

The applicability of marketing to the conditions of African countries

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Abstract

The question of applicability of the principles and techniques of marketing in the African countries is still a hot debate since the conditions of these countries have not completely changed. Admittedly, the usefulness of marketing is no longer to be proved. However, for some authors marketing is a discipline unsuited to the conditions of the aforementioned countries, because of certain objections of principle, practical obstacles, oppositions and

imbalances. The present work discusses each of their arguments and demonstrates that they are devoid of any scientific underpinning. It shows that there is no incompatibility between the foundations of marketing and the conditions of African countries because marketing is applicable discipline to all fields whose vocation is to be adapted and adapt its tools to all kinds of environments. In addition, it is necessary in any development program.

Index Terms: Marketing, underdevelopment, development, adaptation

Modern and scientific marketing was born in the United States and was imported into Europe around the 1950s. If the similarity of culture, civilization, level of development and economic conditions of countries like the United States and European countries have enabled relatively easy integration of marketing techniques, we are entitled to question the possibilities of integrating this discipline in African countries with different cultures, levels of development and economic conditions,... For some authors¹, marketing is the logical outcome of modern Western economy and society. Its principles and techniques are recent. They appeared and developed in a favorable environment characterized by the existence of "an industrial fabric with a tight network, advanced infrastructures (in administrative terms, communications, services) and of a population almost completely literate. Faced with this observation, these authors wonder whether, in developing countries (D.C.), marketing really matters when such conditions are not met, if there are no other priorities and if it is not premature to apply the techniques on it. By analyzing the conditions of the D.C., they concluded that marketing is a discipline incompatible and unsuitable for the conditions of these countries, due to certain objections in principle, practical obstacles, oppositions and imbalances. The following survey will attempt to discuss the scientific validity of their arguments.

1 / Critical analysis of the principle's objections opposing the introduction of marketing in the D.C. These are mainly objections related to the low level of development in the D.C., and the high cost of the marketing activity.

The objection linked to the low level of development of the D.C. : According to N. Akasbi², if in these countries [western countries] marketing was the product of a certain development, in most of the third

¹ N. Akasbi, R. De Maricourt, P. Pascallon, S. Amroun.

² N. Akasbi, « La fonction commerciale dans les entreprises industrielles au Maroc – essai de typologie (Les leçons d'une enquête) », in *Gestion et Société*, décembre 1983, N° 12.

world countries nowadays, it is grafted on underdevelopment and therefore itself becomes a mark of underdevelopment. He added, under these conditions, marketing itself becomes both a product and a driver to underdevelopment. According to R. De Maricourt³, the first objection consists in the little advanced stage of development in D.C. because marketing is only compatible with an advanced stage of development. That is to say, marketing must follow, not precede, economic development. The D.C. should, therefore, first care about setting up the necessary industries and infrastructures before thinking of resorting to marketing.

By linking the application of marketing to the advanced stage of economic development, N. Akasbi and R. De Maricourt seem to forget that marketing is as old as exchange and applicable whenever an exchange relationship is initiated, disregarding the degree of development of the country. In fact, management [including marketing] was invented thousands of years ago, but was not discovered until after World War II.⁴ The Chinese have shown a marketing spirit and were concerned with satisfying their customers long before the Westerners.⁵ Hence, marketing is very old and cannot be linked to the current stage of development in developed countries. Its appearance precedes, by far, the modern scientific revolution. Certainly, the West has conceptualized it, developed and refined its instruments, but it cannot claim the exclusivity of its practice.⁶ In addition, we should not forget that the complexity of the environment (economic, demographic, social...), which made these instruments necessary; and it is recent scientific and technological development that has made them possible. Previously, the need to resort to

³ R. De Maricourt, « Les principes et techniques de marketing sont-ils applicables aux pays en voie de développement ? », in *Revue Française du Marketing* – n° 112 – 1987/2.

⁴ P. Drucker, "*Post-Capitalist Society*", Harper Business. New York City 1993.

