

**Marketing and Entrepreneurial Projects: Comparative Study of  
"Label Vie" and "Aswak Assalam" - Morocco.**

**Marketing y proyectos empresariales:  
Estudio comparativo de "Label Vie" y "Aswak Assalam" – Marruecos.**

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## ABSTRACT

The entrepreneurial spirit has always been a very important notion, especially on these days where the concept has been of renewed interest at both theoretical and practical levels. Entrepreneurship as well as marketing, are two recent concepts for economists and theorists. On the other hand, these two concepts have become intrinsically linked to each other to the extent that the current success of any project can reach its optimal point without the intervention of the businessman and marketing. It is necessary to have a concrete and innovative idea that makes a difference and helps the business to stand out, in order to surprise, and build customer loyalty.

But what are companies like in the launch phase? Is it true that these companies, thanks to a good, well-designed marketing strategy, have been able to carve out a niche for themselves and make themselves known?

**KEYWORDS:** Launch marketing, Marketing strategy, Business projects, Innovation, Entrepreneurship.

## RESUMEN

El espíritu empresarial siempre ha sido una noción muy importante, especialmente en estos días donde el concepto ha sido un renovado interés tanto en el plano teórico como en el práctico. La iniciativa empresarial como el marketing son dos conceptos recientes para los economistas y teóricos. Por otra parte, estos dos conceptos se han convertido en intrínsecamente ligados entre sí en la medida en que el éxito actual de cualquier proyecto puede alcanzar su punto óptimo y sin la intervención del empresario y el marketing. Es necesario tener una idea concreta e innovadora que marque la diferencia y ayude a la empresa a destacar, con el fin de sorprender y fidelizar a los clientes.

¿Pero cómo son las empresas en fase de lanzamiento? ¿Es cierto que estas empresas, y gracias a una buena estrategia de marketing bien diseñada, han sido capaces de hacerse un hueco y darse a conocer?

**PALABRAS CLAVE:** Marketing de lanzamiento, Estrategia de marketing, Proyectos empresariales, Innovación, Emprendimiento.

**E**ntrepreneurship is a notion, a concept that has been approached by several economists, including Joseph Schumpeter, generally known as "the father of entrepreneurship". Indeed, Schumpeter distinguished himself by his trilogy on the entrepreneur, namely: the entrepreneur innovates, the entrepreneur creates and the entrepreneur is remunerated, he is an innovator par excellence: "the one who launches the economy on the path of progress". This theory is due to Schumpeter who tries to justify profit as being the remuneration of the entrepreneur because of his innovations (Lambin & De Moerloose, 2021). More precisely, according to Schumpeter, the profit-driven entrepreneur performs three important functions: innovation, creation and authority (Schumpeter, 1935).

- The entrepreneur innovates: in the sense that he searches for the optimal combinations of production factors and decides on the production process to be followed;
- The entrepreneur creates: in the sense that he adopts technological discoveries to the needs of the market;
- The entrepreneur is remunerated: for his power, his authority since he directs and makes decisions.

Of course, it is true that every entrepreneur, because of his ambition and his motivation to make more and more profit, tries to distinguish himself from his competitors. However, when we talk about differentiation, it should be placed in a specific time, at a specific phase of the life of each company. In short, this added value or this difference that will be used by this or that company to stand out, is none other than what we will call the marketing strategy. The question we ask ourselves about marketing strategy: is it a technique or a know-how? Who is the person who is entrusted with this task? And at what point in the life of a company? Is the marketing that is used in the "start-up phase" the same marketing that will be used when a company reaches maturity?

Bringing financial, human and material resources and handling them to create a company is a good step in itself, while adding the ingredient of innovation will be a decision that will have its weight and will bring its fruits later, but thinking about a marketing innovation or an innovative marketing strategy would generally be the best decision, it remains to be seen how this one would be applied and implemented

From the same point of view, the commercial phase would require an interest equal to that which we generally give to the other studies, as long as it is the one with the most interesting mission, since it allows to make known to the wide public that the company exists and that the product is present in the market (He et al., 2019).

The main question of this work is the following: What marketing strategy has been used by companies in the launch phase that has allowed them in all cases to gain a fairly large market share in a competitive world?

