



**PEOPLES DEMOCRATIC OF ALGERIA
MINISTRY OF HIGHER EDUCATION AND
SCIENTIFIC RESEARCH**



**UNIVERSITY OF AMAR THELEDJE
LAGHOUAT**

**FACULTY OF ECONOMICS, COMMERCIAL SCIENCES AND
MANAGEMENT SCIENCES DEPARTMENT OF MANAGEMENT
SCIENCES**

Analysis of the Critical Success Factors for Ready-made Garments in Laghouat City

**A Dissertation Submitted to the Department of Management in Partial
Fulfilment of the Requirements for Master Degree in Entrepreneurship**

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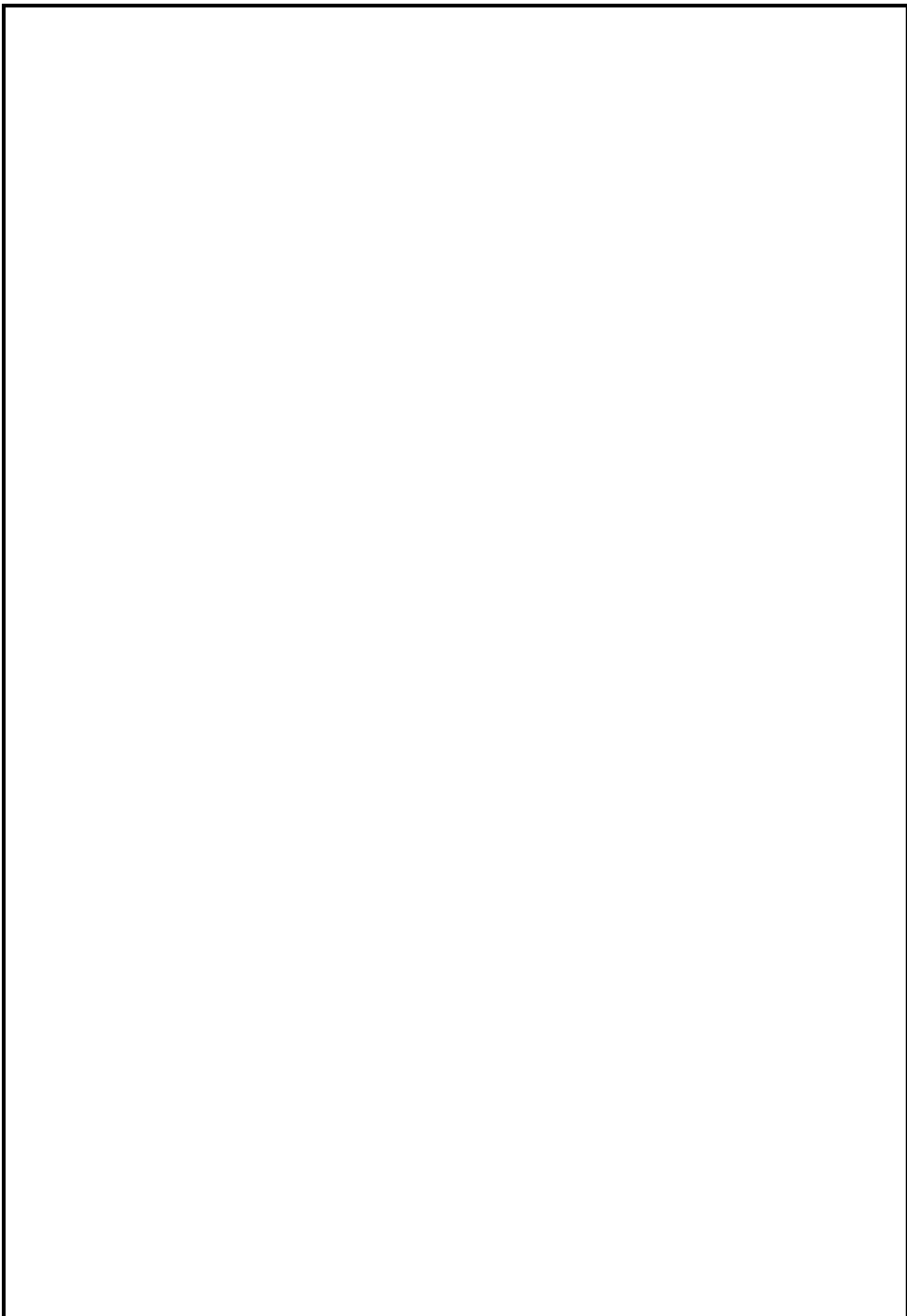
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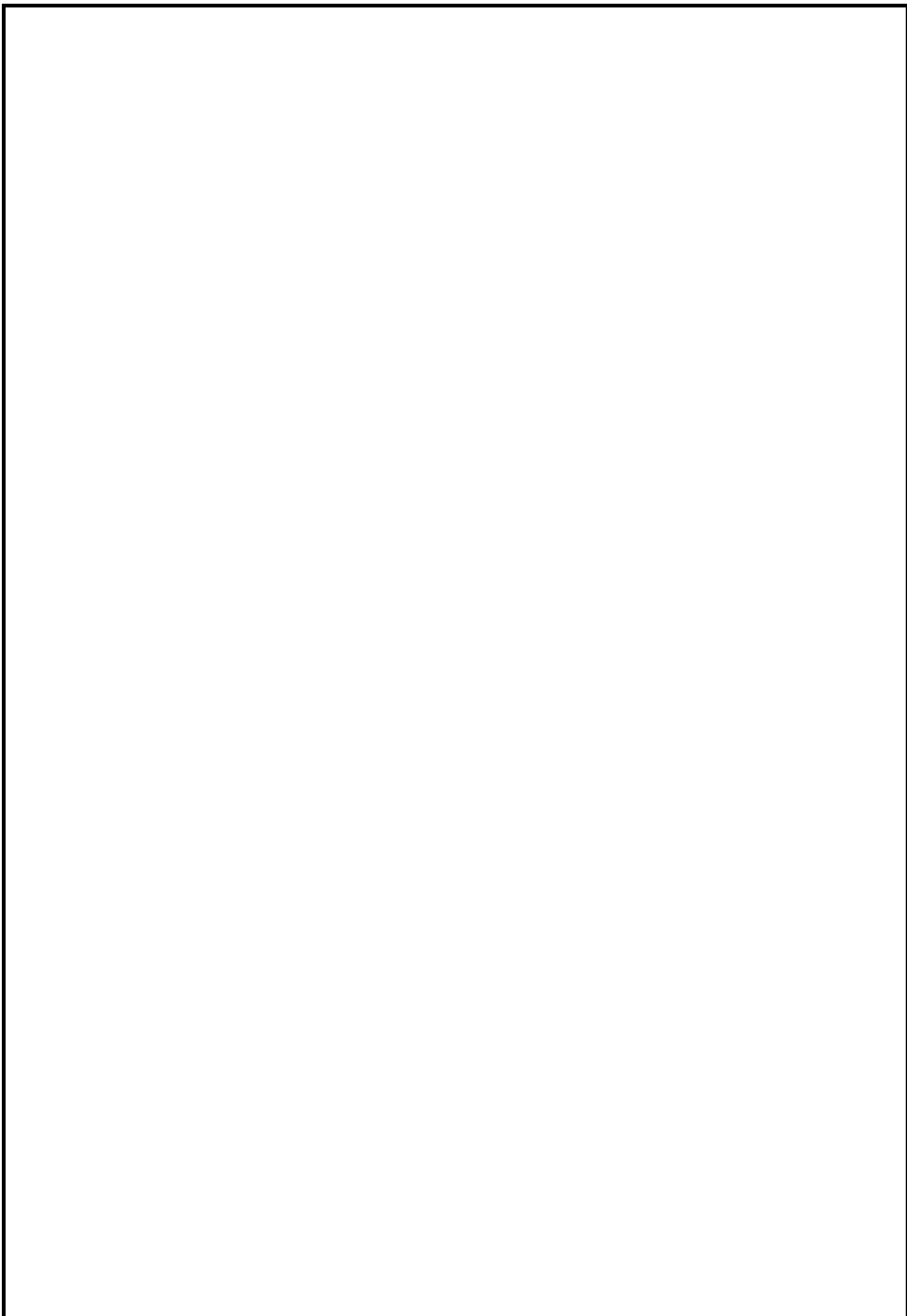
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2022/2021







Abstract

Acknowledgment :

We thank God Almighty, who bestowed upon us the grace of reason and religion and enabled us to accomplish this humble work‘

Also, in loyalty, appreciation of our, and gratitude, we extend our sincere thanks to the honorable professor, Dr. Adel Lajali, who spared no effort in helping us to complete this work and in supporting us to reach our success. He has our sincere thanks and the highest packages of appreciation.

We also extend our sincere thanks to those distinguished people who helped us during our academic journey and they are all the professors and doctors Naidjat Abdul Hamid, Dr. Hemida Farhat, Dr. Matabes Amal, Dr. Fadila Hoyou, Professor Baaj, Professor Amina Rayan, Professor Rahemani and all our honorable professors who were an example in advising, teaching and correcting, may God preserve them and grant them health and wellness and benefit everyone with their knowledge and giving.

We also thank the professors, members of the committee, for their discussion of this topic, enriching it, and identifying the most important shortcomings. We also thank all those in charge of the Faculty of Economics, Commercial and Management Sciences, headed by the Department of Management Sciences

Thank you very much

Abstract

Dedication

Thank God, who has succeeded in valuing this step in our course of study with this thesis ,

I dedicate this thesis to my beloved parents,

To my hero, my further Aissa who has done everything for me to succeed, who has given me the courage to overcome the difficulties of life I hope to make one of your dreams come true.

No dedication can express my respect, my gratitude, and my deepest love. May God preserve you and give you health and happiness

To my beautiful mom Fatima, for all that you have done for me, and being my source of inspiration, and for giving me strength when I thought of giving up, without you, I would not have seen this day.

To my sisters Hadjer, Sahar, and Zainab who were always there for me.

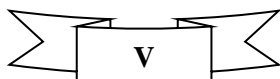
To my brothers Mostapha, Ali, and Salah.

To my sister from another mother, my best friend my motivation Widad. To my amazing friends family, Zohra, and Fadia, should I could not have done any of this without you.

To my soulmate Mohamed who always believed in my ability to be successful.

Thank you all.

Mebarka labiba



Abstract

To who - Almighty - heaven under her feet ; and it was recognized in
his dear book my dear bentlarabi

To immortal anniversary who died years ago ; he was the best
example of the head of the family ; which one day did not fail to
provide me with a path of goodness and happiness my esteemed father
abbas

To my sisters Zahra , Mebarka, hadjer , khadidja

To my brothers mouhamed , belkasem , foudil , bachir , abdou

To my uncle benamar and my aunt Saadia

and to the grandchildren Makki , rahil , Ahmed , Tasnim , Abbas

To my sister and best friend my life mate Mebarka

To my amazing friends Fadila , fadia , zahra , khaoula , khadidja

To my companion, who shared with me all the details of my life, big
and small Abderrahmane

Thank you all

Widad hachani

Abstract

This study aimed to determine the critical success factors for the ready-made garments in Laghouat, through elements that were expected as critical success factors represented in quality, cost, technology, marketing, and human resource efficiency.

And to reach the goal of the study, data were collected by semi-structured interviews, observation, and content analysis for a sample of 10 successful workshops in the field, and then analyzing the obtained data represented in data related to Porter's Five Forces analysis and others related to the expected success factors through the benchmarking method. Then deduce the strategic groups and test the hypotheses.

The study reached results that showed the validity of the two hypotheses related to quality and cost, and the validity of other hypotheses in part related to technology, marketing, and human resource efficiency.

Through this, we provided the workshop owners with advice represented in critical success factors for their activities and increasing their competitiveness, while identifying the strengths and weaknesses of each workshop and ways to manage weaknesses.

Abstract

المخلص:

هدفت هذه الدراسة الى تحديد عوامل النجاح الحاسمة لصناعة الألبسة الجاهزة بمدينة الاغواط، عبر عناصر تم توقعها كعوامل نجاح حاسمة متمثلة في الجودة و التكلفة و التكنولوجيا و التسويق و كفاءة المورد البشري.

و للوصول الى هدف الدراسة تم جمع البيانات عن طريق اجراء مقابلات و الملاحظة و تحليل المحتوى لعينة مكونة من 10 ورشات ناجحة في المجال ، ثم تحليل البيانات المتحصل عليها المتمثلة في بيانات متعلقة بتحليل القوى الخمس لبورتر و اخرى متعلقة بعوامل النجاح المتوقعة عبر طريقة المقارنة المرجعية و من ثم استنتاج المجموعات الاستراتيجية و اختبار الفرضيات.

و توصلت الدراسة الى نتائج أظهرت صحة الفرضيتان المتعلقةتان بالجودة و التكلفة و صحة الفرضيات الاخرى جزئيا المتعلقة بالتكنولوجيا و التسويق و كفاءة المورد البشري.

و من خلال ذلك قدمنا لأصحاب الورشات نصائح متمثلة في عوامل نجاح حاسمة لنشاطهم و زيادة تنافسيتهم مع تحديد نقاط قوة و ضعف كل ورشة و طرق لمعالجة نقاط ضعف.



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List of abbreviations

Abbreviation	Description of Appreviation
CSF	Critical Success Factors
RMG	Ready Made Garments
SG	Strategic Groups
US	United State
MIT	Massachusetts Institute of Technology

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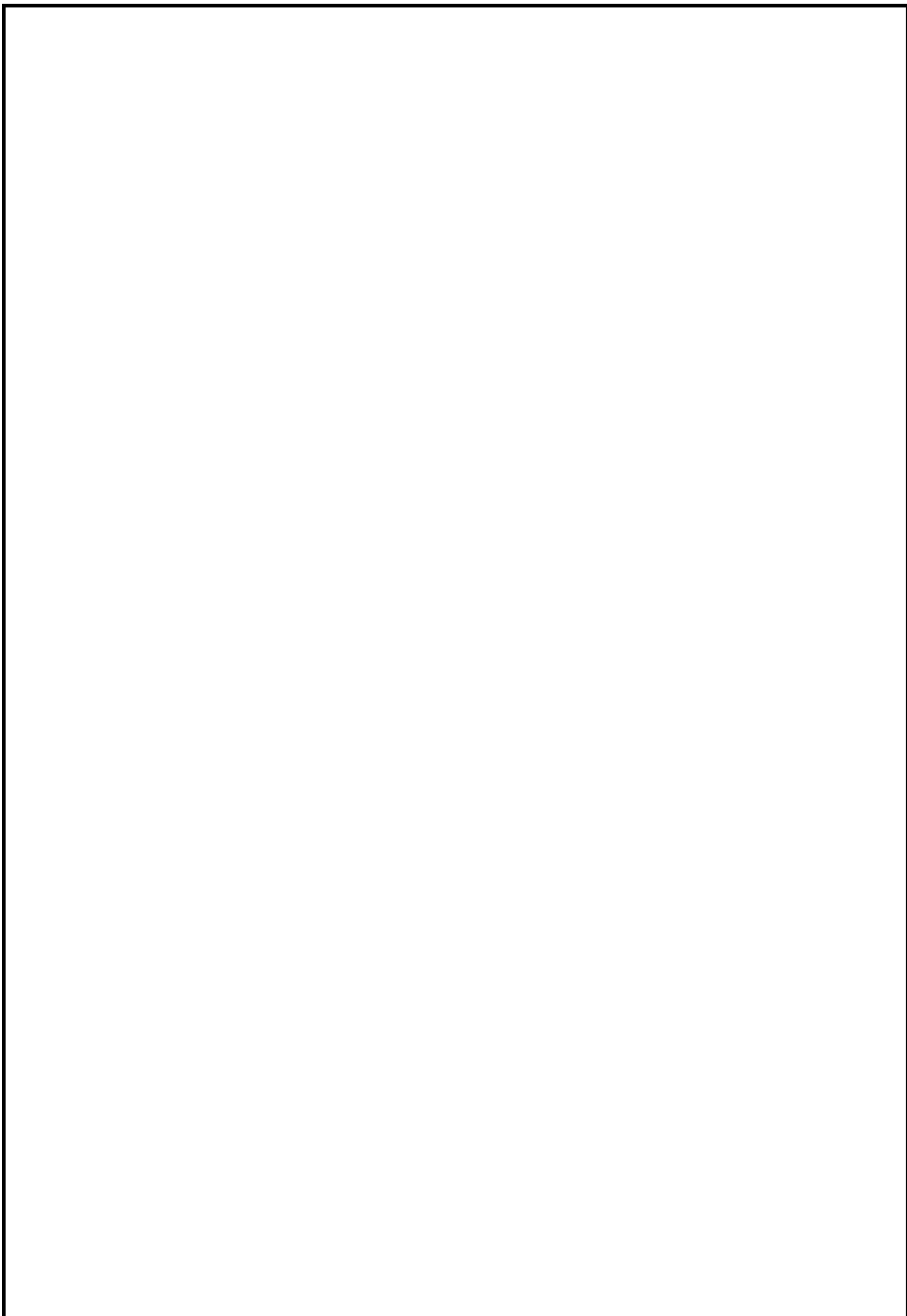
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**General
introduction**

General introduction

Introduction:

The competition on the beginning of the twenty-first century has become around to control the markets and resources and passed its regional nature because of higher development in information systems, communications technologies, and environmental changes. the organizations had to search for a deeper philosophy and a more comprehensive vision, and access to the sustainable competitive advantage that achieves the organization to stay in the spotlight, by identifying and diagnosing the critical elements for its success, which has become an urgent necessity for organizations that It operates in highly competitive and conditions of uncertainty.