⁵ J.-J. Croutsche, « *Marketing opérationnel : Liaisons et interfaces dans l'entreprise* », Ed Eska 1993.

⁶ M. Lahbabi, « *Création marketing* », Editions le fenec 1991.

such sophisticated instruments was not felt because the producers (craftsmen) established direct relationships with their customers and, consequently, controlled their needs and the communication was direct and easy between the two parties.

In addition, by thinking that marketing is incompatible with the early stage of development of D.C., these authors also seem to forget that marketing is above all a permanent commitment to adaptation in the broad sense of the term: Adaptation of the company to its environment and adaptation of the techniques and marketing strategies to its resources and the specifics of its environment. It follows that the application of marketing does not, first, require setting up the necessary industries and infrastructure because it is up to it to adapt to the conditions of the developing countries.

The objection linked to the high cost of marketing activity: For R. De Maricourt⁷, the high costs of marketing activity (market research, advertising, etc.) can be considered as a waste of particularly scarce human and financial resources in the developing countries. Hence, the author's question: Would it not be better to devote these resources to the development of production and the improvement of productive techniques, in the sectors considered to be priorities for agriculture and industry?

In my stance, the answer to this question goes through two more fundamental questions: What would be the use of devoting resources to the development of production and the improvement of productive techniques, if production, itself, does not answer any need or at least does not correspond perfectly to it or still meets the needs considered by the population less essential than others to which the production does not correspond? With this production without marketing and therefore, not corresponding to the needs of consumers, do not we open the door to foreign competition?

The answer to this question is obvious. Contrary to what the author claims, the

⁷ R. De Maricourt, op. cit.

opportunity to devote resources to marketing, especially in D.C. is very large. As J. Mc Carthy and W.D. Perreault Jr. have noted, Improved marketing allows better use of economic resources, which become more suited to consumer needs. [...] Without an effective macro-marketing system, the least developed nations are condemned to the "vicious circle of poverty".⁸ The waste does not consist, therefore, in the costs of applying marketing, but in the costs of not applying this discipline (poor quality, defects, customer dissatisfaction, low loyalty rate to products, poor image of brand, preference of consumers in these countries for foreign products, bankruptcies of national companies ...).

On the one hand, if the African company is, of course, obliged to adopt the marketing spirit which is universal, it is not obliged, contrariwise, to use the same techniques as the Western company that are sometimes expensive, and sometimes not adapted to the environment of developing countries. If Japanese companies have become world leaders, it is not by inventing new marketing concepts or using sophisticated and expensive techniques, but by using conventional marketing techniques with a lot of common sense. Instead of getting lost in very sophisticated marketing models, they often opt for easy-to-use tools⁹.

2 / Critical analysis of the practical obstacles face to the introduction of marketing in the Developing Countries: The followers of the thesis of marketing inapplicability to the D.C., think that three practical obstacles erect in front of the introduction of this discipline in these countries.

The obstacle linked to the "production spirit" that guides the D.C.: For R. De Maricourt¹⁰, the first obstacle face to the introduction of marketing in D.C. consists of the "production spirit" that drives the elites of

⁸ J. Mc Carthy et W.D. Perreault, "Basic Marketing: A Global-Managerial Approach", 14th Edition McGraw-Hill 2002.

⁹ D. Turpin, « Le marketing est aussi japonais », in *Revue Française de Gestion*, Nov-Dec 1992.

¹⁰ R. De Maricourt, op. cit.

these countries as well as numerous development experts from advanced countries and international organizations. This "production spirit" "leads them to focus on the development of techniques and productivity, as a condition of economic progress, rather than on marketing and distribution.

On the one hand, the "production spirit" is by no means the prerogative of D.C. So far, it has also characterized certain sectors in advanced countries. It suffices to cite the phenomenon of planned product obsolescence, which constitutes a step backwards towards the "sales spirit" or even "production spirit" of large Western companies.