To answer this question, in this study then we will see three sections. The first section will explain the notion of the entrepreneur and marketing as two essential factors in the entrepreneurial universe. In the second section, we will see the launch marketing as well as the intervention of the entrepreneur in the marketing field. And as a practical case we have opted for a comparative study of two brands of mass distribution in Morocco: "Label Vie" and "Aswak Assalam".

### **1. Entrepreneurship and marketing: two determining aspects**

With the exception of a few 18th century economists where the entrepreneur is cited by them as an actor in a dynamic economy, entrepreneurship as an independent profession and in the sense that contemporary economists give it today has never preoccupied the theorists of previous centuries.

Moreover, entrepreneurs are qualified as people with "uncertain pledges"; on the other hand, Valéau (2006) places them in a more important rank than his predecessor, insofar as he considers them as "individuals who create a new utility for themselves as opposed to capitalists who assume the risks of the enterprise".

As far as the English school is concerned, the entrepreneur has not often been the concern of 18th and 19th century economist theorists, the latter often being assimilated to the capitalist; as any person who decides, who implements his financial, human and material means for the creation of an enterprise to generate long-term wealth (Boutillier, 2008; Tounés, 2004).

#### **a) The entrepreneur: the essence of entrepreneurship**

Nowadays, companies are constantly taking their place on the market; they are multiplying in order to expect a greater profit in return. The entrepreneur is a natural person who is often confused with the director, the boss or even the manager who has only one concern, that of succeeding in his project and expanding it (Frederick et al., 2018).

The entrepreneur, a key player in the world of entrepreneurship, has been defined as "the individual or group of individuals who succeed(s) in identifying an opportunity in their environment and who manage(s) to gather the necessary resources to exploit it in order to create value".

Thus, the entrepreneur is the actor who knows how to choose opportunities, seize them and implement them in order to ultimately create value.

However, the definition of the concept is not limited to what precedes, on the contrary other authors contributed to enrich the definition of the notion of the entrepreneur and by there they debated this notion; moreover. Hernandez & Marco (2008) defined the entrepreneur as being: the "initiator of a complex process of detections and exploitation of opportunity: initiator because it is the one who at the origin opens a new way: process to show the importance of time and the organized character of the phenomena in play, complex to bring out the great variety of the elements to be considered and their interdependence; opportunity, because it is the fact of having located, of having identified before the others a free space in the market; a "window of shooting" to use the vocabulary of the gunners which allows him to initiate his project, to hope to succeed.

Hernandez & Marco (2008) have tried to define this definition by presenting the entrepreneur as a person who initiates, starts, and holds the originality of beginning a process in a cycle that is generally quite difficult and should combine several criteria in order to achieve a well-determined goal, which is the fact of detecting, locating, and identifying one or more opportunities to exploit it and make it more and more effective thereafter.

Marchesnay (2008) present the entrepreneur as someone who takes risks and organizes his or her development, in short, someone who "undertakes": "the entrepreneur is the essence or the very heart of entrepreneurship, he or she innovates according to the opportunities that arise, but also organizes resources to produce and market while seeking his or her own interest (Blanc & Piotrowski, 2000).

Here these two authors try to defend their definitions and their positions that had the aim of presenting the entrepreneur who is not limited just to these explanations that have been brought by these authors, on the contrary, he is present in the whole process of his entrepreneurial project, concerned by its evolution and its future.

### **b) Marketing: key to the success of the entrepreneurial project**

The entrepreneur aims at a rather long durability, for his project, since he has only one thing in mind: to succeed his project at all costs, but how can he face a market of competition which does not cease evolving, and where the law of the strongest remains unbeatable? It is not so easy for a new entrepreneur to wage war in a fiercely competitive market (Couratier & Miquel, 2007; Adel et al., 2020).

Marketing intervenes as a strategy or an approach to which the entrepreneur appeals for the growth and progress of his company and this, in order to become more and more competitive, since every project owner needs a "plus" to succeed and stand out from the others.