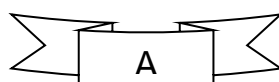
In a general sense, almost all scientific research in business administration is concerned with understanding what makes some businesses more successful than others. In marketing, organization, finance, and accounting - all the academic counterparts of the classical functional areas of business administration are concerned with understanding how that particular part of business functions, and how this functioning is related to business success. It may, hence, appear strange that a concept like success factors could be launched as something new and original, something which merits special research attention.

Otherwise, As one of the promising sectors, the ready-made garments industry provides immense opportunities for investing in it. One of the most attractive reasons for investing in the ready-made garments industry is that it is less capital intensive with a high investment-to-turnover ratio. However, investing in the garment manufacturing business alone does not guarantee success. With growing global competition, the garment factory must be both compliant and competitive, This is done by identifying the critical success factors And embodying them to achieve the goals of the company.

Problem Statement

What are the critical success factors for ready-made garments in Laghouat city?

Research Questions :



General introduction

More specifically, the following research questions need to be addressed:

1. Is quality considered a critical success factor for ready-made garments in Laghouat city?
2. Is cost considered a critical success factor for the ready-made garment in yogurt city?
3. Is technology considered a critical success factor for ready-made garments in Laghouat city?
4. Is Marketing considered a critical success factor for ready-made garments in Laghouat city?
5. Is individual competence considered a critical success factor for the ready-made garment in Laghouat city?

Hypotheses :

In light of the research problem, we can formulate the following hypothesis :

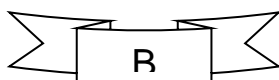
- 1- We consider that quality is a critical success factor for the ready-made garment in Laghouat city
- 2- We consider that cost is a critical success factor for the ready-made garment in Laghouat city
- 3- We consider that technology is a critical success factor for the ready-made garment in Laghouat city
- 4- We consider that marketing is a critical success factor for the ready-made garment in Laghouat city
- 5- We consider that the individual competence is a critical success factor for the ready-made garment in Laghouat city.

Study Objectives :

This study aims to identify the most important key success factors for ready-made garment companies in Laghouat city through the following elements:

- 1- Identify the steps of determining success factors in the industry
- 2- Recognize the tools needed for competitive analysis
- 3- Determining which factors affect the competitiveness of ready-made garment companies such as (cost, quality, technology, marketing, and efficiency of the human resources).

Importance of this study



General introduction

Critical Success Factors (CSF) are specific elements and action areas of a business, team, or department that if each company focuses on and implements them successfully, will achieve its strategic objectives. Successful execution of these success factors should generate a positive outcome and create meaningful value for the business.

CSFs are important because each one works as a guiding compass for a company. When they are explicitly clarified to everyone at the company, they function as a reliable point of reference for focus and for determining success.

Many companies also use their critical success factors for a project to determine whether they should proceed with a new business initiative or activity. For example, an organization may determine that a proposed initiative does not directly support a particular success factor and may distract from its overall strategic goals, waste precious time, and drain resources.

While it's not a hard and fast rule, it's common practice to limit the number of critical success factors for a project to five or fewer. Keeping the number of factors manageable helps guarantee that each factor has a clear impact on strategic priorities and other elements of your business.

On the other hand the study has a personal importance that lies in being an analysis of the environment in which we want to implement our project, and this contributes to the success of our project, which is a ready-made garment sewing workshop.

Methodology

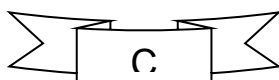
In this research, we depend on the qualitative approach, when we have used two effective methods, which are divided into the descriptive method and case study method to analyze the sample of the study:

A sample consisting of the most successful workshops in Laghouat city .

Tools:

The research used different variety of tools in order to fulfill the goals of this study:

- Interviews semi-structured and observations for the filed study
- Content Analysis



General introduction

- Different resources which include articles; Internet sites books and researchers about the variety.

Study Lines:

A. Time line:

- The study was carried out from May 10 to 20 Juin

B. Place line:

- This study was applied to workshops for the ready-made garments in Laghouat city .

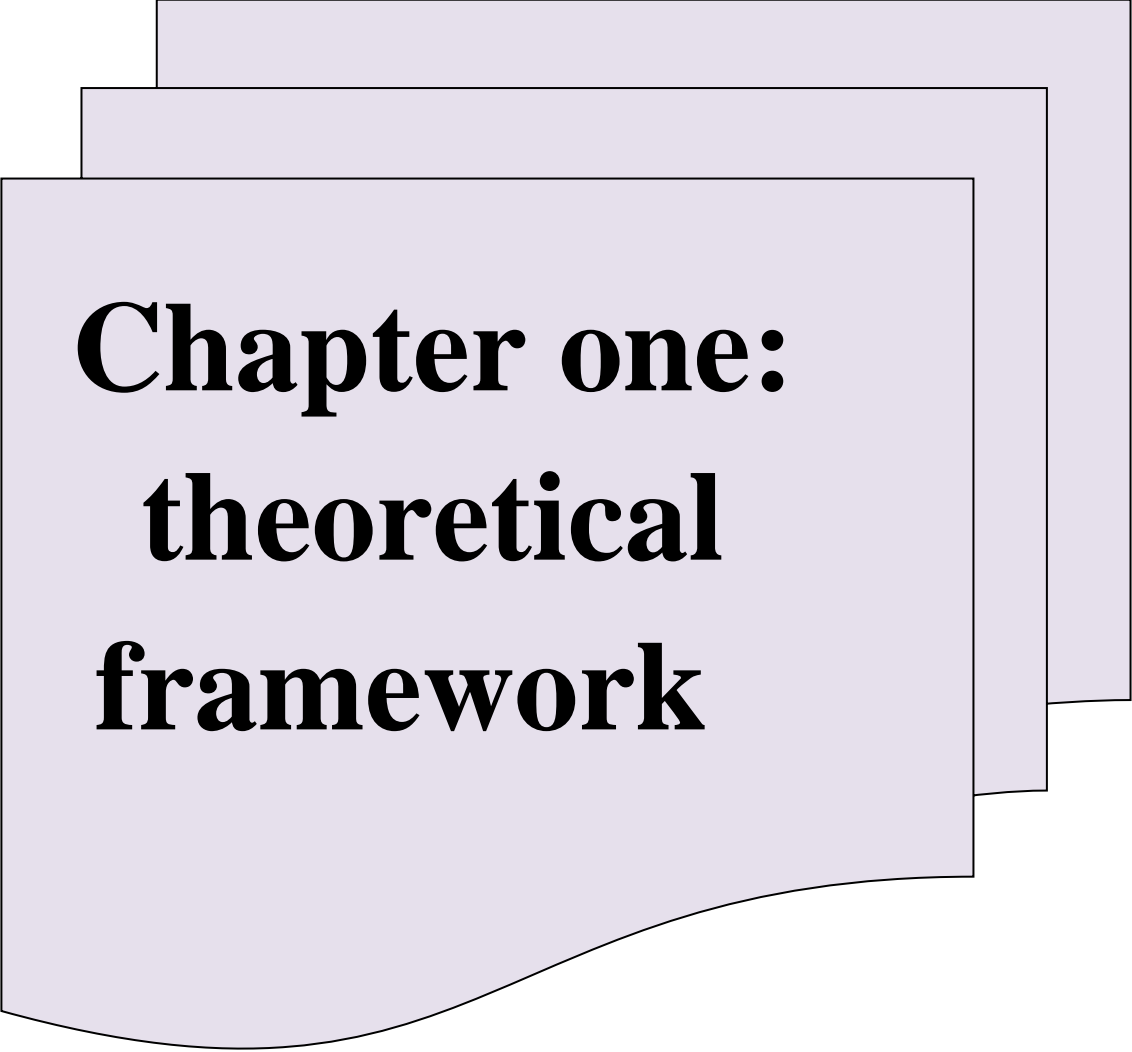
C. Subject's lines:

- The study was applied to a sample of the most successful ready-made garment workshops in Laghouat city.

Structure of the study:

This research is divided into two chapters. The first chapter is theoretical and the second chapter is related to the field work.

Chapter one will present the background of critical success factors, their definition, their evolution and characteristics, and competitive analysis with porter's five forces and strategic groups, chapter two will deal with data analysis. the data obtained from the interviews and observations will be analyzed and interpreted, so to help in confirming or referring the hypotheses.



**Chapter one:
theoretical
framework**

Chapter One: Theoretical Framework

The major immediate causes of success in any market are the value perceived by customers in a business's products, and the costs (relative to competitors) incurred in producing this value. How good a business is at creating customer value at low costs will depend on the skills and resources of the company. We, therefore, define a key success factor as a skill or resource that a business can invest in, which, on the market, the business is operating on, explains a major part of the observable differences in perceived value and/or relative costs.

The term key success factors can be used in four different ways: a) as a necessary ingredient in a management information system, b) as a unique characteristic of a company, and c) as a heuristic tool for managers to sharpen their thinking, d) as a description of the major skills and resources required to be successful in a given market. We adopt the last view.

In this chapter, the study primarily focuses on the theoretical framework of critical success factors by presenting definitions and historical development and discussing the different contributions of schools of thought, and the basic characteristics of the critical success factors, and then we will discuss the theoretical aspect of competitive analysis and the strategic tools used

1.1. Definition of critical success Factors

There are many definitions of the term key success factors, we will review some of them

The most important definitions of the critical success factors

Sources	Critical success factors definition
Rockhart (1979)	The limited number of areas in which results, if they are satisfactory, will ensure successful competitive performance for the organization. (Donald & Jerry, 1984)
Bruno and Leidecker (1984)	Those characteristics, conditions, or variables that, when properly sustained, maintained, or managed, can have a significant impact on the success of a firm competing in a particular industry. (Joel & Albert, 1984)
Ellegard and Grunert (1993)	A qualification or resource that a company can invest in, which in turn, accounts for a significant part of the observable differences in perceived value and/or relative costs in the company's relevant markets. (Michael, Florian, & Martin, 2005)
Bullen and Rockart (1981)	Critical success factors are the few major areas of activity in which positive results are necessary for a particular manager to reach his goals. (Christine & John, 1981)
Pinto and Slevin(1987)	Factors that, if addressed, significantly improve project implementation chances. (Michael, Florian, & Martin, 2005)
Freund (1988)	Critical success factors are those things or areas that need to go right for the organization to be competitive and successful. (Coster, Engdahl, & Svensson)
Boynton and Zmud (1984)	Those things or activities that must go well to ensure success for a project manager or an organization. (James & Richard)

Source: made by the students based previous studies

Critical success factor (CSF) refers to specific activities, procedures, or areas that are necessary for an organization or project to achieve its mission and for its continued survival. Critical success factors are unique to each organization and these are required to ensure the success of a project, company, or organization. These key factors reflect the current business and future goals of an organization and can be identified by applying business analytics.

1.2. History of the Critical success factor Method

When World War II concluded in 1945 many of the large organizations and corporations from around the world found that the business landscape to which they were accustomed was rapidly changing. The world scheme of geo-political power and influence was quickly shifting and the sphere of a newly forming global economy was bursting at the seams in various areas because of growing, maturing and advancing nations.

The business was changing and as result management at many already successful organizations tried to and needed to keep up. One of those nations that saw dramatic growth post World War II was the United States. Because of the rapid economic expansion post World War II and the changing business models, many of the large organizations based in the U.S. were experiencing challenges in managing operations not previously encountered.

Business models shifted and many of the large U.S. Based corporations grew so quickly that organizational controls, information management systems, and decision-making for ongoing projects were fundamentally skewed and obsolete. A large portion of those companies reacted by changing organizational structures and developing new data reporting models. Sensing opportunity in all areas of management research the burgeoning academic community and blossoming consulting industry quickly worked on solutions to the developing void, and hence an entire sub-culture of the study was hatched. (Barno, 2022)

In the early 1960's a management consultant by the name of D. Ronald Daniel employed by the firm McKinsey & Company introduced the concept of what would be later dubbed "Critical Success Factors". Daniel's article was published in the Harvard Business Review under the name "Reorganizing for Results" (1966). (Barno, 2022)

In the late 1970s and early 1980s, organizations found themselves amid an information revolution. The growth of information systems in organizations resulted in the production of significant amounts of information for analysis and decision-making. The advent of the personal computer and the evolution of the field of information "systems" to information "technology" were indicators that the information explosion would continue. (Richard, 2004)

John F. Rockart, of MIT's Sloan School of Management, recognized the challenge that the onslaught of information presented to senior executives. Despite the availability of more information, research showed that senior executives still lacked the information essential to make the kinds of decisions necessary to manage the enterprise. As a result, Rockhart's team

concentrated on developing an approach to help executives identify and define their information needs. (Richard, 2004)

Most of the work in success factors performed by Rockart and Daniel was focused on refining the information needs of executives. However, as a logical outgrowth of this work, Rockart hinted at the usefulness of the method as a component of strategic planning for information systems or technology [Rockhart 81]. The CSF method has found its way into many formalized information or business systems and technology planning methodologies that are still being used today, This is confirmed in a study conducted by Ramaprasad and Williams (1998), in which the results are utilized: project management (63.49 %), IS implementation (49.21 %), and requirements (47.62 %). (Michael, Florian, & Martin, 2005)

1.3. Various contributions of schools of thought

Research in the area of strategy formation varies widely regarding meta-theoretical Assumptions, including, among other things, the view on causality. Since a key success factor is a statement about a causal relationship, namely between success and some cause of success, the way the key success factor concept is used varies between the various schools of thought as well.

For the sake of simplicity, only three schools of thought will be distinguished in the following these are the design school, the planning school, and the shared-experiences school. (Mintzberg, 1990)

Critical success factors as a business characteristic. The design school maintains that every business is unique in all aspects, and every business therefore also has to find its own unique match with its environment. It is therefore not possible to generate general statements about the causes of success, and the term Critical success factor, if it is used at all, can have meaning only with regard to a single business. Consequently, the only form of research methodology applicable for finding key success factors is the case study. (Christensen, Andrews, Bower, Hamermesh, & Porter, 1987)

Indirectly, causal statements still have their place, also in the design school. The use of the case method in business education, as promoted by this school, builds on the idea that, by looking at many cases, one develops an understanding, an intuition for business ecology, which, in future problem solving situations, will improve the ability to look at the right cues in the environment and come up with the right strategic decision. In this way, general causal

statements about success are possible, but they cannot be made implicit, because they are buried in the decision-makers intuition, i.e., they have become automatic, perceptual and intellectual skills.

The basic philosophy of the design school is therefore not compatible with the aim of establishing explicit general statements about the critical success factors in an industry.

The Critical success factor concept can be used in training business executives, but not in building up a general base of knowledge that could be communicated to the business community. In the final analysis, the design school maintains that research in the area of strategy formation is not possible. (Klaus & Charlotte, 1992)

Critical success factors as a planning tool. The planning school aims at developing planning instruments which help businesses in finding the right strategy. A main assumption is that, by providing input which helps decision-makers in structuring their thoughts, the quality of decision-making can be improved. Encouraging decision-makers to reflect their own assumptions about the causes of success - key success factors as a planning tool is one possible example.

It is hence assumed that decision-makers have theories of their own, subjective theories linking success to its causes. (Ferguson & Dickinson, 1982), Neither the theoretical foundation for the concept nor the method for measuring it are central to the discussion. With regard to method, an eclectic approach is preferred (e.g., Leidecker & Bruno, 1984) (Leidecker & Bruno, 1984), with more emphasis on variety than validity. It is the process of building a consideration of key success factors into planning, which improves strategy formation. It is emphasized that key success factors are small in number. By forcing the decision-maker to identify and concentrate on a small number of factors, a process of reasoning is started which, by virtue of its systematic nature, actually may lead to improved strategy formation even though this has never been demonstrated empirically.

The planning school, just as the design school, puts emphasis on improving the skills of decision-makers. However, since decision-making in the planning school is not primarily related to unconscious intuition, but to conscious problem-solving, the instruments and methods devised are potentially useful to contribute to a general body of knowledge as well. It becomes possible to obtain general knowledge on how decision-makers tackle their tasks, and also how their problem-solving can be improved. Specifically, it becomes possible to obtain

knowledge about decision-makers perceived success factors, about how these perceptions are shaped, and how they influence strategy formation. (Klaus & Charlotte, 1992)

It would be still more exciting, if perceived success factors could be compared to actual success factors. The latter is what the last view of key success factors is about. Key success factors as a market description. The shared experiences school maintains that the area of business strategies is amenable to research aimed at finding nomological statements. It is believed to be possible to find out how different strategy types are linked to business success under various conditions. This school can be called the shared experience school, because it builds on the expectation that, if experience on business strategies is shared, it becomes possible to build up general, empirically based theoretical knowledge, which then can guide the selection of business strategy. For this school, business success is governed by causal relationships, which exist as an objective truth, and which gradually can be uncovered by research.

Industrial organization theory and its transfer to the area of strategy formation, therefore, provides a source of hypotheses on key success factors, and also a methodological tradition for testing these hypotheses. As noted, hypotheses can also be inductively established, based on exploratory empirical research instead of theory. Studies on factors distinguishing successful from unsuccessful businesses are an example of this: based on the expectation that there are some general causes for success, possibly such causes are identified in the comparison process, without establishing that these factors have indeed been causal.

This fourth view on key success factors is certainly the most ambitious one, and hence also faces the most severe obstacles. In empirical studies which have aimed at testing hypotheses about key success factors, the amount of variance explained in the performance measure has often been low. At least two groups of reasons can be given for this. The first is concerned with the general problem of causal inferences in non-experimental research. Lacking the control mechanisms of an experiment, causality must be established based on covariation, temporal sequence, and simultaneous measurement of all possible competing explanations. Especially the latter is often difficult to achieve. In addition, both success and factors leading to it are often difficult to operationalize, and often little is known about the reliability and validity of the measurements.