On the other hand, by making the "production spirit" that drives the D.C. an obstacle to the introduction of marketing in these countries, R. De Maricourt makes this spirit inevitable, whereas the latter in no way constitutes an obstacle to "the marketing spirit". It is only a simple step in the process of marketing development, which soon disappears once the conditions for its existence (weak competition, high demand, etc.) no longer exist.

The obstacle linked to the "import optic" of the intermediaries of the D.C.: From the point of view of R. De Maricourt¹¹ always, the second obstacle resides in "import optic" for which many intermediaries opt in these countries which depend largely on imports for most of the manufactured products. These are often random, irregular and heavily taxed by governments that want to limit the outflow of currency in this way. This "import optic" constitutes, in the author's stance, an obstacle to marketing insofar as this state of things gives rise to a "sellers market" based on a chronic shortage which generates among distributors this "import optic": They seek to "seize the opportunity" rather than penetrate the market deep and push the products to the consumer.

Undoubtedly, this low penetration, which, according to the author, creates a shortage market, is more attributable to Western producers, themselves, than to

distributors in the host countries. In reality, it is the producers and exporters of the Western countries who lack the will and, therefore, do not engage enough in the markets of the developing countries, that is to motivate the distributors of the "third world" countries with the aim of having a long-term commitment on the part of the latter, either to come and settle in these markets by relocating, at least partially, their activities or by creating their own commercial representations in these countries.

In addition, the success of this sales perspective is considered as foreign products in D.C. is more due to the lack of local products in marketing. So this import perspective is a concrete proof of the need for the introduction of marketing in these countries

The obstacle linked to the structure of the distribution circuits in the D.C.: R. De Maricourt¹² argues that not only the mentality of distributors, but also the structure of distribution channels is an obstacle to the development of marketing. The D.C. are almost always characterized by a generally inefficient and very expensive distribution, compared to the services which it renders, that increases the prices to the consumer and attenuates or even cancels the effects of the improvements of productivity which could have been obtained in agriculture or industry. Among the characteristics of distribution in developing countries, which, according to this author, not only hamper economic progress, but block any development of mass marketing in these countries, we find: The atomization of trade (street vendors, small street vendors and outdoor markets); the low specialization and incompetence of intermediaries, especially in the field of inventory management and financing; the lack of satisfactory after-sales service.

All these arguments of the ineffectiveness of the distribution in the D.C., advanced above, are easily refuted.

- Regarding the atomization of distribution, the preponderance of itinerant

¹¹ R. De Maricourt, op. cit.

¹² R. De Maricourt, op. cit.

merchants and outdoor souks, do we not find there the most effective means to approach a clientele scattered in vast territories and composed, in most of the cases of nomads. It should be remembered, in this context, that if the major American cigarette brands are widely distributed in Morocco and are made available to customers with low purchasing power, it is thanks to informal distribution channels composed of street vendors who sell them by cigarette and not by package. In addition, remember that "door to door" is practiced by large multinational companies in different countries.¹³

- The accumulation by intermediaries of the functions of wholesaler, semi-wholesaler, retailer or even importer does not in any way constitute an obstacle to marketing, especially if the intermediaries distinguish well between these different functions and reserve a particular treatment for each category of customers (semi-wholesalers, retailers, end consumers).

- Regarding the low specialization and incompetence of intermediaries, the author here uses a humiliating language resulting from a feeling of superiority vis-à-vis the intermediaries of these countries by treating them as incompetent. As for the low specialization and the financial incapacity and even the lack of competence, they cannot in any way constitute an obstacle in front of marketing insofar as it can easily be remedied (training, financial support ...). In addition, beyond the validity of these arguments and as noted by Mr. Lahbabi, "the cities - less than the countryside for obvious reasons and specific to any country - have efficient distribution systems that often have nothing to envy the most efficient circuits encountered in the West."¹⁴ In addition, admittedly, in current

time, the market part of organized trade only reaches 5 to 20% of the market depending on the country. However, the situation will change in the next 5 years. More than 200 shopping centers in Africa are currently in projects (4 million m²).¹⁵

The obstacle linked to the absence of a monetary economy in the D.C. : For R. De Maricourt¹⁶, in the D.C., a majority of the population of the countryside lives in a pre-monetary economy, based on self-consumption and barter. This hardly favors the introduction of marketing, based on the concepts of market and exchange.