In spite of this difficulty, there is a new concept that few entrepreneurs use effectively, which has really manifested itself during the last third of the 20th century. It is the marketing which remains before and after all a rather important step, since it allows to build the link between the company and the consume (Nahar et al., 2021). The latter "even becomes the center of preoccupations of all the companies of the world. Indeed, their competitiveness and their survival depend on the mastery of its approach (Bolton y Thompson, 2004).

It knows several typologies, but it is generally two branches which are the most known: one is called operational, "it is the commercial arm of the company, without which the best strategic plan cannot succeed". This branch is based on what is known in marketing as "the four p's", in order to make itself known and to highlight the quality of the goods and/or services to the selected segments, while the second branch deals with the strategic phase, which is in fact a mission of "systematic and permanent analysis of the market's needs, which leads to the development of efficient product concepts destined for well-defined groups of buyers and having distinctive qualities that differentiate them from the most dangerous competitors, thus increasing the producer's competitive position and a lasting comparative advantage".

## **2. Launch marketing in entrepreneurial projects**

In reality, the entrepreneur competes both economically speaking by his material and financial obsession to seize opportunities that present themselves to him, and socially insofar as he considers work and man as an indispensable element in the production of goods and services and for which a quite particular human and financial attention must be devoted to him in the first order (Ivanova et al., 2022).

But few entrepreneurs succeed in their projects and witness their exploits; most of them fail and see their project collapse and end in a short time.

The problems encountered by these entrepreneurs during the start-up stage are multiple; There are those who fail because of a financial problem and those who do not manage to follow the trend and the evolution of the markets, and there are the others who do not develop their marketing technique and procedure, technique used today to accompany any entrepreneurial project and find themselves ignored or even unknown by the general public, as a result, it is very difficult to follow the market trend, and as long as consumers do not know the company, they will automatically refuse to appropriate the product or service it offers, except for some of them who are "risquophobes".

The truth is that marketing was born as a reaction to classical economic thinking, which in the 19th century was unable to solve the problems caused by the rapid growth of the economy. For this reason, marketing emerged to help as a technique (Kilenthong et al., 2016). However, marketing has proven to be very interesting in solving certain problems of overproduction and marketing, since it allows us to describe, analyze and explain events through time. Using the past allows us to better understand and apprehend the future (Rezvani & Fathollahzadeh, 2020).

Ulrike Mayrhofer defines the concept of marketing as "an economic and social mechanism by which individuals and groups satisfy their needs and desires through the creation of exchange with others of valuable products and services", this definition was focused on need and exchange, Then in a second time the same author defined this same concept, but this time, by putting the accent on the market where he defines it as "the whole of the methods and the means which an organization has to promote in the public which it is interested in behaviors favorable to the realization of its own objectives".

### **c) Operational and strategic marketing**

Generally speaking, we can say that operational marketing remains a significant and important technique in the development of any company.

It is a process often used in management, which aims to identify the needs of consumers, for this reason it highlights four essential elements adequate to design good products, set affordable prices, establish a relevant distribution network and communicate effectively with the targeted segments (Stanworth & Curran, 1976).

Marketing is not a miracle recipe that solves all the problems faced by the organization, but it does help to find solutions to the complications and obstacles encountered in business.

It is true that marketing, a recent technique, is not well assimilated by a large number of entrepreneurs who still do not know what marketing is based on, sometimes they confuse it with the sale of goods and services that they present on the market. Therefore, the redefinition of the role of marketing requires an adjustment and entrepreneurs should be more and more interested in this basic notion that brings its fruits in a long term provided that it is well exploited.

To survive, entrepreneurs will have to adopt a marketing mindset that is focused on satisfying customer needs. In other words, the company must take into account the variable "consumers and their desires" when developing its strategy. This would allow it to improve, if not to keep its competitive position and its market share.

Strategic marketing, in turn, holds a very important place and is perceived as one of the greatest concerns of entrepreneurs who want to succeed and remain present in the market since it aims at the future of the company (Dejardin, 2000).

It is a means of coordination that allows to summarize all the information available on the market, whose purpose is to set the objectives to be achieved in the medium and long term as well as the necessary means to formulate action strategies, to implement them and to control their performance thereafter.