While these problems may be overcome by using a more sophisticated methodology, a second group of problems may be still more difficult to solve. They are connected to the dynamic nature of causes of success in a market. (Chamberlain, 1968)

Success factors may be transient, and this problem will be more serious, the more concretely the factors are formulated. In addition, recognition of the success factors operating in a market by the actors in that market, may actually change them: when everybody invests into the same skills and resources, the ability of variation in these skills and resources to explain variation in success will necessarily decline. (Klaus & Charlotte, 1992)

1.4. Critical success Factors Characteristics

It is important to understand the characteristics of CSFs. Some key characteristics are summarized here: CSF hierarchy, types, uniqueness, and stability over time.

1.4.1. Critical success Factors Hierarchy :

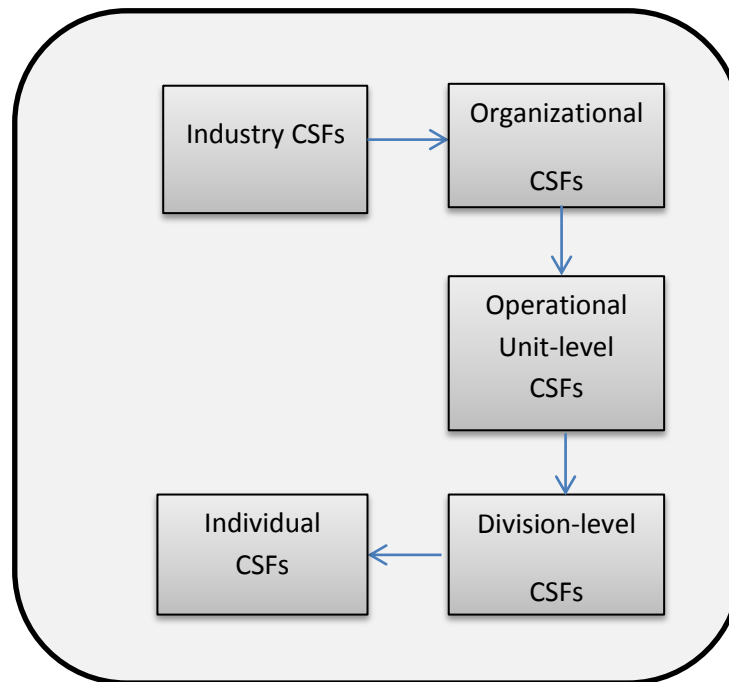
In Daniel's work, success factors are described at the industry level, and they are shared across organizations within an industry. Daniel focused on non-unique industry-level success factors (i.e., success factors that are relevant for any company in a particular industry).

Anthony et al. expanded Daniel's work by suggesting that CSFs could differ from company to company and from manager to manager, introducing the concepts of managerial-level CSFs and organizationally unique CSFs. (Anthony, Dearden, & Vancil, 1972)

Caralli also adopted this perspective. Levels of management introduce different types of operating environments and this different levels of CSFs. Bullen and Rockart provide a thorough discussion of the hierarchical nature of CSFs and identify four specific levels of CSFs: industry, organizational division and individual. Caralli introduces the concept of operational-unit CSFs, which focus on the contributions that an entity makes to support the organization's overall goals and mission, and supports the concept of operational units in the IT strategy context.

Caralli also draws an explicit parallel between CSF hierarchy and planning hierarchy by pointing out the similar way in which both hierarchies are interdependent. He notes, however, that CSFs do not necessarily cascade through the layers of an organization in simple one-to-one relationships. (Gates, 2010)

Figure 01 : the critical success factor hierarchy



Source: (Linda .P, Gates; Strategic Planning with Critical Success Factors and Future Scenarios; November 2010;p10)

1.4.2. The Four Main Types of Critical Success Factors :

1. Rockart identified four main types of CSFs that businesses need to consider:
 - **Industry factors:** result from the specific characteristics of your industry. These are the things that you must do to remain competitive within your market. For example, a tech start-up might identify innovation as a CSF.
 - **Environmental factors:** result from macro-environmental influences on your organization. For example, the business climate, the economy, your competitors, and technological advancements. A PEST Analysis can help you to understand your environmental factors better.
 - **Strategic factors:** result from your organization's specific competitive strategy. They might include the way your organization chooses to position and market itself. For example, whether it's a high-volume, low-cost producer; or a low-volume, high-cost one.
 - **Temporal factors:** result from your organization's internal changes and development, and are usually short-lived. Specific barriers, challenges and influences will determine these CSFs. For example, a rapidly expanding business might have a CSF of increasing its international sales.

An organization's CSFs may include any or all of these types. Understanding the type of CSF helps an organization know whether the CSFs are shared or unique and how they may persist or evolve over time. (Mindtools)

1.4.3. CSF Uniqueness :

Caralli puts significant focus on understanding the CSFs that are unique to an industry, organization, or manager. But CSFs are not necessarily unique to the organization, division, operational unit, or individual to whom they apply. Rockart focused on the CSFs at the managerial level, along with department or organizational-level CSFs (though he continued to acknowledge industry-level CSFs). He also noted that CSFs could be non-unique (shared across the industry) or uniquely linked to internal and external sources other than the industry. (Gates, 2010)

1.4.4. CSF Stability Over Time :

Although CSFs may remain fairly constant over time, at least in the sense of a strategic planning period, from Rockart and Bullen's perspective, CSFs change "as the industry's environment changes, as the company's position within an industry changes, or as particular problems or opportunities arise". (Bullen, 1981)

Rockart also points out that CSFs are not key indicators standard measures that can be applied across all divisions of an organization. There can be some migration between CSFs and specific goals, particularly when a CSF reflects a challenge or problem (temporal CSFs). A "performance gap" in a particular operational area may cause a CSF to be elevated into a fix-oriented goal. Alternately, a goal, once achieved, may migrate to a CSF for sustainment. (Gates, 2010)

1.5. Key areas of critical success factors :

Bullen has suggested that CSF identification be focused on whether CSFs fall into one or more of several key areas. These key areas, plus one (modification management) we have added, are:

- Global or industry related: These are activities essential to project success that would be true of any project or company operating in the particular environment (industry or business area).
- External influences: These CSFs are governed by external factors that can significantly influence the success of your endeavour.
- Internal influences: These are determined by internal factors that can significantly influence project success.

- **Current and future:** Included here are time-driven CSFs that are essential to project success. Current CSFs are activities that must be done in the near future. Future CSFs are those which are long range. Planning for the success of future CSFs may be an activity that requires immediate attention.
- **Temporal and enduring:** These are significant influences that either have a short-term duration or are present through most or all of a project.
- **Risk abatement:** Some activities are necessary in order to avoid significant identified risks to project success.
- **Performance:** These are identifiable levels of performance or achievement that must be realized for the project to be successful.
- **Special monitoring:** These activities or events require special monitoring, protection, or contingency planning in order to assure project success.
- **Quality:** Quality requirements, if not met, will mean the failure of the project.
- **Modification management:** Some activities or conditions that currently exist or are currently planned will, if not changed, cause the project to fail. (Dobbins & Donnelly, 1998)

Section 2 :Competitive Analysis

A competitive analysis is a strategy that involves researching major competitors to gain insight into their products, sales, and marketing tactics. Implementing stronger business strategies, warding off competitors, and capturing market share are just a few benefits of conducting a competitive market analysis. (HUBSPOT)

In the 1970s Dr. Michael Porter of Harvard Business School recognized the lack of rigor in the current analytical frameworks and set out to develop a new, comprehensive framework that would capture both internal and external threats as well as both horizontal and vertical competition. The result has come to be known as Porter's Five Forces analysis, as Porter had distilled the key elements into five parts, the analysis of which would allow a person to assess the attractiveness of an industry.

1.Porter's Five Forces**1.1The threat of New Entrants**

Porter (1985) states that “new entrants to an industry bring new capacity, and the desire to gain market share that puts pressure on prices, costs and the rate of investment necessary to compete, However, the threat of entry will largely depend on how high entry barriers are and how many organizations are in the industry.

Furthermore, new entrants can disrupt established players in a particular market, and directly affect the competitive advantages. When the demand is not increasing or decreasing, an additional supply of goods or services will decrease the profit margins of the market participants. (Porter, 1985)

Differentiates seven critical barriers to entering the market, (a) supply-side economies of scale,(b) demand-side benefits of scale,(c) customer switching cost, (d) capital requirements, (e) incumbency advantages independent of size, (f) unequal access to distribution channels, and (g) restrictive government policy.

An essential exercise for organizations is to analyze barriers to entry and anticipate possible retaliation measures from competitors when considering entering a new industry. It is of utmost importance for a new entrant to overcome entry barriers without nullifying, through heavy investment, the profitability of joining the industry. (Porter, 1985)

1.2 Bargaining Power of Suppliers

This can have a detrimental effect on profitability in an industry as suppliers can threaten organizations with increasing prices of products and services; when organizations are

unable to recover, the cost increases in its prices. Several reasons can be seen as indicators of high bargaining power of suppliers. For instance, domination within an industry may be controlled by a few organizations and is, therefore, more concentrated than the industry it sells to, or the industry is not the most important customer of the supplier group. On the other hand, the bargaining power of suppliers can be manipulated by the number of suppliers, the size of the supplier, and the availability of substitute customers.

Furthermore, many powerful suppliers do not depend predominantly on one industry for its revenue as some may serve several other industries and will not hesitate to extract maximum profit from each one. An influential factor in the power of suppliers is the power of customers, who may drive prices downwards, demand better quality, or enforce expanded services, which may well hurt the profitability of an industry. (Porter, 1985)

1.3 The Bargaining Power of Buyers

When there is a monopoly market situation, buyers have the greatest bargaining power when they are large and can switch comfortably to alternative suppliers that are few. Other relative buyer concentrations are (a) competitiveness – many buyers and suppliers, (b) mutual dependence – few buyers and suppliers, and (c) monopoly power – few suppliers and many buyers. (Bruijl, 2018)

Furthermore, buyers compete with the industry by forcing prices down. When buyers are powerful, sellers may develop ways where buyers are prepared to pay a premium price for some products. For instance, sellers need to accept that there is an imbalance of power and that profitability will be reduced or even accept a rate of return that is close to the cost of capital. Furthermore, sellers may find different ways for increasing the cost that buyers incur when switching from one seller to another seller. However, this is difficult as most buyers will recognize that they may not appreciate it when they are locked into a certain buyer. (Bruijl, 2018)

1.4 The Threat of Substitutes:

The threat of substitutes is the availability of other products that a customer could purchase from outside an industry. The competitive structure of an industry is threatened when there are substitute products available that offer a reasonably close benefits match at a competitive price. In this case, price points are limited by the prices at which substitutes are available, thereby limiting the amount of profitability that can be generated within an industry. When there is a strong threat of substitutes, industry players must pay more attention to operating in the most efficient manner possible; otherwise, their high-cost structures will interfere with profitability and may drive some firms out of business. When there is a reduced

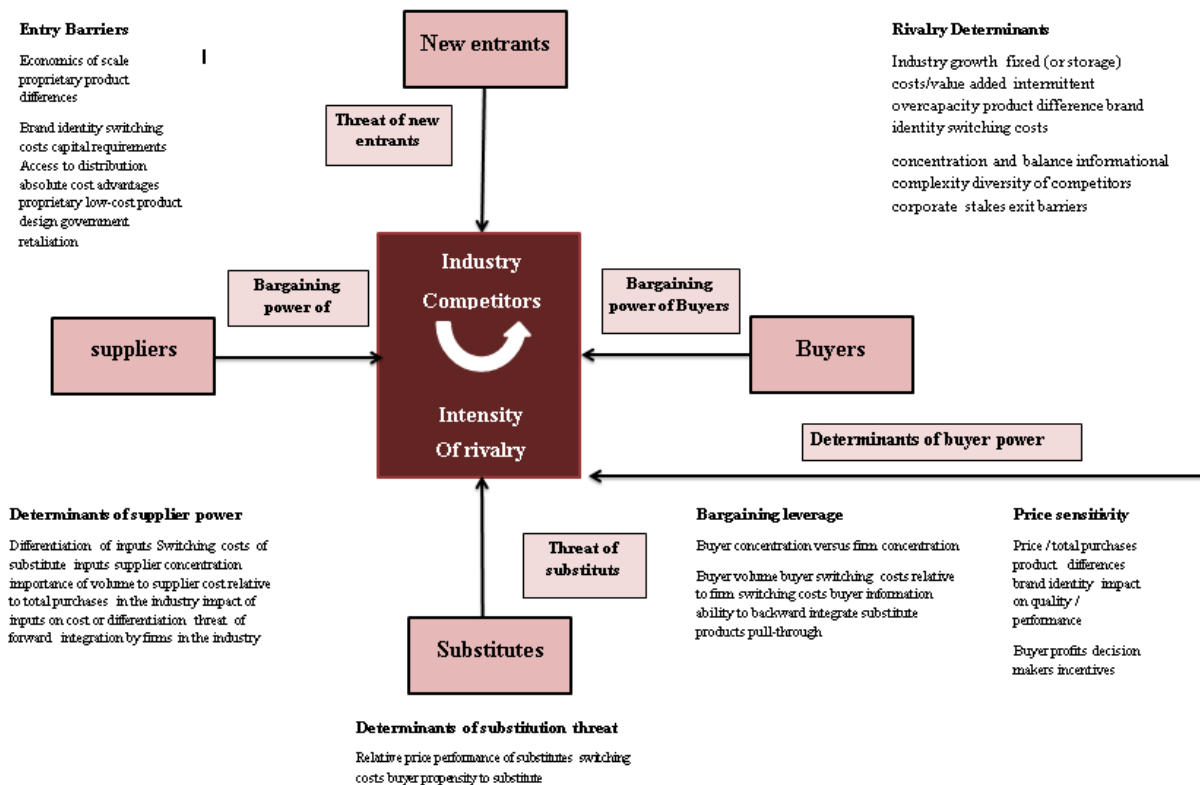
threat of substitutes, industry players tend to be laxer with their controls, resulting in higher prices charged to customers. Because there is little prospect of competition from outside the industry, there is a higher potential for profits within the industry. Thus, firms tend to generate higher profits at the expense of their customers.

- The following factors cause a higher threat of substitutes for an industry:
- Customers can easily switch between products.
- Substitute products are readily available to customers.
- Substitute products have better features than comparable products within the industry.
- Substitute products have higher quality/reliability than comparable products within the industry.
- Substitute products have lower costs than comparable products within the industry.

1.5 Rivalry

This measures the degree of competition between existing firms. The higher the degree of rivalry, the more difficult it is for existing firms to generate high profits. The most prominent factors that experience shows to affect the intensity of firms' rivalries are (1) numerous competitors, (2) slow industry growth, (3) high fixed costs, (4) lack of differentiation, (5) high strategic stakes, and (6) high exit barriers. (fil)

Figure 2 : Elements of Industry Structure



Micheal E. Porter; 1985 ; Competitive Advantage ; A division of Makmilan, Inc New York ; page 06

2. Strategic groups

2.1 Defining Strategic Groups:

Since Hunt's (1972) seminal work on competition, in which he coined the term strategic group a substantial body of literature has addressed research questions on strategic groups. A basic and widely accepted definition states that a strategic group is a group of firms in an industry following the same or similar strategies along strategic dimensions ". The membership of firms within a strategic group is based on similar characteristics of firm strategies and delineating differences of firms to other strategic groups. According to Cool and Schendel(1988), firms of industry naturally build strategic groups when their actions are more homogenous than those of industry incumbents in general. In an extreme case, there might be only one strategic group within an industry that comprises all market participants or

every company within an industry could form an individual group, Conversely , a limited number of strategic groups exist in most industries that reflect the essential dimensional. (kerim, 2014)

Evolution:

Hunt (1972) developed the concept of strategic groups within his unpublished dissertation. He designed an empirical study to examine the U.S. home appliance industry which was characterized as a highly concentrated and competitive market in the 1960s. Although market concentration was high, industry profitability was dismal. Hunt attributed this unexpected finding to the existence of so far undefined structural factors. During his course of the investigation, Hunt detected different sources of asymmetries between firms within the industry and found certain groups of firms behaving in similar ways. He followed from his analyses that different groups of firms in the same industry pursue similar strategies along with the detected asymmetries. Consistently, Hunt proposed to the group and analyze firms further within an industry along certain strategic dimensions and he labeled the results strategic groups. Industry in this context is defined as a compilation of organizations that produce comparable or even homogeneous products or services for a specific target group. (kerim, 2014)

2.2 Characteristics of Strategic Group

The notion of the strategic group provides a distinct approach to analyzing the competitive structure of an industry. Some of the characteristics of a strategic group are as follows :

1. The member firms of a strategic group own similar types of competencies and assets such as brand image, distribution capacity, global market share, research, and development, etc.
2. Various factors create mobility barriers for the strategic groups such as geographical, financial, operational, organizational, etc. The outcome of this mobility barrier is the evolution of intra-industry competition.
3. The differences among strategic groups result in a greater ability to sustain competition compared to firms outside the group.
4. All the competitive forces existing in the industry impact all the firms of a strategic group similarly.
5. Strategic group emphasizes on the level of competition, within that particular group, instead of competition outside the group. Hence, it does not focus on inter-group competition.
6. The firms of a strategic group follow a similar strategy under a similar business model.

7. The firms within a strategic group possess similar characteristic features such as size, type of products and services, etc. (Strategic Group Analysis | Meaning, Definition, Types & Characteristics)

2.3 Types of Strategic Groups:

Strategic groups can be classified based on strategic orientation, which is as follows:

1) Defenders:

Defenders are those firms that have limited resources and few product lines. These firms try to expand their business and operations. Due to the limited availability of resources, they are fewer. capable of innovating new products. They spend most of their time in defending their businesses against competitors, society, and government, instead of developing a competitive edge.