In addition to the questionable nature of this absence of the monetary economy in these countries, the author seems to forget that marketing is linked to the exchange relationship - exchange which does not necessarily relate to a good for money, but which can relate to two goods, ideas, two currencies ...- and not to the existence of a monetary economy. The existence of currency is not a necessary condition for the application of marketing. In other words, the application of marketing is not related to the intervention of money in the exchange relationship. If money is often involved in the exchange, it is mainly to make it easy to achieve. Thus, the absence of a monetary economy is far from being an obstacle to marketing. Besides, it makes exchange less easy. It is important to remember that bartering is a common practice at the international level. Several companies like Pan American Airways, Pepsi-Cola, Renault, Mercedes, the underwear manufacturer Eminence ... were forced to use barter in order to conquer the markets of certain countries.¹⁷ In addition, if a certain weakness of the monetary economy is noticed in the D.C., it is especially at the level of the

¹³ You can also consult on this subject :

- W.J. Keegan and M.C. Green, « Global Marketing », Pearson, 7th ed. 2013.
- P.R. Cateora, M.C. Gilly and J.L. Graham, « International marketing », McGraw-Hill/Irwin 2011.

¹⁴ M. Lahbabi, op. cit.

You can also consult on this subject : M.-J. Neveu Tafforeau et D. Diagne, « Essor des supermarchés en Afrique : risque ou opportunité pour la production

locale ? », in Grain de sel n° 75 - juillet 2017 – août 2018.

¹⁵ SAD-Marketing, « Pourquoi et comment la grande distribution va se développer en Afrique ? », Dossier sur La grande distribution en Afrique, 2017.

¹⁶ R. De Maricourt, op. cit.

¹⁷ You can also consult on this subject :

- P.R. Cateora, M.C. Gilly and J.L. Graham, op. cit.
- W.J. Keegan and M.C. Green, op. cit.
- R.E. Weigand, « L'art du troc international », in Harvard-L'Expansion N°8 printemps 1978.

distant countryside and does not constitute in any way a handicap.

The obstacle linked to the high rate of illiteracy in the D.C.: The high illiteracy rate, according to R. De Maricourt¹⁸, hinders written communication, which is very important for marketing activity: both on the product (brand, advice on use) and on promotion, advertising or investigations. According to N. Akesbi¹⁹, this phenomenon also hinders certain market research techniques such as panels.

By considering illiteracy as an obstacle to the introduction of marketing in the D.C. on the pretext that it interferes with written communication in matters of marketing and certain market research techniques, these authors seem to ignore the very foundations of marketing. Indeed, if communication is one of the fundamental pillars of the marketing mix, written communication has never been an obligation for the company which must choose the means of communication most suited to its target. So, if we admit that written communication is not possible in these countries, that does not prevent the company from having recourse to other means of communication possible in these countries and adapted to the target such as radio ... or even traditional means such as town criers which can in some cases be useful and effective. On the other hand, with regard to the panel technique, respondents are not obliged to express themselves in writing. The main thing is to have the information sought.

The obstacle linked to the insufficient infrastructure in the D.C.: The last obstacle cited by R. De Maricourt²⁰, lies in the weakness and inadequacy of infrastructure in these countries, which hampers the development of Western marketing. Here he gives the example of the transport of goods which are difficult and costly in the aforementioned countries due to the lack of roads and railways or their obsolescence. This lack is also noted at the level of ports and storage facilities. Posts and telephones work

poorly and are unreliable. The low electrification rate of the countryside combined with an irregularity in the supply of this material does not favor household appliances, especially in very useful refrigerators in these countries. An absence of reliable statistics is also noted in these.