It consists in elaborating a real marketing strategy which consists in a first step to make an analysis of the markets to lead to a diagnosis, which will allow thereafter, to fix the desired objectives in the long term, as the positioning, the segmentation, the volume of sales... (Bennouna, 2003).

To this end, entrepreneurial projects are called upon to develop this concept of strategic marketing as it helps the company to orient itself and set its medium and long-term objectives; which will consequently help it to become familiar with this approach, as well as with the evolution of its activity and its progression over a long period (Catanzaro et al., 2012).

Marketing is a necessary and even essential tool for the success and survival of any project, both in the life cycle of the product as well as in that of the entrepreneurial project as a whole, but it is still necessary to manage it and know how to use it correctly and not on the basis of misleading and/or false information that could damage the credibility of the company (Fabbri and Charue-Duboc, 2013).

Whether it is private or public, every company thinks and sets up today first of all a marketing department or several departments for the valorization and the commercialization of its product; moreover, currently we speak about marketing in the production of goods and services, territorial marketing as well as marketing in tourism or in sport.

#### **d) The entrepreneur's intervention in marketing**

Currently, the entrepreneur is considered as the first degree responsible for the success of his project, but unfortunately, as Levitt argued, there are "shortcomings in commercial research", in other words, innovation in commercial matters is often neglected so that novelties are perceived as normal and usual. In the field of innovation, the commercial approach must be taken very seriously (Van Laethem & Body, 2008). It is necessary to analyze the needs and expectations of the target group, to identify the obstacles and to determine how to overcome them (Rasolonomalaza, 2011). The entrepreneur must also understand the challenges of his interlocutors in order to give himself the opportunity to join them. It is also necessary to



understand the purchasing process by identifying who pays, who decides, who influences, who uses, what the purchasing criteria are and how decisions are made. In the field of innovation, it is not uncommon that the buyer is not the decision maker (Sammut, 2001; Boulmane and Bessar, 2003).

Therefore, to fill the gap of these shortcomings, the role of the entrepreneur is very important in marketing as well as in other areas, especially during the launch phase. So in order to present a good product, the entrepreneur should often ask himself questions that will give him the possibility to adjust his strategy, his offer and his speech in a clever and relevant way.

The way the entrepreneur presents his offer is also a key element of the commercial approach that should not be taken lightly. An innovation only has value if it is perceived and appreciated by the end customer. Therefore, the speech must be adapted to the target, to the interlocutor, the customer would like to hear only one good reason to buy the product or the service. It is important to put yourself in the customer's shoes, to better know what he expects and what he wants exactly (Maykounou & Ratsimbazafi, 2007).

The entrepreneur should structure his organization by thinking about organizing the commercial campaign and especially by focusing on the five key words of commercial success, which are: relevance (understanding of its targets), targeting, convergence, regularity and planning (Andrieu and Robinet, 1993).

The role of the entrepreneur is of paramount importance, especially during the launch phase, which we will see in more detail in the first paragraph of this section and then in a second time we will study the intervention of this actor in the other stages of the life cycle of his entrepreneurial project.

### **Case study: "Label Vie" and "Aswak Assalam": Two emerging enterprises**

"Aswak Assalam" is a supermarket is part of the companies working in the sector of mass distribution. It is one of the companies of the Châabi group: YNNA Holding which is composed of several entities operating in different sectors such as real estate, industry, hotel business and of course the large-scale distribution.

"Aswak Assalam" is a department store that is part of the companies working in the retail sector. It is one of the companies of the Châabi group: YNNA Holding which is composed of several entities operating in different sectors such as real estate, industry, hotel business and of course mass distribution.

The creation of the company "Label' Vie" was carried out in 1985, by Zouhair BENNANI, Rachid HADNI, and Adnane BENCHEKROUN.

"Label' Vie" is a limited company under Moroccan private law, it was established in 1985 under the name "Hyper". Its corporate purpose is the purchase and sale in the form of self-service. This is the central and main function of any company working in the retail sector.

"Label' Vie" works in the sale of food products; cleaning products; perfumery, lingerie, drugstore, and decoration; it also sells different articles such as: children's articles (toys, hosiery, etc.); household appliances (radio, television, photos, stoves, refrigeration, etc. ....); paramedical articles, tobacco, newspapers, stationery and bookstore.