2) Prospectors:

Prospectors are those firms that try to identify the weakness in the competitor's business strategy and attack aggressively by adopting an offensive business strategy. Such types of organizations generally devote most of their resources to innovating new products and capturing potential market opportunities.

3) Analysers:

Such types of organizations generally have operations in two different areas out of which, one is stable and the other is dynamic, Hence, they focus more on efficiency in the stable market to derive maximum profitability, They further focus on innovation in the dynamic market to attain or maintain top market position by way of introducing latest products/ services.

4) Reactors:

Such types of organizations don't have a uniform and stable strategy; instead, they follow a strategy of guerrilla warfare as because of having limited resources they are not capable of matching or outdoing the giant competitors. This can be useful for small companies with limited resources and those that are not capable of emulating giants in the field. (Strategic Group Analysis | Meaning, Definition, Types & Characteristics)



**Chapter two:
Field study**

Chapter two: Field study

introduction:

To gain insight and familiarity with the aspects of the study, as well as trying to answer the problem related to determining the critical success factors in ready-made garments in Laghouat city.

The study divided this chapter into four Points first the introduction of the Algerian ready-made garments industry second demonstrating the Practical Side of the field study, third Hypothesis Testing, and finally displaying the results of the Study.

Chapter two: Field study

Section 1: Introducing the subject of the study

1.1 Introducing the Algerian ready-made garments industry

Algerian ready-made garments companies, which still resist the multiple constraints linked to the effects of massive imports, hold less than 10% of the Algerian market, the textile and clothing subsidiary which is in second position after the Agri-food sector, with respect to its importance and strong local consumption and whose needs are in the order of 150 million items annually while the national sector covers only 4% of these needs, and the rest is invaded at 94% by import.

Following efforts by the government to revitalize these sectors, we note that the textile, knitwear and garment industries have climbed by nearly 12%.

The Textile sector is a promising strategic sector that has strong assets, which makes it possible to achieve the

demand for ready-made garments estimated at 150 million pieces by 2022 according to the statistics and plans of action proposed by industry experts. (TEX STYLE EXPO, 2018)

Production Potential:

- Private Textile:
 - Products 5 000 Units
 - 3 000 units in the confection
 - 1 025 Units in hosiery
 - 955 Units in the Weaving Finishing
 - 6 Cotton mills
 - 3 Texturing units
- Manufactured Products :
 - Fabrics
 - Hosiery
 - Confection
 - Furnishings
 - Footwear
- Craft: 3 000 Workshops . (TEX STYLE EXPO, 2018)

1.2 Introducing the sample of the study

We studied a sample consisting of ten active workshops in the field of ready-made garments

Laghouat city, and the following table presents a review of each workshop:

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presenting sample items

	Workshop name	Owner name	Location	Offered product
Workshop 1	KN collection	Karima and Nabila Belaabbas	500 street	women's garments
Workshop 2	Samra FN collection	Fatima and Nahla Benarfa	Elmamourah	women's garments
Workshop 3	Rahma Tailoring	Rahma	Alwiaam	Women's and men's clothing
Workshop 4	Roumaissa Salah	Roumaissa Salah	500 street	tailoring bedding, covers, and women's clothing
Workshop 5	Anamil Khafia	Oum El elemi	Boukhanfous	women's garments
Workshop 6	Wiwi Bouchriet	Bouchriet family	Alkarbia	women's garments
Workshop 7	Fouad Tailoring	Fouad	Elmamourah	Women's and men's clothing
Workshop 8	Ben chatouh Brothers	Ben chatouh family	Kraibaa street	Women's and men's clothing
Workshop 9	Samira	Samira marzoug	Zebara street	women's garments
Workshop 10		Mohammed	Elmamourah	Women's and men's clothing

source : made by the students based interview information

1.3 Reason for choosing the sample

We chose a sample consisting of ten successful workshops in sewing ready-made garments in Laghouat city for the following reasons:

The sample size matches the requirements of the study

The characteristics of the sample match the requirements of the study

It helps in Saving effort and reducing costs or resources needed by scientific research, by studying part of a study community, not all.

It helps in data collection and analytical study.

It helps in terms of place and time to conduct the research.

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Section 2 :The Practical side of the field study

1.1 Competitive analysis:

1. Customers:

We have observed that the majority of the workshops launch with a family background that included an element of talent from childhood, so it leads to create a desire and experience in the field, and that most of workshops have an identity which consists its name and logo, while some of them are distinguished by colors, official uniforms, and a unique working method.

We have noticed that the customers number per day varies depending on the seasons or occasions, in which this number can range from 6 to 100 during peak seasons. We also notice that each customer's request size depends on the type of institution, that include two types: high productivity workshops and workshops that work on demand. When it comes to high productivity workshops, we've noticed that companies have a hard time responding to these requests, even though they provide discounts.

Yet the category of personal consumption is the most targeted by the analyzed sample, followed by resale and rarely re-manufacturing.

We observe that workshops that rely on productivity provide brief information about their products, whereas workshops that work on demand do not have to provide information because the customer determines it, with the majority of workshops having customers who specify their requests in advance

We've noticed that workshops that focus on productivity have posters with their logo on them, whereas other workshops don't.

We notice that the majority of the workshops are aware that they are considering purchasing resale points, and that they are all positively compared to one another.

We notice that most of the workshops are simple to replicate and have a high level of backward integration, whereas some are difficult to replicate due to modern technology.

We observe that most of the workshops mention that customers are price sensitive.

Conclusion:

And, based on the foregoing, we conclude that the customer's negotiation strength is greater than the workshops' negotiating skill, implying that the industry is less appealing and as a result, the workshops' profit potential is reduced.

2. Suppliers:

1. It's worth noting that the workshops cater to both wholesalers and retailers, with some dealing with retailers only yet others exclusively with wholesalers. In most workshops, the reasons for selecting a supplier are quality and price, while the minority is simply interested in pricing and others worry about location as a factor in supplier selection.

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2. We note that all of the workshops' inputs to the production process are nearly identical, as they all contain fabric and sewing supplies, while some workshops that work on demand do not require the cloth.

3. We note that the number of suppliers from within and outside the state ranges from 3 to 16 for all workshops, with the number of suppliers increasing in proportion to the quantity produced.

4. We've noticed that the majority of workshops continue to deal with the supplier even if they can't agree on a price. In addition, we've noticed that the majority of workshops switch suppliers when costs rise.

5. We've noticed that none of the workshops have any knowledge of Alibaba or the technological aspects of importing.

6. We observe that none of the workshops attempt to control the sources of supply by purchasing or merging with them; moreover, We notice that half of the sample considers contributing their own inputs, whereas the other half does not, or rather cannot.

Conclusion:

As a result, we might conclude that the workshops' bargaining power is stronger than the supplier's negotiation power.

3. Competitors:

1. We've noticed that there aren't many workshops in this field.

2. We note that the number of working hours per day varies from 5 to 16 hours per day, with additional costs in order to gain more customers (5 hours during stagnation periods and 16 hours during the working season).

3. The following are this industry's basic costs: Machines are available in a variety of shapes and sizes, including: 30000 to 70000 for a standard machine Models range from 150.0000 to 160.00000 dollars. Equipment at the shop ranges from 50000 to 400000.

4. We note that all workshops do not investigate their competitors, only one of them does and discovers their flaws.

5. We notice that the majority of the workshops (Corona) sold a small number of products over the two years, whereas the rest sold a large number.

6. We notice that half of the workshops (1,2, 3,4,9) are attempting to provide new, high quality products at reasonable prices, while the other half are not.

7. We note that the products from the workshops (1,2,4,5,6,7,8,10) are of a medium quality, whereas the products from the two workshops (3,9) are of a high one.

Conclusion:

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We infer that the competition in this industry is not fierce based on the factors stated by the sample.

8. Most workshops (1; 2; 3; 4; 5; 6; 9) imitate pioneering workshops in the field in terms of design, promotion, and distribution methods, while a few do not.

9. Noting that all of the workshops under consideration benefit from the knowledge and experience of professionals and from shared information.

10. We also notice that the majority of the workshops use the Internet to download models, which some refer to as "visual feeding" before the design process and "keeping up with what's popular."

11. We also notice that half of the workshops aren't copied, while the other half are.

Conclusion:

We find that the workshops (1,2,3,4,5,6,9) use the follower's technique to copy and learn by imitating pioneering workshops in the sector and benefiting from the experiences of the profession's owners, sharing knowledge among them, and downloading models from the Internet.

12. We notice that some workshops (1, 2 and 9) draw their own designs, while the rest of them do not.

13. We notice that some of the workshops (1, 2 and 6) show that the way of presenting their products is distinctive, while the rest have a normal way of presenting their products.

14. We note that some workshops have a feature that distinguishes them from others in terms of mastery, designs and fabric, self-confidence, modern machines, quality and treatment, seniority and a special touch .

15. We note that all workshops provide all the measurements required in the market.

16. We see that half of the workshops provide a delivery service, and they are (1, 2, 4, 6, 9) for the customer, while the other half do not.

17. We see that most of the workshops are always looking to develop and update their products, while there is only one workshop that is not.

Conclusion:

We conclude that workshops 1, 2, 6, and 9 adhere to the challenge strategy since they are characterized by their original designs, the manner they display unique items, and the delivery service they provide. They also want to create their own items.

18. We note that all of the workshops were chosen because of a special desire, except two that were chosen because of a special desire and have no work.

19. It's worth noting that not all workshops are looking for a new activity to start with, but there is one that is.

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20. With the exception of one workshop, we see that most of them do not consider giving up this work (10).

Conclusion:

With the exception of Workshop 10, we infer that none of the workshops are considering abandoning this activity. Given his situation, he believes that quitting up is the best option.

21. We should point out that four of the workshops (1, 2, 4, 5) are aimed at women, while the remaining ones are open to both men and women. While workshop 1 is for young women and 2 is for children and youth (women), the remaining workshops are for people of all ages. Moreover, workshop 1 is for middle-income earners, and the second is for high- and middle income earners, while the remaining seminars are for all income levels (high, medium, low).. It should be noted that the workshops (2, 3, 5, 6, 7, 8, 10) only function within the city, whereas the others work both within and beyond the city.

22. We observe that half of the workshops (1, 2, 3, 5, 6) consider targeting other groups, such as children and men, while the other half do not (due to the fact that it includes all groups).

23. We can see that the profit margin for workshops (1, 4, 9) is high during the seasons, whereas, for (2,3,5,6,7,8,10) is medium.

24. It's worth noting that the first six workshops have production lines ranging from one to twenty, while the rest depend on the request

25. It's worth noting that the specialized workshops chose their specializations based on the following criteria:

- On the basis of prior experience in the field;
- On the basis of prior experience in the field and quality;
- On the basis of prior experience in the field and quality
- Based on previous experience in the field
- Based on cost
- Based on quality
- On the basis of quality
- On the basis of quality

Conclusion:

According to the preceding observations, workshops 1 and 2 follow the specialist's approach in terms of gender, age groups, and income, whereas the rest of the workshops follow the diversification strategy in terms of age groups, gender, and income

4. Entry Barriers:

Chapter two: Field study

1. The workshops (1, 2, 3, 4, 5, 9) register metadata about the clients they work with, whereas the rest of the workshops do not.

2. Promotion: We've noticed that most of the workshops are known in the real world by their brand names, while the rest are only known online.

3. Distribution: We've noticed that all of the workshops have no trouble getting their product to the customer, but one workshop (3) has a problem with delivery. 4. Cooperation: We can see that workshops (2), (3), and (4) collaborated with institutions that were similar to them, whereas the rest of the workshops did not.

5. Machine technology: We can see that the machines in the workshops (2,3,5,6,7,8,9) are technologically advanced, whereas the rest of them have standard machines.

6. Technology (Design): We notice that workshops 1, 6, and 9 use technology in the design process, whereas the rest do not.

7. Government policy: We observe that taxes have a positive impact on all workshops.

We notice that seven workshops (1, 2, 4, 6, 7, 9, 10) did not employ the Ansej/ Anjem support mechanisms, whereas three workshops used these mechanisms, Anjem (3, 5) and Ansej.

8. Investment costs: The initial money required for this craft ranges from 50000 DA to 100.000 DA.

The workshops that benefited from the support mechanisms had a relatively high capital (700000/1000000/400000)DA , whereas the rest of the workshops had capital ranging from (500000 to 2800000)DA.

Conclusion:

We see that entry barriers are low in response to the danger of new entrants into the business, allowing potential competitors to enter more easily.

Substitutes Products:

5. Price: Half of the workshops (1,3,7,9,10) see that their products are less expensive than the prices of stores (ready-made clothes), while 4 workshops (2,4,6,8) see their prices as more than The prices of ready-made clothes similar to their products. As for the workshop (5), the price is equal to the price of ready-made clothes

6. Quantity: We note that most of the workshops cannot provide a quantity like the quantity available in the shops (1,2,5,6,7,8,9,10). while there are two workshops that have an equal quantity with the shops, and one of them confirms the availability of manpower in order to save quantity

7. Product quality: We can see that workshops (1,2,3,4,5,6,7,8) have products of the same quality as ready-made clothes, while workshops (9) have better quality products than ready-made clothes and workshops (10) have lower quality products.

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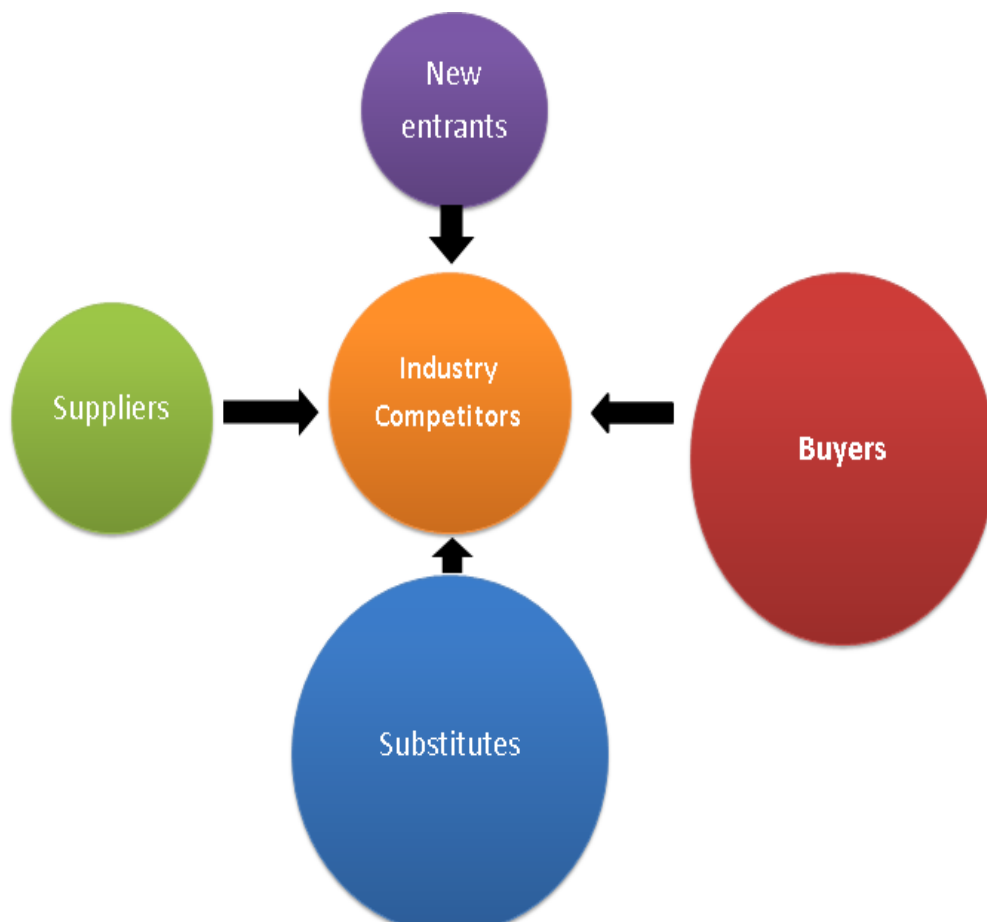
8. Personal measurements: We notice that all workshops have products with similar ready-made garments that have the same personal measurements.

9. Competency: We observe that all workshops customers distinguish between perfecting manual work and factory products.

Conclusion:

We determine that the threat of alternative products is strong and affects the workers in the industry by comparing the alternative products represented in ready-made garments with the products of the workshops in terms of price, quantity, quality, measurements, and workmanship.

Figure 03 :Porter s five forces model according to the studied sample



Sources:Made by the student according to outputs of analyzing porters five forces.

Chapter two: Field study

1.2 Analysis of expected CSF

- Capital Investment:

Through the answers provided we noted that:

The main reason for choosing the location of the workshop is the proximity to the dwelling to avoid mobility, noting that some workshops have been strategically located in commercial popular areas such as workshops (6, 8, 7, 2, 10). The ranking of workshop 4 was characterized by the fact that it made the site famous where the reason for its choice was initially mandatory.

We have noted that most of the sample items have one or two workshops and all of them have a goal to expand further (by opening shops to display their products); in addition to that, workshops (3,4,6,5) have one workshop and another to display the products (shop). Furthermore, workshops (2,3,4,5,6,9) have a measured reception room (lighting/mirror), while 1,7,8,10 have a part of the workshop to measure that's why it is considered as not well prepared

According to Machinery, technology and fittings: we Note that all workshops have the basic hardware of this craft and consist of a sewing machine, sergi machine and iron with basic fittings (detail table and shelves), also workshops (6,9) have modern technological machinery for production, in addition, workshop (3) has electric scissors for large production as well.

For Additional fittings: (computer + connectivity + stereotype to display the product) We note that most workshops do not include them (3,5,7,8,9,10); however, these ones (1,2,3,4,5,6) have all the additional fittings from computer, delivery and stamps to display the product.