It must be recognized that with regard to this "obstacle", the author is, most of the time, irrelevant. By wanting to argue his position, he speaks not of the incompatibility of marketing with the conditions of D.C., but of the unsuitability and incompatibility of Western products with the conditions of D.C. For example, by citing the obstacle of the low electrification rate in the countryside, and to a lesser extent in the cities, which does not encourage the development of sales of household appliances, especially refrigerators, given the fact that these countries belong to hot regions, the author does not speak of an obstacle to the integration of marketing. This is an obstacle to the marketing of Western products in these countries; obstacle which arises from the non-adaptation of these products (refrigerators, for example) to the needs, lifestyle of consumers and environments of D.C.

Even worse, even speaking of the degree of adaptation of the conditions of the D.C. to products from Western countries, he shows an anti-marketing spirit because he seeks to know the degree of adequacy of the conditions of these countries to Western products instead of seeking to know the degree of adequacy of Western products to the conditions developing countries. This is not a reversal of the location of the words in the sentence, but a change of vision. In the first case, we seek to know the degree of adequacy of the environment of the D.C. to a prefabricated product according to the needs of Western countries and the characteristics of their environments. Thus, the author starts from the product and not from the need (which comes under the "pre-marketing" vision), while in marketing we always start from the need to arrive at the product. In other words, the author reasons in terms of product instead of reasoning in terms of need to be satisfied.

¹⁸ R. De Maricourt, op. cit.

¹⁹ N. Akesbi, op. cit.

²⁰ R. De Maricourt, op. cit.

In addition, in reflecting on this, the author also shows short-sightedness because a characteristic such as the low electrification rate of these countries does not in any way impede the introduction of marketing in these countries, nor even that of western products. On the contrary, it militates in favor of a massive use of marketing to study closely the needs of the inhabitants of the D.C. and adapt these products to local conditions of use by creating, for example, household appliances running on solar energy, abundant in the majority of these countries.²¹

It should be noted, finally, that even with regard to marketing techniques, certainly, the environments of D.C. make the application of some of these techniques more restrictive, without constituting a real obstacle before their application, of course, with a little more means and especially of will and imagination. For example, as GM Henault²² points out, the traditional techniques of classical market research by sampling cannot be used with confidence and should, in the end, be relegated to oblivion, given the absence of statistics in developing countries. However, does not mean that we are disarmed because other techniques are possible such as the use of test markets (provided they are well selected) which is, according to this author, certainly the cheaper and easier to control for the collection of micro-economic information which is used to define the marketing strategy.

Thus, as R. De Maricourt himself acknowledges: to succeed in poor countries and really contribute to their development, marketing particularly needs to be transposed and adapted to the specificities of their cultures and their economic environment²³

²¹ You can also consult on this subject : H. Boyé et J. Akowanou, « Les énergies renouvelables, le cas du solaire en Afrique, et plus particulièrement au Bénin », in Réalités Industrielles - Août 2019 - Annales des Mines.

²² G.M. Henault, « Marketing et développement : spécificités stratégiques du secteur agro-alimentaire dans le Tiers-Monde », in Revue Française du Marketing 1982/4 Cahier 91.

²³ R. De Maricourt, op. cit.

For some examples of possible adaptation in various fields, proposed by the authors, see :

- R. De Maricourt, op. cit.

Indeed, if Western marketing techniques are unsuitable for D.C., that does not mean that we are condemned to stand still. On the contrary, it militates more in favor of more dynamism and creativity to adapt these techniques to the third world context and, if necessary, to create new techniques which are inspired by this context.²⁴

Furthermore, it should be remembered that these infrastructures are experiencing and will undoubtedly experience an evolution.²⁵

3 / Critical analysis of the oppositions existing between the philosophy of marketing-management and the values of the traditional environment of "Third World" societies

The opposition existing between Western "individualism" and the "solidarism" of traditional societies: P. Pascallon²⁶ opposes "individualism" which is one of the principles of the Western world to "solidarism" characterizing traditional "third world" societies. For him, as an approach having the major concern of always taking the individual consumer and his needs as the basis of action and as a reference for success, marketing is

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- Ph. Malaval et B. Schadeck, « Marketing facteur de développement : l'émergence des pays du Sud », Editions L'Harmattan 2000.

