University of Zakho*, 03(B) (02).
27. Issam Mahmoud Hassan Hantash, & Ibrahim Jaber Al-Sayed Ahmed. (2019). **The Management Series (Marketing, Communication, and Sales Management)** (1st Ed.). Egypt, Egypt: Dar Al-Elm wal-Iman for Publishing and Distribution. (A repeat of entry 20)
28. Ali Haman Hassan. (2003). **Foreign Competition and Its Impact on the Sales Volume of Local Industries in the Libyan Market**. The Second Arab Forum, titled Marketing in the Arab World: Opportunities and Challenges. Doha, Qatar.
29. Gmiha Faissal. (31 01, 2018). **The Impact of New Product Innovation and Development on Increasing the Market Share of the Enterprise: Case Study of El Hodna Company for Milk and Derivatives Production in M'Sila**. (*University of Mostaganem, Algeria, Ed.*) *Journal of Strategy and Development*, 08 (01), pp. 286-265.
30. Karima Djellam. (2014). **The Role of Electronic Marketing in Improving Bank Performance and Achieving Customer Satisfaction: Case Study of Some Commercial Banks in Algeria**. Master's Thesis in Marketing and Business Administration. (*Faculty of Economic, Commercial, and Management Sciences, Department of Management Sciences, University of Mostaganem, Algeria, Ed.*) **Algeria**.
31. Laila Mesbah. (06, 2017). **The Impact of Applying Marketing Environment Auditing on the Marketing Performance of Enterprises: A Field Study of Mobile Phone Service Market Operators in Algeria**. (*University of Constantine 02, Algeria, Ed.*) *Journal of Economic Studies*, 02 (04), pp. 648-634.
32. Mohamed Ben M'heires. (2022). **The Role of Information and Communication Technology in Improving the Marketing Performance of the Economic Enterprise: Case Study of**

- Algérie Poste Enterprise.** Doctoral Thesis in Economic Sciences. (*Faculty of Economic, Commercial, and Management Sciences, Amar Telidji University, Laghouat, Algeria, Ed.*) **Algeria.**
33. **Mohamed Abdel Mohsen Tawfik.** (2003). **Marketing and Strengthening the Competitive Ability for Export.** Cairo, Egypt: Dar Al-Nahda Al-Arabiya.
  34. **Mohamed Hadi, & Omar Laalaoui.** (28 07, 2020). **The Impact of the Market Orientation Concept on Improving and Developing the Marketing Performance of the Enterprise.** (*University of M'Sila, Algeria, Ed.*) *Journal of Economic, Management, and Commercial Sciences*, 13 (01), pp. 35-15.
  35. **Mouloud, H., & Hafsi, H.** (2020, 07 30). **The Importance of Using Information Technology in Improving the Marketing Performance of the Enterprise.** (*University of Algiers, Ed.*) *Journal of Economic Dimensions*, 10 (01), pp. 67-87.
  36. **Nesrine Ismail, & Ilham Yahiaoui.** (16 07, 2019). **The Impact of Organizational Culture on Marketing Performance in the Industrial Enterprise.** (*Tissemsilt University Center, Algeria, Ed.*) *Al-Mi'yar Journal*, 10 (02), pp. 18-37.
  37. **Nawal Boukrieta.** (2011). **The Impact of Communication on Raising the Marketing Performance of the Service Enterprise: Case Study of a Travel and Tourism Agency.** (Master's Thesis, Faculty of Economic, Commercial, and Management Sciences, Department of Commercial Sciences, University of Algiers 03, Ed.)