We have explained that by the classification of strategic groups through the following table:

strategic groups according to quality and cost

Strategic Groups	quality	cost	workshop	Competitive situation
Group 01	Low	low	10 /7/8	Follower
Group 02	High	low	2/3	Leader
Group 03	High	High	1/4/5/6/9	Challenger

source : made by the students based interview information

- Cost Effectiveness:

Workshop 1 : Because they aim for a relatively high set of pricing, we observe that they utilize analytical accounting and determine the expenses in detail with price sensitivity.

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While workshops 2 and 3 employ analytical accounting and detailed costing, they view workshop rent as the most expensive expense and work to cut it while removing related expenses. They also do not believe that customers are sensitive to price.

The highest cost is the raw material, which cannot be reduced with extra labor expenses, thus Workshop 4 does not embrace analytical accounting and does not identify the costs in detail. However, they don't experience price sensitivity ; on the contrary, because the prices are reasonable, there is a strong client turnout. And the reason for that is that they prioritize cost cutting over quality.

Workshop 5 : We observe that although they do not use analytical accounting, do not determine their costs in detail, and have the highest rental costs, they are attempting to lower them by converting government owned property into private property, despite the fact that they do not incur additional costs to evaluate customer price sensitivity.

They don't use analytical accounting, and they don't precisely calculate their costs, according to Workshop 6. They have the most expensive rent and electricity rates. They did not take into account lowering them with certain additional expenses, such as lights in the reception hall, and as a result, prices are sensitive

Workshops 7, 8, 9, and 10: It should be noted that each workshop carefully calculates its costs, with rent and electricity being the biggest expenses that it is unable to reduce. These expenses are the only ones it incurs, and it also receives price sensitivity.

This is clarified by the strategic groups' categorisation in the following table:

Strategic groups according to cost and customer

Strategic Groups	The cost	The customer	the workshop	Competitive situation
Group 01	Low	low	10 /7/8	Follower
Group 02	Low	High	2/3	Leader
Group 03	High	Low	5/6/9	Challenger 2
Group 04	High	High	1/4	Challenger 1

source : made by the students based interview information

- Supportive environment :
 - We observe that the majority of workshops target people with medium purchasing power, while the workshop (3) targets people in all three groups (high, medium, and poor).
 - We can also see that workshops (1, 3, 5, 8, 9) focus on end users, whereas workshops (2, 4) concentrate on both end users and intermediaries. The state and final consumers are the topics of the session (7,6).

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- We also observe that the majority of workshops (1,3,7,8,9,10) did not take part in forums and exhibitions that supported their products, which resulted in a lack of marketing, information, and connections with the observation.

- In order to assist the display of their products, Workshops (2,4,5,6) took part in exhibitions.

Government policy is supportive of this activity and has a positive impact through mechanisms that stimulate and support the launch of these projects with the imposition of an assisted tax policy, as well as by organizing forums and exhibitions to support workers in this field. However, the unwillingness of these exhibitions to take part in workshops demonstrates the lack of awareness on their part.

- Human resource efficiency:

- We observe that workshops (1, 2, 8, and 9) learn via YouTube or what we refer to as self-learning, while workshops (1, 4, 5, 6, 7, and 9) learn via more experienced YouTube and training courses. Workshops (10), on the other hand, do not.

- We observe that every workshop strives to develop new products and existing ones, as well as invent techniques to speed up the production process, with the exception of the workshop (10) that did neither.

- Additionally, it has been noted that workshops (1,2,3,5,6,8,9) stand out from their rivals with a creative personality addition to their designs, in contrast to workshops (4,7,10) who don't offer any creative personality to their products.

- Workshops (2,3,4) attempt to draw in employment by increasing stimulus salaries, as can be shown. This fosters the utilization of employees' skills and stimulates labor. The workshops (1,5,6,7,8,9,10) don't make an effort to draw in workers by increasing stimulant wages.

- The most crucial component of competence formation in this subject, in our opinion, is expertise that serves as a source of learning, training, and innovation. We believe that the competence of human resources is founded on self-learning and learning through taking training courses.

- Owner's Personality :

We observe that the majority of workshops have a vision for the future and can be divided into three categories : those that aim to expand, those that aim to develop, and those that aim to abandon. Of these, the workshops (1, 2, 3,4,5,7,3) aim to expand, while those (6, 8, 9) aim to develop, and workshop (10) sees it abandoning in the future.

- We observe that every workplace reacts in confrontation when an issue arises, enabling them to move forward with their work, and that the workers who encounter and resolve the problem are the main cause of problems.

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- We think that the owner's personality needs to be defined by the consciousness that comes from tradition, education, and the drive to compete and excel, as well as the initiative to look for and take advantage of chances.

- Expectation:

We observe that the workshops (1, 2,3,4,5,6,9) have finished goods that they anticipate selling soon. These workshops create pre-products and anticipate orders based on the time of year, the occasion, and the latest fashions. Workshops 7, 8, and 10 don't prepare pre-products or have ready-made items that they plan to sell.

We think about forecasting in terms of stewardship and strategic planning and work to foresee demand, particularly during events and seasons.

- Operations Management

- We take into account projecting in terms of stewardship and strategic planning, as well as attempting to predict demand, particularly during events and seasons.

- We see that the majority of responsibilities in most workshops are carried out by the owner of the workshop (bringing raw supplies, maintenance, hygiene, and reception), whereas the employees carry out the sewing process and assist with hygiene and reception.

- We observe that most workplaces organize their production according to the chain of any employee who specializes in one job.

- We also noted that the final decision-making process is for the owners of the workshop only.

- We have noted that the workshop (4) has a higher number of workers (10) who are divided for the following tasks (receptionists/sewing workers).

- We also noted that the workshop (1) used a workshop (3) in the sewing process, that is, the owners of the workshop bring materials ,design process, prepare and connect the product, That is to say, they use a subcontracting strategy, as we see it is not effective, because this strategy usually lowers prices, but in this case it is counterproductive because of the poor choice of the partner and the method of negotiation.

- Financial flexibility :

Great flexibility (2,3,4) We observe that these workshops give participants a reserve to invest in without having to borrow money, plus they have solid relationships with suppliers (trust).

Average flexibility (6,7,9) We observe that these workshops do not offer a reserve to invest in and borrow from without any liquidity and favorable supplier relationships (trust).

Low flexibility (1,5,8,10), borrowing, lack of money, and favorable supplier relationships.

We observe that workshops with a high level of financial adaptability are better able to handle monetary difficulty and react to investment opportunities. The availability of financial liquidity, the ability to borrow in the absence of liquidity while maintaining a reserve of funds

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for reinvestment, and the ability to build trusting relationships with suppliers so they can supply them with raw materials and pay later are the determinants of financial flexibility in this area.

Section 3: Testing the hypotheses:

1.1 Analysing hypotheses applying the Strategic Groups Tool:

Figure04: Strategic groups map according to productivity and customer dimension



source: made by the students based interview information

Strategic groups according to productivity and customer

Strategic Groups	Workshop	Productivity	Customers
Group 1	5 -8-6-7- 10	Low	Low
Group 2	9	Low	Medium
Group 3	1-2-3	Low	High
Group 4	4	High	High

Group 1: Consists of 5 workshops differentiated between them in terms of productivity, where the leader of the group is the 6th most productive, followed by workshop 9 and is considered the challenger in this group and then followed by workshops 8, 7 and 10 respectively as authors.

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Explanation: The reason for the decline in productivity and customers in Group 1 is that workshop 6 is in its start (two years since it's the actual work) and has not begun the actual planned production. The rest of the workshops are due to their low productivity due to their custom-made work in a small size per order. with sometimes down demand at work.

Group 2: contains the workshop 9 low productivity and an average customer ratio.

Explanation: The reason for the decrease in productivity is due to the work on demand for the workshop, but for the average percentage of customers, this is due to the number of customers per day is greater than mentioned in group 1.

Group 3: Contains 3 workshops differentiated between them in terms of productivity and quality where the leader of the group is the 3rd workshop with productivity and high customer numbers, while workshops 1 and 2 are challenged with less productivity and fewer customers than workshop 3.

Explanation: The reason for the high productivity and numbers of customers of workshop 3 is that it depends on 6 production lines and an increase in number of customers compared to workshops 1 and 2

Group 4: Contains workshop 4, which is distinguished from the rest of the workshops with the highest productivity and customer numbers.

Explanation: The reason for the high productivity and customers in this group is that it has the largest number of production lines (20 production lines) and this has led to a rise in the number of customers as well.

Figure 05: Strategic groups map according to productivity and quality dimension



source: made by the students based interview information

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Strategic groups according to productivity and quality

Strategic Groups	Workshop	Productivity	Quality
Group 1	4	High	Medium
Group 2	1-2-3-5-6-9	Low	High
Group 3	8-7-10	Low	Low

source : made by the students based interview information

Group 1: The workshop contains 4 with the highest productivity and fairly medium quality and is considered the leading group

compared to other groups.

Explanation: The reason for the high productivity is because it has as many production lines and used machines as much as they can, while its quality is medium compared to workshops in group 2.

Group 2: Contains 6 workshops differentiated between them in terms of productivity and quality where the workshop 5 is the leader of the group in terms of high productivity and medium quality followed by workshops 3 and 1 as a challenge, while workshops 2, 6 and 9 writings and characterized by high quality and low productivity.

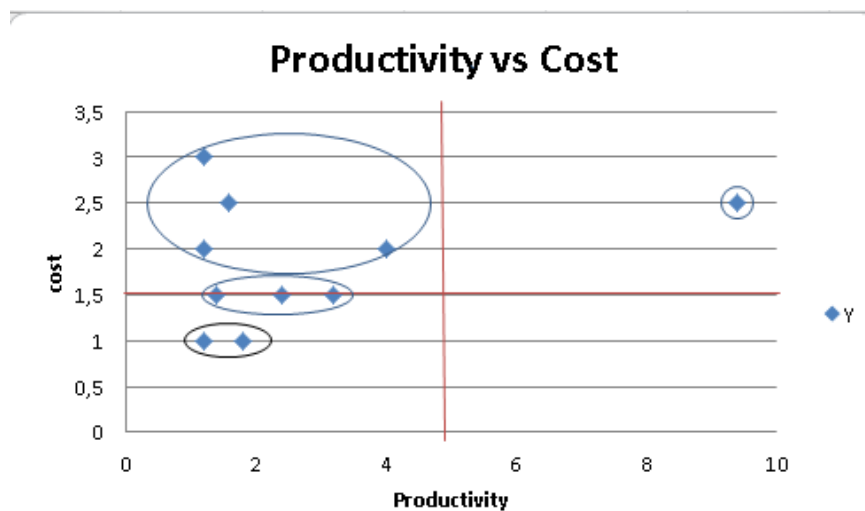
Explanation: The reason for the high productivity of workshop 5 is that it adopts 8 production lines but with medium quality while the rest of the workshops have fewer production lines but high quality.

Group 3: Contains 3 workshops with the same quality but the workshop was characterized by 8 in terms of the largest productivity and is considered the leader of the group while the workshops 7 and 10 have the lowest productivity.

Explanation: The reason for the low productivity of the three workshops is their work on demand, but the excellence of workshop 8 is its strategic location.

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Figure 06 :Strategic groups map according to productivity and cost dimension



Source: made by the students based interview information

Strategic groups according to productivity and cost

Strategic Groups	Workshop	Productivity	Cost
Group 1	4	High	High
Group 2	9-5-1-6	Low	High
Group 3	3- 7- 8	Low	Medium
Group4	2- 10	Low	Low

Source: made by the students based interview information

Group 1: The workshop contains 4 high productivity and also high cost and is considered the leader in terms of productivity compared to other groups.

Explanation: The reason for the high cost is the number of machines used (20 machines) and the number of workers estimated to 10.

Group 2: Contains four distinct workshops among themselves where the workshop is considered the 5th least expensive and the most productive leader of the group, followed by workshops 1, 9 and 6 on a low productivity arrangement and high cost as a challenge in this group.

Explanation: The reason for the high productivity of workshop 5 on the rest of the workshops in the group is due to the number of their largest production lines, but in terms of costs, the cost of the machines used in the workshop is 5 equals with workshop 1 and less than other workshops.

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Group 3: This group contains 3 workshops differentiated between them in terms of productivity, but the cost is equal and is considered medium compared to the other groups, workshop 3 is the leader of the group with the highest productivity and then followed by workshop 8 as a challenge and then workshop 7 with the lowest productivity.

Explanation: The reason for the high productivity of Workshop 3 is that it depends on 6 production lines with more workers compared to workshops 7 and 8.

Group 4: Contains workshops 2 and 10 with low productivity and low cost and shows differentiation between them in that workshop 2 has greater productivity and is considered the leader of the group while workshop 10 is considered a follower.

Explanation: The reason for the high productivity of Workshop 2 is because there are two production lines compared to workshop 10, which operates on demand and has fewer customers. In terms of cost, Workshop 2 is characterized by a lower cost compared to workshops in other groups and is considered a competitive advantage for this workshop because it really follows a policy to reduce its costs.

Figure 07: Strategic groups map according to quality and customer dimension



Source: made by the students based interview information

Strategic groups according to quality and customer

Strategic Groups	Workshop	Quality	The customers
Group 1	7- 8- 10	Low	Low
Group 2	6-5-9	High	Low
Group 3	1-2-3-4	High	High

source: made by the students based interview information

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Group 1:

contains workshops 7, 8 and 10 quality and low customer ratio there for there's no differentiation between them until workshop 8 doubles the number of its customers in the working seasons (holidays and events).

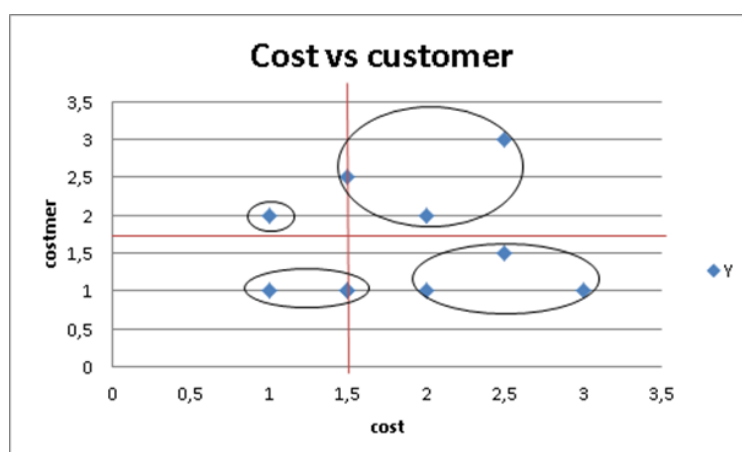
Group 2: Contains workshops 5 and 6 and 9 of high quality and low customer ratio and shows the differentiation between them in the quality in the workshop 9 is higher and is considered the leader of the group While workshop 6 has lower quality and is considered challenger, workshop 5 of lower quality is considered follower .

Explanation: A Workshop 9 is characterized by high quality with a low number of customers with a small demand size because it works on demand and has a small order size, As for Workshop 6, it has a lower quality for its recent entry into the market. while the workshop 5 products quality seems medium and the number of customers with the volume of demand considered small so this workshop seeks to better quality and gain more customers it is primarily challenger.

Group 4: We observe workshops 1,2,3,4 quality and customers are so high that Workshop 2 is the leader of the group followed by the workshops 1,3 challenging from the first degree and workshop 4 in the second degree.

Explanation : The reason for the excellence of workshop 2 is that the quality of its products is high and the number of its customers is low with the volume of demand is small and sometimes large, while the workshops 1.3 quality of their products seems to be medium and the number of customers is average with a small order size and workshop 4 The quality of its products is medium but the number of customers is high with large volume in demand and this has led to gaining a significant market share.

Figure 08 :Strategic groups according to Cost and customers dimension



Source: made by the students based interview information

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Strategic groups according to cost and customer

Strategic Groups	Workshop	Cost	Customers
Group 1	10-8-7	Low	Low
Group 2	2	Low	High
Group 3	1-3-4	High	High
Group 4	5-6-9	High	Low

Source: made by the students based interview information

Group 1: It contains workshops 7, 8, and 10 with low cost and a low number of customers. Workshop 10 is characterized by a lower cost and is considered the leader of the group, while the costs of workshops 7 and 8 are higher with the same number of customers

Explanation: The reason behind the decrease in the costs of workshop 10 is due to the low cost of rent and machinery with a low number of customers with a small order volume and the owner's intention to abandon the work, while workshops 7 and 8 have more costs and the same number of customers and this is due to not trying to reduce costs.

Group 2: It contains the workshop 2 and is characterized by low cost and high customers and is considered a leader among the groups.

Explanation: The reason is due to the low cost of rent and machinery, and the number of customers is high, and this is what distinguishes Workshop 2 from the rest of the other workshops.

Group 3: It contains workshops 3, 1 and 4 with high costs and high quality. Workshop 3 is considered the leader of the group at the lowest cost with a significant number of clients, while Workshop 1 and then Workshop 4 as challengers.