²⁴ For examples of companies that have adapted their marketing techniques to the context of D.C. see : Ph. Kotler and K. Keller, « Marketing Management », Ed Pearson 2015.

²⁵ See as examples :

- Fonds international de développement agricole (FIDA), « L'initiative relative aux services financiers postaux en Afrique: La success story de l'offre de transferts d'argent aux bureaux de poste en Afrique », Mars 2018.
- J.-M. Huet et O. Darondel, « E-commerce : comment l'Afrique est en train de l'adopter », in Le point Economie 12/2019.
- A. Ducass, « La transition numérique de l'Afrique et les emplois induits Le risque d'une génération Ninja ? », in Réalités Industrielles - Août 2019 - Annales des Mines.
- M. Pezzini et A. Minsat, « L'industrialisation de l'Afrique nécessite une approche continentale en association avec les entrepreneurs locaux », in Réalités Industrielles - Août 2019 - Annales des Mines.

²⁶ P. Pascallon, « Le marketing-management occidental et les pays de Tiers-Monde », in Revue Française du Marketing, n° 112 - 1987/2.

applicable only in Western societies because of the compatibility of its foundations with the individualist values that drive these societies. It is not applicable to D.C. because in contrast to this individualism underlying Western marketing management, traditional Third World societies are based on collective goals. [...] The keystone of all the traditional building rests well on the solidarity of community structures: "no individual", "individual" needs, "individual" initiative, entrepreneurial spirit "Individual", there is an absence in traditional ethics of any clue that might suggest the existence of a "spirit of capitalism" [...]. The individual is not an autonomous agent, he exists only through and in the group to which he belongs; being does not act primarily as an individual, but as a member of a whole occupying a certain place in it.

The first remark that we can make concerning P. Pascallon's remarks is that marketing is not only interested in individual needs, but also in collective needs. Moreover, it is a philosophy and an approach which is concerned with the satisfaction of needs and not with the needs themselves. So, whether these needs are individual or collective, this poses no problem because it is enough to study them well in order to offer them individual or collective satisfaction.

The second remark that can be made with regard to these remarks is that the author makes a radical distinction between Western societies characterized, according to him, by "individualism" and less advanced societies characterized, according to him always, by "solidarism". This distinction is unfounded. To prove the contrary of this thesis, it suffices to cite, as Mr. Lahbabi²⁷ recalls, the case of consumerist movements which are highly developed in the West and very underdeveloped in developing countries. Also, "it is true that in many third world countries, the consumer expresses himself, first, as a member of a group and, second, as an individual, [...] this attitude is not apparently different from that of the western consumer. The latter, of course, has the same reflexes. His choice will go to the attendance of certain

clubs likely to confirm his social position, his accommodation will inevitably be located in the district which most faithfully reflects his social affiliation ... Here, there is no need for arguments: From a rich or less rich country, the consumer - certainly with specific connotations - expresses his class position. In his daily gestures, he translates his belonging to a determined group which he considers dissimilar from the others²⁸ Indeed, whatever the country and its level of development, the consumer's purchasing behavior is likely to be influenced by several groups (family, tribe, social class, friends, neighbors, work colleagues, associations, clubs). A study of the distribution of air conditioners in a neighborhood of Philadelphia showed that purchases were very strongly concentrated along certain streets or in certain residential blocks. According to W.H. White²⁹ this is due to the fact that the group of neighbors of the one who made the first acquisition was led to imitate it. This study clearly shows that even in Western countries, the group has an important influence on the consumer. Consequently, when certain reference groups strongly influence purchasing, the company must analyze their composition and strive to reach the group's opinion leaders.³⁰

Furthermore, even the collective behavior of "third worlders" poses no problem in marketing since, among the main tasks of marketing managers, before launching the product, is to study all the factors capable of influencing the consumer's choice and purchasing behavior, including the possible influence of the group to which he belongs. Besides, one of the new evolutions of marketing which is tribal marketing aims precisely to create and maintain the relationship between consumers of the community (affective tribe) because the consumer is looking for a way to bond with others in one or more communities, the product must allow this link to be created.