The company in question also holds the exploitation of bakery, pastry shop, butcher's shop, fish shop and rotisserie. It also works in the purchase and retailing of all drinks (alcoholic or not).

## Results and findings

The methodology was done through an individual interview with the marketing managers of "Label'Vie" and "Aswak Assalam

The interview guide is composed of 10 questions and three different themes: the past of the organization, the present of the organization, the future of the organization

**Table 1**

*Results of semi-structured interview to Label'Vie and Aswak Assalam*

	Label Vie	Aswak Assalam
1. What marketing strategy did adopt at the launch of the company?	Proximity strategy	Diversification strategy
2. Was there any marketing intervention by the entrepreneur during the launch phase?	Yes, definitely	Yes, certainly
3. What were the marketing innovations that the company followed to make itself known?	Marketing innovations: Label Gallery. Opening a café restaurant. Opening a "Paul's" bakery.	Marketing innovations: • The total absence of the sale of alcoholic drinks. • The introduction of some Moroccan traditional clothing stores (Caftan, djellaba...) • The opening of a space of games. • The manifestation of a restaurant and a café. • The establishment of a special bakery of the hypermarket.

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**Table 1**  
*Results of semi-structured interview to Label'Vie and Aswak Assalam*

	Label Vie	Aswak Assalam
4. If we reason in terms of category, in which category can we classify the entrepreneur of the company?	<p>Passionate about their work and committed to the overall benefits of his leadership role</p> <p>He delegates, he is interested in the rapid expansion of his business, and in its profitability.</p>	<p>Motivated and determined for the full benefits of his leadership role.</p> <p>He is autonomous and performs his job and remains always concerned about the future and the success of his company.</p>
5. Is the company as entrepreneurial project innovative? If yes, to what extent?	<p>"Label Gallery", famous bakery "Paul" participates in charity work.</p>	<p>Play areas, a restaurant, a theater café a mosque, It did not sell alcohol, Partnerships with ministries of the kingdom, such as the convention that "Aswak Assalam" has signed with the Ministry of National Education for cash discounts granted to teachers on all purchases. charitable works such as making donations to associations.</p>
6. If there is a marketing budget deployed, does the sales volume increase?	<p>The more the budget is deployed in marketing, the more the volume of sales increases, especially during the occasions (Aid Al Adha, Aid Al Fitr, Ramadan, Back to School Holidays, New Year...)</p> <p>During these occasions, the demand becomes more and more important.</p>	<p>The amount of sales grows when the marketing expenditure is increased, especially around the holidays (Aid Al Adha, Aid Al Fitr, Ramadan, Back to School Holidays, New Year...) When this happens, the demand picks up in importance.</p>
7. Was marketing really the key to the successful launch of the company?	<p>Marketing was the key to the success of the launch of "Label'Vie" thanks to marketing innovations since its launch phase.</p>	<p>Marketing was highly crucial to the introduction of "Aswak Assalam," and this was made possible by marketing innovations.</p>
8. What is the company's current market position? What is its competitive strategy?	<p>Competitive strategy: challenger strategy</p> <p>Current position: growth position</p>	<p>The competitive strategy was a "challenger" strategy during the launch phase. Now it follows a "follower" strategy</p> <p>Current position on the market is a slow growth.</p>
9. What are the company's long-term prospects?	<p>To increase the number of sales outlets of the Large and Medium-sized Stores from 50 in 2006 to 600 later.</p> <p>To create more than 90,000 jobs by 2025;</p> <p>The development of the "Hypermarket" activity;</p> <p>Opening of a 2000 m<sup>2</sup> supermarket in the Doukala Abda region.</p> <p>The opening of hypermarkets in the region of Marrakech-Tensift (5500m<sup>2</sup>) and the region of Tangier-Tetouane (5500 m<sup>2</sup>).</p>	<p>No exact answers</p>
10. If there is no advertising, is there stagnation or decline in sales volume?	<p>Lack of advertising means stagnation or even decline in sales volume</p>	<p>Without advertising, sales volume will stagnate or even decline.</p>

Note: Author's research and investigation.