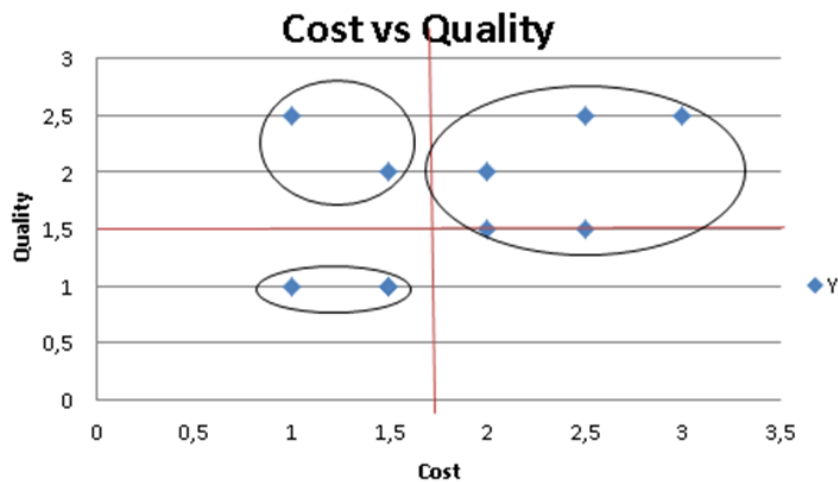
Explanation: The reason is that workshop 4 has a high cost and the highest cost has machines, but the number of its customers is high with a large order volume. As for workshop 1, it was distinguished by a lower cost compared to workshop 4, but the number of its customers is low with a small order volume

Group 4: It contains three workshops 5, 6, and 9, where the cost is high and the percentage of customers is low, as the 9th workshop is the leader of the group and the 6th and 5th workshop is the challenger.

Explanation: The reason behind the moderation in the cost and customers of Workshop 9 about Workshops 5 and 6 is that Workshop 9 has a larger number of customers and this is due to its high quality.

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Figure 09: Strategic groups map according to cost and quality dimension



Source: made by the students based interview information

Strategic groups according to cost and quality

Strategic Groups	Workshop	Cost	Quality
Group 1	7-8-10	Low	Low
Group 2	2-3	Low	High
Group 3	1-4-5-6-9	High	High

Source: made by the students based interview information

Group 1: This group contains 3 workshops 7, 8 and 10 with low cost and low quality. Workshops 8 and 7 are considered in the same competitive position in terms of cost and quality and are classified as followers and the workshop is 10 abandoner

Explanation: Workshops 7 and 8 are similar in several aspects, including cost and quality, and their cost is considered medium, due to the use of a significant number of machines (3 and 4) and several workers (3). As for the quality, it is considered low compared to other workshops. As for workshop 10, the reason is due to the non-use of machines Modern production with only one machine and the absence of additional costs such as equipment and the reception hall and an expression of his intention to give up his great experience in the field

Group 2: This group contains two workshops 2 and 3 of low cost and high quality. Workshop 2 is characterized by low cost and high quality and is classified as a leader in the group. Workshop 3 is of medium cost and high quality and is classified as a challenger in the group

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Explanation: The reason for the distinction of Workshop 2 is due to the attempt to reduce its costs through the use of analytical accounting and determining its costs in detail, which contributed to its control over costs. As for the quality of its products, this is due to the design process where they have a high skill in it, as for Workshop 3, which was classified as a challenger, the reason is due to the increase in the costs of Workshop 3 over Workshop 2, due to its lack of control over costs, but they seek to reduce it. As for quality, it considers the same as

Group 3: It contains 5 workshops that are distinct among themselves in terms of quality, where the leader of the group is Workshop 1 as it has the lowest cost with high quality, but not the highest in the group, and then workshops 4 and 5 follow with low costs and lower quality than the leader, meaning we consider them challengers. Followed by workshops 6 and 9, as the highest cost and quality, and they are also of a second degree.

Explanation: The reason behind the low costs of Workshop 1 leader is that it uses analytical accounting and determines its costs in detail and tries to reduce and control them, and its quality is considered average. As for workshops 5 and 4, the reason behind their low costs is that they work on cost at the expense of quality. Workshops 6 and 9 their costs are high and their quality is also high, and this is due to the cost of used modern machines and additional equipment.

1.2 The results of testing hypotheses

The results of testing the hypotheses:

The foregoing consideration of the hypotheses leads us to the following conclusion:

Hypothesis (1) Quality:

We measured the validity of the hypothesis using 3 elements represented by it, which are (1/ quality of design 2/ quality of operations 3/ quality of product delivery) and we obtained the following results:

Successful workshops according to quality elements

Quality	quality of design	quality operations	of	Quality product presentation
Quality and customers	Workshop 2			Workshop 1
Quality and cost		Workshops 5/9/6		Workshop 1/ 4
Quality and productivity	Workshop 2	Workshop 9/6		

Source: made by the students based interview information

The table shows the group leaders' distinction with all the elements of quality, and therefore the validity of this hypothesis is taken.

Hypothesis (2) Cost:

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The workshops, i.e. Workshop 2 the group leader in terms of cost and was characterized by the lowest cost, as it followed the policy of cost reduction (analytical accounting and cost study) and the workshop 3 whose costs are challenging, but it followed the policy of cost reduction (accounting analysis). and therefore, the validity of this hypothesis is taken.

Hypothesis (3) Technology:

We measured the validity of the hypothesis using 3 elements represented by it, which are (1/design technology 2/Machines technology 3/Communication technology) and we obtained the following results:

Successful workshops according to technology

Technology	Design technology	Machines technology	Communication technology
Workshops	1	3/6/9	1/2

Source: made by the students based interview information

The table shows the group leaders' distinction with all the elements of technology, and therefore the validity of this hypothesis is taken partial.

Hypothesis (4) Marketing:

We measured the validity of the hypothesis using 4 elements represented by it, which are (the four P :Product /Price /Promotion/Place).

- Promotion :

Successful workshops according to promotion

Promotion	Advertisements on Instagram page, discounts and prizes	Advertisements on Facebook page, discounts and offers	Advertisements on Facebook page, high Quality ads
Workshops	1/2	4	9/6

Source: made by the students based interview information

- Price :

Workshop 4 is a second-degree challenger in terms of cost (price) and pricing: where Workshop 2 is a cost leader and was defined by the lowest cost, i.e. the cost of rent and the machines are low enough that there is no price sensitivity.

The challenger's workshop 4 indicates that the cost is high, but the productivity is higher than it has no price sensitivity as a result of lowering the costs of its products.

- Product :

Leader of Workshops 1 and 2 (Target Category) this is for their use of the specialization strategy.

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- Place :

Successful workshops according to distribution

Direct distribution	Inside the shop / delivery service	Delivery service within the city by the seller
Workshops	2/4/9/6	1
direct distribution	Out of city delivery service	Dealing with resale
Workshops	1	2/4

Source: made by the students based interview information

The tables shows the group leaders' distinction with all the elements of marketing , and therefore the validity of this hypothesis is taken partial.

Hypothesis (5) Efficiency of the human resource :

We measured the validity of the hypothesis using 3 elements represented by it, which are

(1 learning / 2 experience/ 3creativity) and we obtained the following results:

Successful workshops according to individual competence

Efficiency of the human resource	Learning and creativity	Learning, experience and creativity	Learning and experience
Workshops	1/2/6	9	5

Source: made by the students based interview information

The tables shows the group leaders' distinction with all the elements of marketing , and therefore the validity of this hypothesis is taken partial.



Conclusion

Conclusion

Conclusion:

This study aimed to understand and analyze the critical success factors for ready-made garments in Laghouat city, in the first chapter we explained the theoretical side of the critical success factors with different definitions than we moved through the stages of its development historically And from there we tried to research the schools of thought and put forward the contributions of each school and its view of the critical success factors. Beyond that, we determined its characteristics of hierarchy, types, uniqueness, and stability over time

On the other hand, and as auxiliary tools to achieve the goal of the study, we touched on the concepts of Porter's five forces and strategic groups .

In the second chapter where it is considered the most important for the value obtained through it, and this is due to the use of many tools, including interviews, observation, and content analysis, by following the descriptive approach and qualitative approach and data collection and analysis to reach the results

Conclusion

Positive results :

- Focus on quality for most of the workshops.
- Awareness of some leading workshops on successful competitive strategies.
- Trying to reduce costs for some workshops.
- There is no price sensitivity for some workshops.
- The use of modern technology in some of the leading workshops.
- Learning through training courses to develop skills.
- Recording data about customers (loyal customers).
- Affect of taxes in the affirmative (state policy).
- Spread Branding some of the leading workshops.
- Good relations with customers and suppliers (good treatment).
- Costs study in detail by following the analytical accounting of some of the leading workshop.
- Having workshops that have strategic thinking.
- The existence of workshops that follow the specialization strategy and are considered successful workshops with distinction.
- The Good product promotion for some of the leading workshops across social media.

Conclusion

Negative results

- Not resorting to the use of technology in the process of providing raw materials, such as the Alibaba application
- Awareness of some of the leading workshops on successful competitive strategies
- Not studying costs in detail and not following analytical accounting
- Lack of modern technology
- labor shortage
- Lack of branding
- Not cooperating to share information

Recommendations:

Through the previous results and based on what was reached in the research, we can mention some recommendations that can be used in developing the reality of the ready-made garments industry in Laghouat city , in addition to other parties that can benefit from the current study and as follows:

- ✓ The necessity of trying to raise productivity to cover market demand by using modern machines for large production.
- ✓ The necessity to reduce basic costs through the use of analytical accounting and study costs in detail.

Conclusion

- ✓ the necessity to search for external sources of supply and use import technology.
- ✓ The necessity to focus on the product design process because it is extremely important for success in this industry.
- ✓ The necessity for cooperation between the workshops and forming partnerships according to a smart negotiation strategy.
- ✓ The necessity of attracting the workforce by stimulating it financially and morally.
- ✓ The necessity to raise awareness by learning more about the world of business and project management.
- ✓ The necessity of activating the element of promotion through social media by downloading more attractive and professional publications.

Further studies suggestions:

In addition to the foregoing results and recommendations, a number of studies can be identified that may work to complete the findings of the current study, in order to cope with changing environmental conditions, as follows:

- ✓ Analysis of the critical success factors of the ready-made garments industry, with the selection of a sample of customers and a larger volume.
- ✓ Women's entrepreneurship and ready-made garments industry.

Conclusion



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Appendices

Appendence

جامعة عمار ثليجي الأغواط
كلية العلوم الاقتصادية والتجارية وعلوم التسيير
قسم علوم التسيير
تخصص مقاولاتية

استمارة اسئلة داعمة للمقابلة في إطار إعداد مذكرة الماستر شعبة علوم التسيير تخصص
مقاولاتية تحت عنوان :

Analysis of the Critical Success Factors for Ready-made Garments in
Laghouat City

حيث تهدف هذه الدراسة إلى التعرف على أسباب نجاح ورشات الخياطة في ولاية
الأغواط لذا نرجو من سيادتكم إفادتي حول الموضوع من خلال إجابتكم على هذه
الأسئلة المقترحة للحصول على نتائج واقعية وذات مصداقية حول الموضوع .

و في الأخير تقبلوا منا فائق الإحترام و التقدير

من اعداد

-لببية مباركة

-وداد حشاني

تحت اشراف:

الطالبتين:

-لعجالي عادل

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1-ما هي هوية مؤسستكم ؟

الاسم : الشعار : طريقة العمل :

الزري الرسمي : تصميم المحل :

الألوان التي ترمز لمؤسستكم :

2-كيف كانت بدايتكم ؟ (خلفية عائلية / صداقات / اسباب أخرى)

3-ما هو عدد زبائنكم ؟

4-كم يقدر حجم طلب كل زبون ؟

5-هل تعاني من صعوبة في الاستجابة للطلبات ذات الحجم الكبير ؟

6-هل تعاني من ركود في العمل (عدم تلقي الطلبات) ؟

7-هل تمنحون خصومات على طلبات الكبيرة ؟

8-من الفئات التالية حدد ما هي الفئة التي تتعامل معها :

اعادة البيع

اعادة التصنيع

الاستهلاك الشخصي

9-هل تعتبر نقاط إعادة البيع منافذ توزيع ؟ وإلى أين (خارج أو داخل الولاية) ؟

10-هل تفكرون في الاستحواذ على نقاط إعادة البيع ؟

11-هل التكلفة أولى اهتماماتكم أو تركيز على مظاهر أخرى ؟ (مثل الجودة)

12-هل يحصل زبائنكم على جميع المعلومات عن المنتج قبل طلب ؟

13-هل لزبائنكم طلبات محددة مسبقا ؟

14-هل يتم مقارنة منتجاتكم بأخرى من طرف الزبون ؟

15-هل منتجاتكم سهلة التقليد؟

1-ماهي المواد الاولية التي تحتاجونها في العملية الانتاجية (قماش + لوازم خياطة) بالتحديد

؟

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2- ما نوع المورد الذي تتعاملون معه؟ مصنع تجار جملة و موزعين مورد اجنبي تجار التجزئة؟

3- كيف تم اختيار المورد؟

المكان_ السعر_ الجودة_ مدة التسليم.

4- عدد الموردين الذين تتعامل معهم؟

5- هل لديكم مورد يتعامل معكم فقط؟

6- هل تغيرون المورد في حال ارتفاع أسعاره؟

7- هل يقوم المورد بالتخلي عن التعامل معكم في حال التفاوض معه على السعر؟

8- هل تحاولون السيطرة على مصادر توريد بشرائها او الاندماج معها (شراكة)؟

9- هل تفكرون في توفير مدخلاتكم بمفردكم دون وجود وسطاء؟

10- هل تستخدمون مصادر توريد خارجية ali baba مثلا؟

المنافسون:

1- عدد الورشات التي تقدم منتجات تشبه منتجاتكم؟

كثير

قليل

2- كم عدد ساعات العمل في اليوم؟

3- هل لديكم تكاليف اضافية من أجل كسب زبائن أكثر؟

4- كم تقدر تكاليف الثابتة لورشتم من حيث: الايجار, آلات الخياطة, أجور العمال, تجهيزات المحل

لماذا اخترتم هذا النشاط؟

لا يوجد عمل

الرغبة الخاصة

لا توجد فرص أخرى

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5-هل تبحثون عن بديل آخر (نشاط آخر) تستطيعون الانطلاق فيه ؟

6-هل تفكرون في التخلي عن هذا العمل ؟

7-هل تقومون بتقليد ورشات رائدة في المجال من حيث تصميم و طريقة الترويج و طرق التوزيع ؟

8-هل تقومون بالاستفادة من تجارب اصحاب المهنة و مشاركة المعلومات بينكم ؟

9-هل تقومون بتنزيل نماذج من الانترنت ؟

10-هل تلاحظون أن هناك ورشات تقوم بتقليد منتجاتكم

11-الفئة المستهدفة:

أ-حسب العمر :

أطفال

مرهقون

شباب.

ب-حسب الجنس :

نساء

رجال

ج-حسب الدخل :

ذوي الدخل العالي

المتوسط

المنخفض

د-حسب الموقع الجغرافي:

ولاية الاغواط

خارجها.

12-هل تفكرون في استهداف فئات أخرى ؟ ماهي ؟

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- 13-هل تحققون هامش ربح عالي ؟
- 14-كم خط انتاج لديكم (منتج واحد أم عدة منتجات) ؟
- 15-لماذا اخترتم التخصص من اجل سعر او الجودة ؟
- 16-هل تقومون برسم تصاميمكم الخاصة ؟
- 17-هل طريقة تقديم منتجاتكم مميزة ؟
- 18-ما هي الخاصية التي تظنون أنكم تمتلكونها ولا يمتلكها غيركم ؟
- 19-هل توفرون جميع المقاسات المطلوبة في السوق ؟
- 20-هل توفرون خدمة التوصيل للزبون ؟
- 21-هل تبحثون دوما على تطوير و تحديث منتجاتكم ؟
- 22-هل تقومون بدراسة منافسيكم و معرفة نقاط ضعفهم و الاستفادة منها ؟
- 23-هل تحاولون دائما توفير منتجات جديدة ذات جودة عالية و بأسعار معقولة ؟
- 24-كمية المنتجات المباعة خلال سنتين:

قليلة

كثيرة

25-الجودة في المنتجات:

عالية

متوسطة

منخفضة

رأس المال المستثمر :

1-لماذا تم اختيار هذا الموقع للورشنة ؟

2-هل ورشتكم مستأجرة أم ملكية خاصة ؟

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3- ماهي الآلات المستعملة و كم عددها ؟

4- هل تستعملون تكنولوجيا حديثة ؟

نعم

لا

4- هل لديكم عمال دائمون أم متغيرون ؟

5- كم عدد محلاتكم (ورشاتكم) و هل لديكم هدف للتوسع و فتح ورشات أخرى ؟

6- هل تخصصون قاعة لاستقبال الزبائن في ورشتكم ؟

7- ماهي تجهيزاتكم الاضافية :

حاسوب

مكتب

وسيلة توصيل (سيارة / دراجة)

دراسة التكاليف :

8- هل تستعملون المحاسبة التحليلية ؟

نعم

لا

9- هل تقومون بتحديد تكاليف الانتاج بالتفصيل ؟

10- ما هي أعلى تكلفة لديكم ؟

11- هل فكرتم في تخفيضها باتباع حلول أخرى ؟

12- هل تلاحظون أن هناك تكاليف إضافية يمكنكم الاستغناء عنها ؟

13- هل تلاحظون حساسية للأسعار من طرف الزبائن ؟

14- أين تصنفون القدرة الشرائية لأغلب الزبائن مرتفعة

متوسط

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منخفضة

15- مع من تتعاملون:

مستهلكون

وسطاء

الدولة

16- هل يتم تنظيم ملتقيات و محافل و معارض تدعم عرض منتجاتكم من طرف مديرية الصناعات التقليدية و الحرف ؟

نعم

لا

17- هل تقومون بدورات تدريبية للعمال ؟

نعم

لا

18- هل تتعلمون من اليوتيوب لتطوير تصاميمكم ؟

نعم

لا

19- هل تحاولون استقطاب العمالة بإضافة أجور تحفيزية ؟

نعم

لا

20- هل لديكم إضافة شخصية إبداعية لتصميماتكم ؟

نعم

لا

أسئلة لمالك الورشة:

1- كيف ترى ورشتكم في المستقبل ؟

Appendince

2- عند حدوث مشكلة كيف تتصرف ؟

المواجهة

التهرب

3- ماهي المشكلات (داخل العمل و خارجه) التي مرت بكم سابقا ؟ و كيف وجهتموها ؟

4-الابتكار:

