

Effects Of Business Upgrading Programs On Their Competitiveness: Systematic Review And Meta-Analysis

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Abstract.

The advent of free trade subjects' businesses in underdeveloped countries and economies in transition to the challenges of competitiveness and competition. To overcome these constraints, upgrading programs have been adopted as public policy. This review aims to identify the impacts of programs on their competitiveness and analyze the relationship between the variables of said programs and their effects. Sixty-three studies (63) are identified from online databases with arithmetic means as follows: Hindawi, n = 36, 0.22%; Google Scholar, n=33, 0.20%; Scopus, n=33, 0.20%; and Google search, n = 31, 0.19% with specific Search terms such as "upgrade program + business + impact." Articles were selected using inclusion / exclusion criteria applied first at the title and abstract level, then at the full article level Data extraction for this review was safely done in Microsoft Excel, in order to identify the action variables of said programs and the effects. Through the analysis of the dimensions that determine the structural competitiveness index (ICS) of the countries, was carried out to explain the contribution of the variables of the contextual environment, to the variables of the upgrading program and the effect of impact in terms of intensity on the observed effects. The effects identified relate to the variables of the upgrading program and the effect of impact in terms of intensity on the observed effects. The effects identified relate to the variables of the upgrading program and the effect of impact in terms of intensity on the observed effects. The effects identified relate to 8 indicators of positive effects grouped into: financial performance, economic performance, organizational performance, social and societal performance, with nuances on the macroeconomic impact due to the differences in the context of each country. Intensity of these effects does not translate in the same way, certainly because of the initial conditions for starting upgrading in each country, which takes into account the level of development, resource capital mobilized both human and financial and the level of importance of reforms, both structural and infrastructural carried out. The review highlights the merits of this public policy as a bulwark for companies in developing countries and economies in transition in a context of liberalization, faced with competition and competitiveness. It is pointed out that the success of this policy depends in particular on the capacity of the public authorities to implement a sound macroeconomic policy.

Keywords: Upgrading Program, Effect-Company, Competitiveness-Meta-analysis.

I. INTRODUCTION

The turbulence, complexity and uncertainty of the environment characterized by global competition, technological changes and customer demand have highlighted the inability of business in developing countries to grow adequately and conquer new markets [1]. In developing countries and economies in transition, industrial small and medium-sized enterprises often lack management capacities and have insufficient knowledge of business processes as well as operational and production cycles [1]- [2]- [3]- [4]. In addition, their performance is often hampered by the misuse of technology and limited access to the finance needed to develop capacities to face policy and regulatory challenges that impact their production sector. Individual small and medium-sized enterprises also find it very difficult to do or the business sector in general. This has the effect of creating obstacles and barriers for enterprises to be competitive in national and international markets [5].

Niang [6], underlines that industrial and service companies are obliged at the beginning of the millennium to readjust their operating and production system in order to increase their flexibility, reduce their cost price and increase quality. of their product or service and to better manage their resources, in short, to be more competitive.

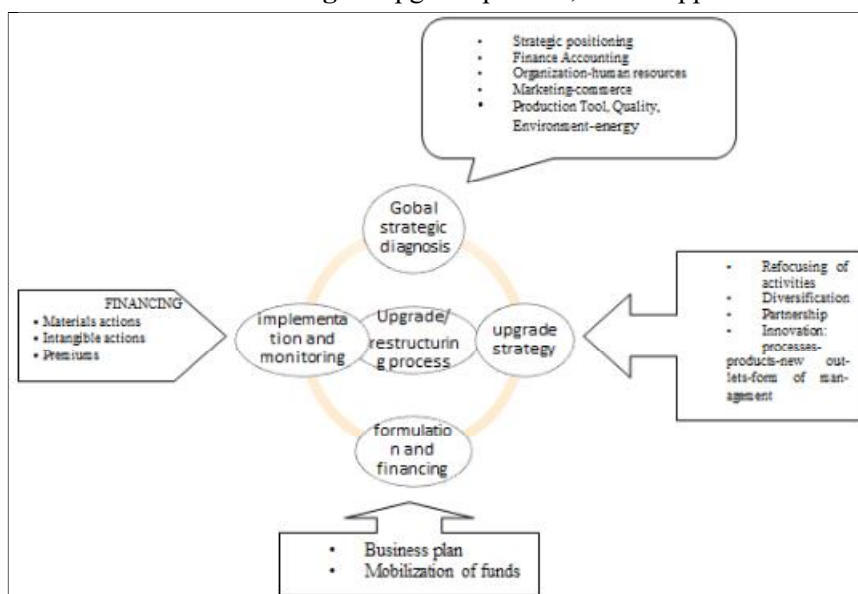
Following the development of Information and Communication Technologies, the growth of the company must take into account not only internal variables, but increasingly external ones. In particular, in order to survive and develop in an increasingly uncertain economic context, the search for anticipatory information through a monitoring system makes it possible to feed the strategic thinking process of managers by offering them a means transform threats into [7] . **Evina [8]** ,stresses that, to cope with an environment in which the frequency, amplitude and aggressiveness of competitive maneuvers generate a situation of permanent imbalance (Hyper competitiveness), the industrial fabric of developing countries must be upgraded. Upgrading is an action to improve the performance and capabilities of the company, to allow it to integrate and grow in the competitive field that is its own. The upgrading of the industrial fabric is essential and requires a total overhaul of systems, management methods and mental conditions. This upgrade aims to ultimately strengthen the competitive position of the company and its access to international trade and represents a response to the weakening of the economic fabric [1].