## **Finding discussion**

Generally speaking, we can say that each of the companies on which we conducted this field study has its own history and identity. On the other hand, the only point in common that unites them is the marketing aspect that cannot go unnoticed since it has its importance in the evolution and progression of each of them. It is considered as the key to the success of any entrepreneurial project, next to the innovation in marketing which has its weight and importance (Mehmood and al., 2019).

The case of "Label Vie" and "Aswak Assalam" are two companies that are part of the large-scale distribution of brands that have perceived the Moroccan market with their strategies that allowed them to become known to the general public and this, since the late 90s.

We can say despite the weaknesses that "Label Vie" suffers, such as the lack of communication between the different departments of the company, the weakness of skills of some employees and the rather tough competition of the market such as (Acima, Marjane, Aswak Assalam), but, this has not discouraged it, since it has in 2011, 37 stores of its supermarket sign. Faced with these negative points, "Label Vie" has entered into a partnership with the Carrefour hypermarket, and has changed the sign of "Label Vie" and replaced it with "Carrefour Market" and to diversify and replace its establishment, it has acquired "Metro" in 2010. It also has strong points, in its field, such as a young staff that listens, the absence of abusive dismissal, the internal training of unqualified staff, without forgetting the increase in salary and especially its strategy of proximity which has been its basic "magic" ingredient that has allowed it to open several doors and to hold on.

As for "Aswak Assalam", although its problem is limited to the scarcity throughout Moroccan cities, its non-listing on the stock exchange, it is in a strong position due to its preconceived choice of targeting a majority Muslim clientele, since it has opted not to sell alcoholic beverages and any non-halal food.

Among its strong points is also the fact that it combines shopping with leisure and relaxation through its restaurants, cafe, and children's play area.

In summary, we can say that despite the weaknesses that any company could encounter on its way, it is enough to have a good marketing strategy and transform its weaknesses into strengths to make itself known on the market without forgetting that marketing is for real the basic ingredient of all successes of every entrepreneurial project.

## **CONCLUSION**

In a global way, we can advance as a conclusion that the notions of entrepreneurship and marketing are really linked to each other and cannot be studied separately (Rachmawati et al., 2021).

Whatever the activity, or whatever the type of entrepreneur who creates his company, they all have the courage to dare a new attempt, a new experimentation, and above all to have confidence and believe in it very strongly... (Yunus et al., 2019). These elements and many others could be seen as the basic ingredients of a successful entrepreneurial project. But there are two other elements that differentiate the company from its competitors in the market. These two elements are "innovation" and "marketing", and when the last two are combined, the results will be much more interesting and surprising (Coutelle-Brillet & Des Garets, 2004).

An innovative marketing strategy gives the company that uses it the opportunity to stand out from its rivals in the market. And if this strategy is applied from the launching phase of the company, the success would be assured in this case, but it is necessary to have a particular and innovative idea that will make the difference and that will help this company to stand out, in order to surprise and keep the customers (Pacitto & Julien, 2006).

Thinking of a new idea is a good act and implementing it and piloting it to success and reaping its fruits is seen as a mission that has been successfully carried out by each of the companies mentioned above (Ducrocq, 1991).

Creating a need, making customers happy is an approach that is applied by some companies that want to survive in the market. Customers who find that their wants and needs are met, will be willing to come back a second and third time, being attentive and listening to their opinions and suggestions can make a difference, this is the key to success from the beginning.

In short, we can say that it is true that marketing has a very important role for the future and the progression of entrepreneurial projects, it has a primary function in the survival of the company that uses it effectively, because its purpose is to provide the company in question with the alternative of being among the successful companies.

In any case, marketing does have advantages that the company can benefit from, it is of great importance in its current state and even in its future. The fact of putting into practice a marketing strategy from the launching phase is a good thing, but it is necessary not to let oneself be absorbed afterwards by the methods and the ordinary marketing used by everyone. Innovations on both sides, and from time to time, can leave customers delighted, which will

surely help them to come back more and more and purchase the good and/or service that this company offers on the market.

A continuous research in marketing and innovation in commercial matters, hold their weight in the medium- and long-term future of any company.

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