²⁸ Ibid.

²⁹ W.H. White, « The web of word of mouth », Fortune, nov. 1962. Reported by J. Lendrevie et D. Lindon, « Mercator: Théorie et pratique du marketing », Editions Dalloz, 4^{ème} édition 1993.

³⁰ Ph. Kotler and K. Keller, op. cit.

²⁷ M. Lahbabi, op. cit.

Finally, the most convincing model of the absence of incompatibility between the foundations of marketing and the "solidarism" characterizing D.C. is that of the countries of Southeast Asia.³¹ If we consider the case of Japan, for example, a country with a culture and civilization very different from that of Western countries, ... and characterized by a very marked "solidarism" and "collectivism"³², it was able to integrate marketing and Western managerial techniques, in general, without great difficulty and without causing imbalances and ruptures and without leading, to use M. Bourgoïn's own words to a blocked society and, worse, to a drifting economy. On the contrary, the introduction of modern managerial techniques and especially marketing have raised this country to the rank of the most economically powerful countries. Even better, after importing and adapting these modern managerial techniques, Japan has become an exporter.

The opposition existing between the "rationalism" of marketing-management and the "beliefs" of traditional "Third World" societies: P. Pascallon³³ also opposes the "rationalism" of marketing-management to the magico-religious beliefs of societies traditional "Third World". For him, the foundations of marketing, symbol of rationality and efficiency in the management of a firm focused on the satisfaction of individual needs, are compatible only with the values of Western societies for which the idea of rationality is very important. In other words, there is an incompatibility between the foundations of marketing and the values of traditional societies of D.C. in which magico-religious beliefs replace Western criteria of

Cartesian rationality which deeply marks marketing-management.

The first remark that can be made at this level is that we detect in this antagonism the will of the West to claim ownership of the philosophical supports that generate progress.³⁴ In addition, there is no evidence that the beliefs of D.C. are anti-rational. Rationality is a subjective, relative and dynamic notion. Rationality changes its definition from one culture to another, even from one person to another; what may seem rational to one person can be considered irrational by another.

4 / The imbalances led by the introduction of marketing in "Third World" societies: According to P. Pascallon³⁵, always, given the obstacles that we have seen above and despite all the learning efforts and of adaptation, the style of organization and command of "modern" enterprise, the techniques of management and marketing imbued with individualism in the West cannot be totally reconciled with the community aims of traditional societies. The transfer of Western marketing-management to an underdeveloped country is inevitably accompanied by more or less painful destructuring due to "acculturations" which are in reality "deculturations", dislocations and imbalances and which can lead, as noted by H. Bourgoïn, to a blocked society and, worse, to a drifting economy. Moreover, N. Akesbi thinks that under these conditions, marketing itself becomes both a product and a driver of underdevelopment. Seeking to evolve in a context that distorts it, in turn it contributes to further distort the economic and social formation on which it is grafted.³⁶

It should be noted, at this level, that the ruptures and destructuring generated in the D.C. by the introduction of western marketing management can, in no way, be attributed to a difference or even an incompatibility between the principles of marketing and the values of these countries. These ruptures and destructurations are due, as P. Pascallon

³¹ Asian societies are mainly collectivist, because the rights of the individual are subordinate to those of the group. This mode of operation is necessary to maintain social harmony. It is well established in Confucianism, Buddhism and Islam and strongly contradicts with Western individualism. [H. Schütte, « La culture asiatique et le consommateur global », in L'Economiste, Mastering Marketing (Syndication Financial Times-L'Economiste), Avril 2000.]

³² Ibid.

³³ P. Pascallon, op. cit.

³⁴ M. Lahbabi, op. cit.

³⁵ P. Pascallon, op. cit.

³⁶ N. Akesbi, op. cit.

himself points out, to the non-adaptation by firms, either local or foreign, of the methods used in the contexts of these countries, and which are at the origin designed and adapted to the conditions prevailing in "advanced" countries.