4-1- هل قمتم بابتكار منتجات جديدة ؟

نعم

لا

4-2- هل قمتم بابتكار عمليات جديدة ؟

نعم

لا

4-3- هل قمتم بابتكار خدمات جديدة ؟

نعم

لا

5التوقع:

5-1- هل لديكم منتجات جاهزة تتوقعون بيعها في القريب العاجل ؟

نعم

لا

6- هل تقومون بتجهيز منتجات مسبقا و تتوقعون طلب عليها ؟

7- على اي اساس تم التوقع ؟

8-ادارة العمليات:

8-1- كيف يتم تقسيم العمل و تحديد المسؤوليات بين العمال ؟

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8-2- من يقوم بالاعمال التالية: جلب المواد الاولية توصيل المنتجات التصميم و الرسم الخياطة ,الصيانة, النظافة , الاستقبال,

9- من يقوم باتخاذ القرار النهائي في جميع مراحل الانتاج ؟

10- هل يتم وضع معايير مسبقة لعملية الانتاج ؟مثلا (عدد الوحدات المنتجة في مدة زمنية محدد)

11- المرونة المالية:

هل توفرون احتياطي من المال لا عادة استثماره ؟

نعم

لا

12- هل تلجؤون الى الاقتراض في حال عدم وجود سيولة مالية ؟

13- هل سيولة متوفرة لديكم ام لا ؟

نعم

لا

14- هل تملكون علاقات جيدة مع الموردين بحيث بإمكانهم تزويدكم بالمواد الاولية و الدفع لاحقا (الثقة)؟

حواجز الدخول :

1- هل تقومون بتسجيل بيانات أو معطيات تعريفية حول الزبائن الذين تتعاملون معهم؟

2- هل الاسم التجاري معروف في العالم الافتراضي أو الواقعي ؟

3- هل لديكم صعوبة في توصيل منتجكم إلى الزبون ؟

نعم

لا

4- هل قمتم بالتعاون مع المؤسسات المشابهة لكم ؟

نعم

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لا

5-كيف تؤثر عليكم الضرائب ؟

تأثير ايجابي

تأثير سلبي

6-هل استفدتم من آليات الدعم ؟ Ansej / Anjem

نعم

لا

7- كم يبلغ رأس المال الأولي للدخول في هذه الصناعة ؟

8- هل تتماشى الآلات التي تستخدمونها مع التطور التكنولوجي ؟

نعم

لا

9-هل تستعملون التكنولوجيا في عملية التصميم ؟

نعم

لا

المنتجات البديلة :

1-هل منتجاتكم لها نفس السعر مع الملابس الجاهزة المشابهة لها ؟

2-هل منتجاتكم لها نفس الكمية مع الملابس الجاهزة المشابهة لها ؟

3- هل منتجاتكم لها نفس الجودة مع الملابس المشابهة لها ؟

4-هل منتجاتكم بنفس قياسات الشخصية مع الملابس الجاهزة المشابهة لها ؟

5- هل زبائنكم يميزون بين اتقان العمل اليدوي و منتجات المصانع ؟

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An example of the application of the method of calculating the weights of the study dimensions

The first step: We divided the categories

The second steps : We determine the largest cost for each workshop and then estimate the weights from 1 to 3, the smallest cost is estimated the weight (1) and the average cost (2) and the highest cost (3)

The third step: the highest cost is multiplied by (2)

	Cost study	Owner shipor leashold	
Workshop 1	Machines 200000	Private property 40 million	2
Workshop 2	Rent : 12000 Machines : 15000/20000	Rented	1
Workshop 3	Rent : 25000 Machines : 21000	Rented	1,5

Machines :

Less than / 16000 (1)

16000/ 150000 (2)

150000 and above (3)

Rent :

Less than 9000 (1)

9000/ 17000 (2)

17000 and above (3)

Privat property : 40 million

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البداية	الهوية
1خلفية عائلية (الام) و ميول شخصي	1وجود اسم و شعار
2خلفية عائلية و صداقات و موهبة التصميم من الطفولة	يوجد اسم و شعار و ألوان و زي رسمي2
3خلفية عائلية و موهبة من طفولة	3وجود اسم و شعار و الزي الرسمي و ألوان
4الرغبة و خلفية العمل في المجال	4وجود اسم و شعار و طريقة عمل و الزي الرسمي
5موهبة و خبرة في المجال	5وجود اسم و ألوان و شعار و طريقة عمل
6خلفية عائلية و صداقات	6 يوجد الاسم و الشعار و الزي الرسمي
7خلفية عائلية و الرغبة	7وجود الاسم و الألوان
8خلفية عائلية (الاب)	8وجود الاسم
9موهبة و ميول	9وجود الاسم

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10 خلفية العمل في المجال و موهبة	10 لا توجد هوية
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	حجم الطلب				
الفئة المستهدفة	عدد الزبائن	كمية طلب كل زبون	صعوبة الاستجابة للطلبات الكبيرة	ركود العمل	منح خصومات على طلبات الكبيرة
1 استهلاك شخصي	1 على حسب المناسبات (لا يوجد عدد محدد)	1 صغيرة نادرا كبيرة	1 توجد	1 يوجد	1 نعم
2 استهلاك شخصي و اعادة البيع	2 على حسب المواسم (30 و اكثر)	2 صغيرة نادرا كبيرة	2 توجد	2 لا يوجد	2 نعم
3 استهلاك شخصي و اعادة البيع	3 أحيانا 10 / 12 زبائن فما فوق في اليوم و احيانا 100 فما فوق في اليوم	3 صغيرة نادرا كبيرة	3 توجد خاصة في جانب الاتقان	3 يوجد	3 نعم (كلما زاد الطلب يكون هناك خصم)
4 استهلاك شخصي و اعادة البيع	4 60 فما فوق	4 صغيرة و كبيرة	4 توجد	4 لا يوجد	4 نعم
5 استهلاك شخصي و اعادة البيع	5 6 أشخاص	5 صغيرة	5	5 يوجد	5 نعم
6 استهلاك شخصي	6 أحيانا 10 فما فوق في اليوم	6 صغيرة	6	6 يوجد خاصة ازمة كورونا	6 نعم سعر الجملة
7 استهلاك شخصي	7 أحيانا 8 / 10 في اليوم	7 صغيرة	7	7 لا يوجد	7
8 استهلاك شخصي	8 على حسب المواسم (في موسم الصيف يكون عدد الزبائن قليل و في فصل الشتاء كثير)	8 صغيرة	8	8 يوجد	8 نعم
9 استهلاك شخصي و اعادة التصنيع	9 كثير	9 صغيرة	9	9 لا يوجد	9
10 استهلاك	10 من 10 الى 20 على حسب	10 صغيرة	10	10 لا يوجد	10

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شخصي					الموسم و اكبر عدد ممكن 30 زبون
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توفير المعلومات (التسويق)	تحديد الطلب المسبق
1 نعم	1 لا
2 نعم	2 نعم
3 نعم	3 نعم
4 نعم	4 نادرا
5 لا توجد	5 نعم
6 لا توجد	6 نعم
7 لا توجد	7 نعم
8 لا توجد	8 نعم
9 نعم (لكن معلومات قليلة)	9 نعم
10 لا توجد	10 نعم

التوزيع (نشر العلامة التجارية)	الوعي (المنتج)
1 نعم خارج و داخل الولاية	1 لا تفكر
2 نعم خارج و داخل الولاية	2 نعم تفكر
3 نعم خارج و داخل الولاية	3 نعم تفكر
4 نعم خارج و داخل الولاية	4 نعم تفكر
5 لا توجد	5 نعم تفكر
6 لا توجد	6 نعم تفكر
7 لا توجد	7 لا تفكر
8 لا توجد	8 نعم تفكر
9 لا توجد	9 لا تفكر
10 لا توجد	10 لا تفكر

القدرة على الاستبدال	القدرة على التكامل الخلفي
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و عي الزبون (منتجات بديلة)	التمايز (ميزة تنافسية)
1 يتم المقارنة بالايجاب	1 سهولة التقليد
2 يتم المقارنة بالايجاب	2 سهولة التقليد
3 يتم المقارنة بالايجاب	3 سهولة التقليد
4 يتم المقارنة بالايجاب	4 سهولة التقليد
5 يتم المقارنة بالايجاب	5سهولة التقليد (لكن يوجد إضافات صعبة)
6 يتم المقارنة بالايجاب	6 سهولة التقليد
7 يتم المقارنة بالايجاب	7 -صعبة التقليد (التكنولوجيا حديثة)
8 يتم المقارنة بالايجاب	8 سهولة التقليد
9 يتم المقارنة بالايجاب	9 صعبة التقليد (التكنولوجيا حديثة)
10 يتم المقارنة بالايجاب	10 سهولة التقليد

نوع المورد	كيفية اختياره	مورد يتعامل معكم فقط
1تجار الجملة و تجار التجزئة	1 الجودة و السعر	1 لا يوجد
2تجار الجملة و تجار التجزئة	2 الجودة و السعر	2 لا يوجد
3تجار التجزئة	3 السعر و التعامل و المكان	3 لا يوجد
4تجار الجملة	4السعر و تعدد الاختيارات	4 لا يوجد
5 تجار الجملة و تجار التجزئة	5 الجودة و السعر معقول	5 لا يوجد
6 تجار الجملة	6 الجودة و السعر	6 لا يوجد
7تجار التجزئة	7 الجودة و السعر	7 لا يوجد
8 تجار التجزئة	8المكان و السعر	8 لا يوجد
9 تجار الجملة و تجار التجزئة	9الجودة	9 لا يوجد
10 تجار التجزئة	10 الجودة	10 لا يوجد

تمايز المدخلات	تركيز المورد	تحويل التكاليف	تحويل التكاليف	وجود موارد بديلة مثل	التكامل الخلفي (شراكة)	التكامل الخلفي(توفير)
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المدخلات (baba Ali				
1 نعم	لا 1	1 لا توجد	1 لا نغير	1 لا يمكن التخلي	8_1 موردين	1 قماش - لوازم خياطة) خيوط - الازرار - اشرطة - ابرة (
لا 2	لا 2	2 لا توجد	2 نادرا إلا في الضرورة	2 لا يمكن التخلي	2_3 أو 4 موردين على الأكثر	2 القماش / الخيوط / Astique / أزرار / ابرة / أقلام / الورق
3 نعم	لا 3	3 لا توجد	3 نعم نغير	3 يمكن التخلي	3_10 موردين	3 قماش / ابرة / أزرار / مسطرة / ميتر / قلم / كراس / خيوط Astiqu/
4 نعم	لا 4	4 لا توجد	4 نعم نغير	4 لا يمكن التخلي	4_10 على الأقل	4 ابرة / خيط / أزرار / قماش Astiqu /
5 نعم لكن لا نستطيع	لا 5	5 لا توجد	5 نعم نغير	5 لا يمكن التخلي	5_10 موردين داخل الولاية و 6 موردين خارج الولاية	5 قماش / ابرة / خيوط / Astique/ قلم / أوراق
لا 6	لا 6	6 لا توجد	6 نعم نغير	6 لا يمكن التخلي	6_4 موردين	6 قماش / خيط الطرز / ابرة / مسطرة / ميتر
لا 7	لا 7	7 لا توجد	7 نعم نغير	7 يمكن التخلي	7_3- موردين	7 خيط / ابرة / ميتر / مسطرة
لا 8	لا 8	8 لا توجد	8 نعم نغير	8 لا يمكن التخلي	8_3 موردين	8 خيط / ابرة / أزرار / Fermeture/) Gallon نادرا لشراء القماش (
9 نعم	لا 9	9 لا توجد	9 نعم نغير	9 لا يمكن التخلي	9_4 موردين	9 القماش / الخيوط / الابرة / خيط الطرز / مسطرة /

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						ميترا
10 لا	10 لا	10 لا توجد	10 نعم غير	10 لا يمكن التخلي	3_10 موردين	10 خيط / إبرة

دراسة تكاليف	المنافسة	تشبع السوق
1 الالات: 2000000 العمال : نسبة تقديرية	1_8 ساعات و أكثر وتوجد تكاليف اضافية	1 قليل
2 الايجار: 12000 00 الالات : 150000 الى 200000 أجور العمال : ثلث لكل عامل من كل قطعة تجهيزات المحل : 500000	2_ من 5 ساعات الى 12 ساعة وتوجد تكاليف اضافية	2 قليل
25000 الايجار 3 210000 الالات: تجهيزات المحل : 10000	3_8 ساعات و اكثر وتوجد تكاليف اضافية	3 قليل
4 الالات : 150 مليون اجور العمال من 15000 الى 60000 تجهيزات المحل : 100000	4_ من 8 ساعات الى 16 ساعة وتوجد تكاليف اضافية	4 قليل
5 الايجار : 1700000 الالات : 72000000 اجور العمال : 1000000 تجهيزات المحل : 30000000	5_6 ساعات وتوجد تكاليف اضافية	5 قليل
6 الالات 182000000 تجهيزات المحل 40000000	6_5 ساعات ولا توجد تكاليف اضافية	6 قليل
7 لايجار : 150000 الالات : 10000000 اجور العمال : نسبة تقديرية تجهيزات المحل : 20000000	7_12 ساعة لا توجد تكاليف اضافية	7 قليل
8 الايجار 3 ملايين الالات : 24 مليون اجور العمال : بالثلث تجهيزات المحل : 20 مليون	8_12 ساعة وتوجد تكاليف اضافية	8 قليل
9 لايجار : 2 ملايين الالات : 150 مليون من 2 الى 3 ملايين تجهيزات المحل : 40 مليون	9_10 ساعات و أكثر وتوجد تكاليف اضافية	9 قليل
10 لايجار : 900 الف الالات : 16 مليون تجهيزات المحل : 25 مليون	10_12 ساعة وتوجد تكاليف اضافية	10 كثير

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القائد

1متوسطة	1قليلة	1نعم	1لا
2متوسطة	2كثيرة	2نعم	2لا
3عالية	3قليلة	3نعم	3لا
4متوسطة	4كثيرة	4نعم	4نعم
5متوسطة	5قليلة	5نعم	5لا
6متوسطة	6قليلة	6نعم	6لا
7عالية	7كثيرة	7نعم	7لا
8متوسطة	8قليلة	8نعم	8لا
9عالية	9قليلة	9نعم	9لا
10متوسطة	10قليلة	10نعم	10لا

التابع

1 لا يوجد تقليد	1نعم يتم تنزيل نماذج من الانترنت	1 نعم	1 نعم يتم تقليد ورشات رائدة
2 نعم يوجد تقليد	2 نعم يتم تنزيل نماذج من الانترنت	2 نعم	2 نعم يتم تقليد ورشات رائدة
3 نعم يوجد تقليد	3 نعم يتم تنزيل نماذج من الانترنت	3 نعم	3 نعم يتم تقليد ورشات رائدة
4 نعم يوجد تقليد	4 نعم يتم تنزيل نماذج من الانترنت	4 نعم	4 نعم يتم تقليد ورشات رائدة
5 لا يوجد تقليد	5 نعم يتم تنزيل نماذج من الانترنت	5 نعم	5 نعم يتم تقليد ورشات رائدة
6 لا يوجد تقليد	6 نعم يتم تنزيل نماذج من الانترنت	6 نعم	6 نعم يتم تقليد ورشات رائدة
7 نعم يوجد تقليد	7 نعم يتم تنزيل نماذج من الانترنت	7 نعم	7 لا يتم تقليد ورشات رائدة
8 لا يوجد تقليد	8 نعم يتم تنزيل نماذج من الانترنت	8 نعم	8 لا يتم تقليد ورشات رائدة
9 نعم يوجد تقليد	9 نعم يتم تنزيل نماذج من الانترنت	9 نعم	9 نعم يتم تقليد ورشات رائدة

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10 لا يوجد تقليد	10 لا يتم تنزيل نماذج من الانترنت	10 نعم	10 لا يتم تقليد ورشات رائدة
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المتحدي					
1 نعم نظور منتجاتنا	1 نعم نوفر خدمة التوصيل	1 نعم نوفر المقاسات	1 القماش و التصاميم و السعر	1 نعم مميزة جدا	1 أحيانا
2 نعم نظور منتجاتنا	2 نعم نوفر خدمة التوصيل	2 نعم نوفر المقاسات	2 لمسة الخاصة	2 نعم مميزة	2 نعم
3 نعم نظور منتجاتنا	3 لا نوفر خدمة التوصيل	3 نعم نوفر المقاسات	3 الاتقان	3 عادية	3 لا
4 نعم نظور منتجاتنا	4 نعم نوفر خدمة التوصيل	4 نعم نوفر المقاسات	4 الثقة بالنفس	4 لا	4 لا
5 نعم نظور منتجاتنا	5 لا نوفر خدمة التوصيل	5 نعم نوفر المقاسات	5 موعد التسليم	5 لا	5 لا
6 نعم نظور منتجاتنا	6 نعم نوفر خدمة التوصيل	6 نعم نوفر المقاسات	6 جودة /المعاملة/الات الحديثة	6 نعم طريقة الاستقبال	6 لا
7 لا نظور منتجاتنا	7 لا نوفر خدمة التوصيل	7 نعم نوفر المقاسات	7 الاتقان في عمل	7 لا	7 لا
8 نعم نظور منتجاتنا	8 لا نوفر خدمة التوصيل	8 نعم نوفر المقاسات	8 الاقدمية	8 عادي	8 لا حسب ذوق الزبون
9 نعم نظور منتجاتنا	9 نعم نوفر خدمة التوصيل	9 نعم نوفر المقاسات	9 اتقان عمل (finition)	9 عادي	9 نعم تصاميم خاصة
10 نعم نظور منتجاتنا	10 لا نوفر خدمة التوصيل	10 نعم نوفر المقاسات	10 الإتقان	10 في بعض الاحيان	10 لا