United nations industrial development organization (UNIDO), argues that competitiveness and innovation are the main dynamics to benefit from liberalization and stimulate economic development and growth. **Myers and Marquis [9]**, define innovation as the successful exploitation of new ideas. Innovation therefore requires that two conditions be met: novelty and use. The condition of novelty is verified because the innovation process brings about an invention, a scientific discovery or a new production or technical management. The condition of utility is confirmed by its use or commercial success.

"Competitiveness is the ability to manufacture goods and services that meet the requirements of international markets, while offering citizens a standard of living which both rises and can be preserved in the long term". It also designates "the ability of companies, industries, regions, nations or supranational groups to sustainably generate a relatively high level of income and employment, while being and remaining exposed to international competition. The competitiveness of a company represents its long-term performance, its growth, according to 3 criteria: price, quality, cost. A competitive business is one that achieves above average results.

Within the framework of liberalization, adjustment and economic recovery, restructuring and upgrading of industry have become for most developing countries and countries with economies in transition priority programs aimed at to promote and develop a competitive industrial sector endowed with institutional and human capacities and skills directly inspired by the Portuguese experience. As examples, upgrading programs have been developed in Southeast Asian countries, Eastern European countries in transition and Russia, in the development of support programs for small and medium-sized enterprises called upgrading programs. at the level, we cite, among others transition economies: Poland, Romania and Hungary. Moreover, in Southeast Asian countries, this is the case of Malaysia, Indonesia, China, India and Taiwan [1]. in Africa, upgrading programs have been developed in maghribs' countries such as Morocco, Egypt, Algeria and Tunisia, also even weakly industrialized as are the economies of the union of west African monetary states (UEMOA) zone. Following the establishment of the Industrial Upgrading and modernization (IUMP) in Senegal in 2005 (and prepared since 2002), a program to restructure and upgrade the industry of the UEMOA member states was thus initiated in 2006 in the eight UEMOA countries. recently started in central aera of Africa, with the example of Cameroon in 2013.

These different programs are supposed to take into account the specificity of the different national contexts. However, as **Marniesse and Filipiak [10]** write, they are structured in much the same way and are based on "a common theoretical foundation, largely inspired by M. Porter's analyses" on the determinants of a company's success, with attention paid to its entire value chain [11]. Four main (04) phases constitute the stages of upgrading a company following the UNIDO approach presented at the

Fig 1. Upgrade process, Unido approach

Source: UNIDO

The literature indicates that these interventions have enabled companies to better cope with the constraints of globalization, trade and competition, as such, there is an urgent need to detect the impact of these programs on the competitiveness of companies in the global context of economic liberalization and in its immediate environment (meso and micro). This review is carried out to highlight the effect of public policies under the name of the enterprise upgrading program, approach on the competitiveness of enterprises having joined and finalized their upgrading process. three specific objectives guide our research, the, Main result of interest for this review is to highlight the impact or results of the upgrading programs of companies on their competitiveness. The second objective is to determine the contribution of the variables of the enterprise upgrading programs on the result and, as far as possible, to explain the success factors. As far as possible, thirdly highlight the contribution of the variables of the environment (meso / macro) of the company on the variables of the upgrading program and on the variables of performance or competitiveness of these. It is a question of indicating here the different effects observed in the context of this upgrade.