Furthermore, even the ruptures and destructuring supposedly caused by the introduction of marketing pose no problem as long as they are "creative destructurements" in the sense of J. Schumpeter.³⁷ Indeed, if the adoption of this discipline by the countries of the "third world" leads to breaks and destructuring which will allow better development, it will be desirable, even priority and essential, to precipitate this adoption.

We can add three global reproches. First, the above authors treat D.C. as being part of the same homogeneous block having the same culture, the same values, the same level of development, while these countries are very different from all sides (culture, beliefs, level of development ...). Then, as M. Lahbabi notes, should we recall the most basic evidence? Third-world societies are hybrid and predominates a sector resolutely oriented towards the modern economy. The major metropolises of Africa, Asia and America are the outstanding symbols of this orientation. If there is an archaic, traditional sector, it plays a minor role in trade and remains almost out of circuit. Even if its impact remains significant, its reproduction in no way contradicts the existence of trade rules governing a modern economy justifying current managerial practices.³⁸

On the other hand, by making marketing a practice specific to Western economies, these authors perceive the latter as a rigid technique based on strict paradigms, while marketing is a technique of global and universal scope because using moldable and flexible techniques, based on market conditions.

³⁷ J. Schumpeter, "Capitalism, Socialism, and Democracy".. (New York: Harper and Brothers 1942.

³⁸ M. Lahbabi, op. cit.

You can also consult on this subject : L. ZINSOU, « L'électrification de l'Afrique : une politique technique ou sociale ? », in Réalités Industrielles - Août 2019 - Annales des Mines.

In conclusion, all of the arguments put forward by these authors to exclude D.C. of marketing, have no scientific or at least logical underpinnings. So talking about the inapplicability of marketing in D.C. due to any incompatibility of the conditions of these countries and the foundations of marketing, arises from a lack of knowledge or at least a weak mastery of the principles and foundations of this discipline. Supporters of this thesis therefore seem to forget that marketing is linked to exchange and that it is applicable to any exchange relationship. They also seem to forget the fact that if scientific marketing is recent, intuitive marketing has always existed, and this in all countries including African countries. In addition, marketing is an all-terrain discipline; its philosophy is of universal application and its methods are adaptable according to the context of its application. It aims at adapting products and services of the whole company to the conditions of the environment of the latter. Even better, from P. Drucker's³⁹ point of view, Marketing plays a critical role in the development of such areas. Indeed, marketing is the most important multiplier of such a development. In all of these regions, it is the lowest priority factor in the economic system. More than any other activity, the development of marketing would make economic integration possible as well as the maximum use of all the assets and productive capacity that an economy basically has. It mobilizes latent economic energy and contributes to the greatest need: that of the rapid development of entrepreneurs and managers. It is at the same time, in the field of management, the easiest to start up. According to W.D. Perreault, Jr., J.P. Cannon, and E.J. McCarthy⁴⁰, an even more basic reason for applying marketing is that marketing plays a big part in economic growth and development. One key reason is that marketing encourages research and **innovation** - the development and spread of

³⁹ P. Drucker, « Marketing and Economic Development », Journal of Marketing, vol. 22, janvier 1958.

⁴⁰ W.D. Perreault, Jr., J.P. Cannon, and E.J. McCarthy, "Essentials of Marketing : A Marketing Strategy Planning Approach", 17th Edition McGraw-Hill 2017.

new ideas, goods, and services. As firms offer new and better ways of satisfying consumer needs, customers have more choices among products and this fosters competition for consumers' money. This competition drives down prices. Moreover, when firms develop products that really satisfy customers, fuller employment and higher incomes can result. The combination of these forces means that marketing has a big impact on consumers' standard of living—and it is important to the future of all nations

Certainly, there is no incompatibility between the foundations of marketing and the conditions of African countries so that the transfer can be done efficiently and so that Marketing can contribute to the development of these countries. It is also imperious to avoid copying Western models and take into account the specificities of the conditions of their environments to develop suitable marketing models.

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