المتخلي

1 لا نبحث عن بديل	1 لا ن فكر في التخلي
2 ممكن	2 لا ن فكر في التخلي
3 لا نبحث عن بديل	3 نعم ن فكر في التخلي
4 لا نبحث عن بديل	4 لا ن فكر في التخلي
5 لا نبحث عن بديل	5 لا ن فكر في التخلي
6 لا نبحث عن بديل	6 لا ن فكر في التخلي
7 لا نبحث عن بديل	7 لا ن فكر في التخلي

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8 لا تفكر في التخلي	8 لا نبحت عن بديل	1 لا يوجد عمل و الرغبة الخاصة
9 نعم تفكر في التخلي	9 لا نبحت عن بديل	2 لا يوجد عمل و الرغبة الخاصة
10 لا تفكر في التخلي الا لظروف صحية (كبر السن)	10 لا نبحت عن بديل	3 الرغبة الخاصة
		4 الرغبة الخاصة
		5 الرغبة الخاصة
		6 الرغبة الخاصة
		7 الرغبة الخاصة
		8 الرغبة الخاصة
		9 الرغبة الخاصة
		10 الرغبة الخاصة

المتخصص

1 على اساس الخبرة في المجال	1 خط انتاجي واحد	1 على حسب الموسم (فترة العيد يكون عالي)	1 نعم مستقبلا	1 فئة شباب / نساء / دخل متوسط / ولاية الاغواط و خارجها
2 على اساس الجودة و الخبرة في المجال	2 خطين انتاجيين	2 متوسط	2 نعم مستقبلا (فئة الاطفال)	2 فئة أطفال و شباب / نساء / دخل العالي و المتوسط / ولاية الاغواط فقط
3 على اساس الخبرة في المجال	3_6 خطوط انتاجية و حسب الطلب	3 متوسط	3 نعم	3 جميع الفئات العمرية / نساء و رجال اقل / جميع الفئات / ولاية الاغواط فقط
4 على اساس التكلفة	4 20 خط انتاجي	4 عالي	4 لا	4 جميع الفئات العمرية / نساء / جميع الفئات / ولاية الاغواط و خارجها
5 على اساس الجودة	5 8 خطوط انتاجية	5 متوسط	5 نعم (فئة الرجال)	5 جميع الفئات العمرية / نساء / جميع الفئات / ولاية الاغواط فقط

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6 على اساس الجودة	6 خط انتاجي واحد	6 منخفض (البداية)	6 نعم	6 جميع الفئات العمرية/ نساء و رجال / جميع الفئات / ولاية الاغواط فقط
7	7 حسب الطلب	7 متوسط	7 لا	7 جميع الفئات العمرية/ نساء و رجال / جميع الفئات / ولاية الاغواط فقط
8	8 حسب الطلب	8 متوسط	8 لا	8 جميع الفئات العمرية/ نساء و رجال / جميع الفئات / ولاية الاغواط فقط
9	9 حسب الطلب	9 على حسب المواسم (فترة صيف يكون عالي)	9 لا	9 جميع الفئات العمرية/ نساء و رجال/ جميع الفئات/ ولاية الاغواط و خارجها
10	10 حسب الطلب	10 متوسط	10 لا	10 جميع الفئات العمرية/ نساء(أكثر) و رجال /جميع الفئات / ولاية الاغواط فقط

حواجز الدخول								
التكنولوجيا	التكنولوجيا	تكاليف الرأسمالية	سياسة الدولة	سياسة الدولة	التعاون	التوزيع	هوية العلامة التجارية	ولاء الزبائن
1نعم	1لا	1 (5ملايين/4)	1لا توجد	1لا توجد	1لا	1لا	1 الاقتراضي	1 نعم نسجل

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البيانات								
2 نعم نسجل البيانات	2 الواقعي	لا 2	2 نعم	2 تأثير ايجابي	لا توجد	2 (17 مليون/24 مليون)	2 نعم	لا 2
3 نعم نسجل البيانات	3 الواقعي	3 نعم	3 نعم	3 تأثير ايجابي	3 نعم Anjem	3 (70 مليون)	3 نعم	لا 3
4 نعم نسجل البيانات	4 الواقعي وبعدها في الاقتراضي	لا 4	4 نعم	4 تأثير ايجابي	لا 4	4 (70 مليون ن)	لا 4	لا 4
5 نعم نسجل البيانات	5 العالم الاقتراضي	لا 5	5 نعم	5 تأثير ايجابي	5 anjem	5 (100 مليون ن)	5 نعم	لا 5
6 لا نسجل البيانات	6 لاقتراض ي اولاً ثم الواقعي	لا 6	لا 6	6 تأثير ايجابي	لا 6	6 (20 مليون)	6 نعم	لا 6
7 لا نسجل البيانات	7 الواقعي	لا 7	لا 7	7 تأثير ايجابي	لا 7	7 (25 مليون)	7 نعم	لا 7
8 لا نسجل البيانات	8 الواقعي	لا 8	لا 8	8 تأثير ايجابي	8 نعم Ansej	8 (40 مليون)	8 نعم	لا 8
9 نعم نسجل البيانات	9 الواقعي	لا 9	لا 9	9 تأثير ايجابي	لا 9	9 (25 مليون)	9 نعم	لا 9
10 لا نسجل البيانات	10 الواقعي	لا 10	لا 10	لا 10	لا 10	10 (20 مليون)	لا 10	لا 10

المنتجات البديلة (الملابس الجاهزة)

السعر	الكمية	الجودة	القياسات	الإتقان
1 اقل	1 اقل	1 متماثلين	1 متماثلين	1 نعم يميزون
2 اكثر	2 اقل	2 احيانا اكثر	2 متماثلين	2 نعم يميزون
3 اقل	3 احيانا متساوية (اليد العاملة)	3 متماثلين او اكثر	3 متماثلين	3 نعم يميزون
4 اكثر	4 متساوية	4 متماثلين	4 متماثلين	4 نعم يميزون
5 متماثلين	5 اقل	5 متماثلين	5 متماثلين	5 نعم يميزون
6 اكثر	6 اقل	6 متماثلين و احيانا اقل	6 متماثلين	6 نعم يميزون

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7 اقل	7 اقل	7 متمثلين	7 نعم يميزون
8 اكثر	8 اقل	8 متمثلين	8 نعم يميزون
9 اقل	9 اقل	9 متمثلين	9 نعم يميزون
10 اقل	10 اقل	10 متمثلين	10 نعم يميزون

عوامل النجاح المتوقعة

رأس المال المستثمر							
1 (5ملايين/4ملا بين)	1 الموقع : تم اختياره لقربه من المسكن	1 ملكية خاصة	1الات المستعملة : آلة خياطة (senjer) و آلة خياطة sergi ومكواة و طاولة العم ل و لوازم الخياطة	1لا نستعمل	1 عمال دائمون	1 ورشة واحدة و نهدف للتوسع	1 نعم توجد قاعة استقبال يوجد حاسوب و وسيلة توصيل
2 (17 مليون/24 مليون)	2 اختيار الموقع : غرفة الحرف و صناعة	2 مستأجر ة	2الات المستعملة : 3 الآلات خياطة و sergi 1 و مكواة	2 نعم نستعمل تكنولوجيا حديثة	2 العمال : 2 دائمون و 1 متغيرون	2 ورشة واحدة و نهدف للتوسع	2 نعم توجد قاعة استقبال يوجد حاسوب و مكتب و وسيلة توصيل
3 (70مليون)	3 الموقع : حي الوثام تم اختياره لقربه من المسكن	3 مستأجر ة	3الات : 7الات مع مقص كهربائي	3تكنولوجيا : ا حديثة : نعم نستعمل	3 العمال : يوجد دائمون و يوجد متغيرون	3 عدد الورشات : 2	3 نعم توجد قاعة استقبال مكتب
4(70مليون)	4 اختيار الموقع : لا يوجد خيار مضطر ين) و اكتسبنا	4 ملكية خاصة	4الات : 20 آلة خياطة في الاغواط و 20 آلة في بومرداس	4 تكنولوجيا : ا حديثة : بعض الات فقط	4 العمال : متغيرون	4 2 ورشات	4 قاعة الاستقبال : نعم توجد

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							شهرة مع (الوقت)	
5 (100 مليون)	5 الموقع : مضطر ين ليس اختيار	5 مستأجرة	5 الالات : 3 خياطة و 2 sergi و مكواة) 10 الالات (5 تكنولوجيا: ليست حديثة	5 العمال : دائمون	5 قاعة الاستقبال : نعم توجد	5 لا توجد تجهيزات اضافية	
6 (20 مليون)	6 اختيار : الموقع و ملكية و بالقرب من المحل و منطقة شعبية	6 ملكية	6 الالات : المستعملة: آلة بوردي و 8 آلات خياطة و مكواة vapeur	6 تكنولوجيا: ليست حديثة	6 العمال متغيرون	6 توجد قاعة استقبال	6 تجهيزات اضافية : حاسوب / وسيلة توصيل	
7 (25 مليون)	7 اختيار : الموقع : منطقة تجارية و بالقرب من المسكن	7	7 الالات : 4 آلات خياطة و آلة sergi و مكواة	7 تكنولوجيا: ليست حديثة	7 العمال : دائمون	7 نعم توجد قاعة استقبال	7 تجهيزات اضافية : حاسوب و مكتب	
8 (40 مليون)	8 اختيار : الموقع: القرب للموردين و منطقة تجارية) لمقطع)	8 مستأجرة	8 الالات : 4 آلات خياطة و آلة sergi	8 تكنولوجيا: ليست حديثة	8 العمال : دائمون	8 لا توجد قاعة استقبال	8 تجهيزات اضافية : لا توجد	
9 (25 مليون)	9 اختيار : الموقع : لا يوجد حل آخر و القرب من المسكن	9 ملكية خاصة	9 الالات : 3 آلات خياطة و آلة طرز حديثة و مكواة	9 تكنولوجيا حديثة	9 العمال : دائمون	9 توجد قاعة استقبال	9 تجهيزات اضافية : حاسوب و مكتب	
10 (20 مليون)	10 اختيار : الموقع : القرب من	10 مستأجرة	10 الالات : آلة خياطة و مكواة	10 تكنولوجيا ليست حديثة	10 العمال : دائمون	10 لا توجد قاعة استقبال	10 تجهيزات اضافية : مكتب	

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			الايجار		
4 لا توجد	4 نعم يوجد (البيد العاملة)	4 لا	4 ألبسة الشتاء	4 لا	4 لا
5 توجد	5 لا توجد	5 نعم تحويل ملكية الدولة الى ملكية خاصة	5 ايجار المحل	5 لا	5 لا
6 توجد	6 الاضاءة	6 لم أفكر	6 الكهرباء و الايجار	6 لا	6 لا
7 توجد	7 لا توجد	7 لا يوجد	7 الكهرباء	7 نعم	7 نعم
8 توجد	8 لا توجد	8 لا تخفض	8 الكهرباء و الايجار	8 نعم	8 لا
9 توجد	9 لا توجد	9 لا يوجد	9 الالات الطرز	9 تكاليف الانتاج	9 لا
10 توجد	10 لا توجد	10 لا يوجد	10 الايجار	10 لا	10 لا

الابتكار			التوقع		
ابتكار خدمات جديدة	ابتكار عمليات جديدة	ابتكار منتجات جديدة	توقع الطلب عليها	توقع الطلب عليها	بيع منتجات جاهزة
1 نعم	1 نعم	1 نعم	1 مواسم	1 نعم	1 نعم
2 لا	2 نعم	2 نعم	2 معلومات- مواسم - موضحة	2 نعم	2 نعم
3 لا	3 نعم	3 لا	3 موسم - طلبات	3 نعم	3 نعم
4 لا	4 نعم	4 نعم	4 زبائن	4 نعم	4 نعم
5 لا	5 نعم	5 لا	5 مواسم	5 نعم	5 نعم
6 لا	6 لا	6 نعم	6 الموقع- الموسم	6 نعم	6 نعم
7 لا	7 نعم	7 نعم	7 زبائن	7 لا	7 لا
8 لا	8 نعم	8 نعم	8 لا	8 لا	8 لا
9 لا	9 نعم	9 نعم	9 مناسبات	9 نعم	9 نعم
10 لا	10 لا	10 لا	10 لا	10 لا	10 لا

المرونة المالية				كفاءة المورد البشري			
1 علاقات جيدة : لا توجد	1 السبولة : لا	1 الاقتراض : نعم	1 لا	1 نعم	1 لا	1 نعم	1 لا

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2 علاقة جيدة : نعم	2 سيولة : نعم	2 الاقتراض : نعم	2 نعم	2 نعم	2 نعم	2 نعم	2 لا
3 علاقة جيدة : نعم توجد	3 السيولة : لا	3 الاقتراض : نعم	3 نعم	3 نعم	3 نعم	3 نعم	3 نعم
4 علاقة جيدة : نعم توجد	4 السيولة : نعم توجد	4 الاقتراض : لا توجد	4 نعم	4 لا	4 نعم	4 لا	4 نعم
5 علاقة جيدة : نعم توجدتقة	5 السيولة : لا	5 اقتراض : نعم	5 لا	5 نعم	5 لا	5 نعم	5 نعم
6 علاقة جيدة : لا توجد	6 السيولة : لا	6 الاقتراض : نعم	6 لا	6 نعم	6 لا	6 نعم	6 نعم
7 علاقة جيدة : نعم	7 السيولة : نعم	7 الاقتراض : لا	7 لا	7 لا	7 لا	7 لا	7 نعم
8 علاقة جيدة : نعم	8 السيولة : نعم	8 الاقتراض : لا	8 نعم	8 نعم	8 لا	8 نعم	8 لا
9 علاقات جيدة : نعم	9 السيولة : لا	9 الاقتراض : نعم	9 لا	9 نعم	9 لا	9 نعم	9 نعم
10 علاقة جيدة : نعم	10 السيولة : لا	10 الاقتراض : لا	10 لا	10 لا	10 لا	10 لا	10 لا

إدارة العمليات

1 وضع معايير : نعم توجد	1- القرار النهائي : مالك الورشة	1 جلب المواد الاولية : مالك الورشة توصيل المنتجات : مالك الورشة التصميم و الرسم : مالك الورشة الخياطة : مالك الورشة الصيانة : مالك الورشة النظافة : مالك الورشة الإستقبال : مالك الورشة	1 مشاركة المهام
2 معايير مسبقا : نعم توجد معايير	2 القرار النهائي : مالك الورشة	2 جلب المواد : مالك الورشة -توصيل المنتجات : مالك الورشة -الخياطة : العاملات -التصميم : مالك الورشة -الرسم : مالك الورشة -الصيانة : مالك الورشة -النظافة : مالك الورشة - الاستقبال : مالك الورشة	2 مشاركة المهام
3 نعم توجد معايير	3 القرار النهائي : مالك الورشة	3 جلب المواد : مالك الورشة توصيل المنتجات : مالك الورشة التصميم و الرسم : مالك الورشة الخياطة : العاملات + مالك الورشة النظافة : مالك الورشة +	3 على حسب المجال الذين هم فيه

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		العاملات الإستقبال: مالك الورشة + عاملة واحدة	
4 مشاركة المهام	4 جلب المواد : مالك الورشة الخيطة العاملات الصيانة : مالك الورشة النظافة : مالك الورشة + العمال الإستقبال: مالك الورشة	4 اتخاذ القرار : مالك الورشة	4 معايير مسبقا : نعم توجد
5 مشاركة المهام	5 جلب المواد : مالك الورشة توصيل المنتجات : لا توجد التصميم و الرسم : لا توجد الخيطة : العمال الصيانة : العمال + مالك الورشة النظافة : العمال + مالك الورشة الإستقبال : العمال + مالك الورشة	5 اتخاذ القرار : مالك الورشة	5 معايير مسبقا : لا توجد معايير
6مالك الورشة	6 جلب المواد : مالك الورشة توصيل المنتجات : مالك الورشة التصميم و الرسم : الألة الحديثة الخياطة : الألة الصيانة : مالك الورشة النظافة : مالك الورشة الإستقبال : مالك الورشة	6 -اتخاذ القرار : مالك الورشة	6 معايير مسبقا : لا توجد
7 مسؤول على الآلة و يتم تقسيمه على حسب الالات	7 جلب المواد : مالك الورشة توصيل المنتجات : لا توجد التصميم و الرسم : المصمم الخيطة : العامل الصيانة : مالك الورشة + العامل النظافة : مالك الورشة + العامل الإستقبال : مالك الورشة + العامل	7 اتخاذ القرار : مالك الورشة	7 معايير مسبقا : لا توجد معايير
8 مشاركة المهام	8 جلب المواد : مالك الورشة تصميم الرسم : عامل () شخص واحد (الخياطة : العمال الصيانة : مالك الورشة النظافة : العمال + مالك الورشة الإستقبال: العمال + مالك الورشة	8 اتخاذ القرار : مالك الورشة	8 معايير مسبقا : لا توجد معايير
9مالك الورشة	9 جلب المواد : مالك الورشة توصيل المنتجات : لا يوجد التصميم و الرسم : مالك الورشة الخياطة : مالك الورشة الصيانة : مالك الورشة النظافة : مالك الورشة الإستقبال : مالك الورشة	9 اتخاذ القرار : مالك الورشة	9 معايير مسبقا : نعم توجد معايير
10مالك الورشة	10 جلب المواد: مالك الورشة توصيل : لا توجد التصميم و الرسم : مالك الورشة الخياطة : مالك الورشة الصيانة : مالك الورشة النظافة : مالك الورشة الإستقبال : مالك الورشة	10 اتخاذ القرار : مالك الورشة	10 وضع معايير مسبقا : لا توجد

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