II. MATERIALS AND METHODS

A systematic method of literature was done relate to the competitiveness and upgrading of businesses around the world approach UNIDO, online by searching the keywords: "upgrade program + business + impact. A total of 63 documents were identified through the database search with arithmetic means as follows: Hindawi, n = 36, 0.22%; Google Scholar, n = 33, 0.20%; Scopus, n = 33, 0.20%; and Google search, n = 31, 0.19%. We have also associated a few studies that deal with entrepreneurial orientation and innovation practices on company performance. After eligibility was identified, sixteen (16) potential studies were included for this qualitative and quantitative review examining the title, abstract, part of full text on background, content, and conclusion. The quality of the included studies took into account the variables developed by each upgrading program for survival, business adaptation and the desired effects on economic and social development. The data extraction for this review was made on Microsoft Excel, in accordance to seven (07) criteria of effects collected mentioned by each study take in to account: in addition to the author, the year of publication ranging between 1996 to 2020 and the journal of publication the search title of article and the country, the axes of intervention of the program (Table 1).

The dimensions of the effect on the company and outside the company derive from performance assessment factors, including financial and non-financial measures [12]: non-financial measures related to the main sources of performance, such as customer satisfaction, quality, productivity and respect of delivery deadlines. The (market) factor related to market position, skills, new product development and sales distribution. The factor (profit) corresponds to financial measures, such as profitability, cost reduction and

deviation from budget. The factor (environment) expresses the use of non-financial measures related to the development of processes and technology, as well as respect for the environment. The cash factor, which combines financial measures related to cash flow and working capital requirements [13]. Kaplan and Norton [12]- [13], with the Balanced Scorecard, offer a performance evaluation system that links the company's long-term strategy with operational results. It is an information system whose objective is to relate the effects (also called organizational objectives), such as the level of expected profit, with the causes, such as customer or staff satisfaction.

According to these authors, the company's performance is classified into five types of headings: financial performance, economic performance, organizational performance, social and societal performance. These performance elements contribute to the determinants of competitiveness presented by Porter [14]- [15], financial, commercial, technical, managerial and social competitiveness. Financial performance: traditionally, financial performance is measured using indicators of return on investment and a company's profitability. Among the financial indicators used today, we can cite the indicator of economic added value. Economic performance: which includes price competitiveness (ability of a product to attract customers to the detriment of competing products because of its price) and non-price competitiveness (ability of a product to attract customers to the detriment of competitors because of elements unrelated to price). Organizational performance: this involves measuring the company's performance in terms of production quality, flexibility, deadlines, etc. Social performance: the social report summarizes the main figures used to assess the social performance of a company. Societal performance: which refers to the company's commitment in the environmental, humanitarian and cultural fields. The different effects have been grouped into different performance headings Financial performance (group 1), Economic performance (group 2), Organizational performance (group 3), social performance (group 4), societal performance (group 5).

III. RESULT AND DISCUSSION

1. Results

3.1.1 the studies listed on the effects of business upgrading programs

Ten (10) countries including Romania, Poland, Portugal, Indonesia, Malaysia, China, Morocco, Algeria, Tunisia, Senegal are included in the field of investigation.

Table1.Description of the variables of the enterprise upgrading programs and description of the effect

Author(s)	Newspaper	Subject examined	Country	Key findings relevant to review and method used to investigate	Upgrade program variables			Performance group number
					A	B	C	
Anthony et al (1996)			Romania	Adaptation of the SME to the context	x	x	x	1, 2, 3, 4
Habaradas (2008)	Journal of International Business Research,	SME development and technology upgrading in Malaysia: lessons for the Philippines	Malaysia	Worth noting are programs to improve productivity and product / service quality, to encourage innovation and technological upgrading among local firms, to encourage SME linkages, and to develop human capital. Economic development of SMEs in Malaysia, should be a source of inspiration for countries with the same economic background	x	x	x	1, 2,3; 4
Tambunan (2007)	journal of developmental entrepreneurship	entrepreneurship development: SMEs in Indonesia	indonesia	The paper concludes that in national efforts to develop highly competitive entrepreneurs, owners of small enterprises should be given the first priority as they have some previous experience of running a business or of how to survive in competitive markets, and the emphasis should be to promote modernization, capacity building and size upgrading. the agricultural sector has played a dominant role in the country's GDP in an economy where the contribution of the import of products and services becomes much more or less important	x	x	x	1,2, 3; 4
White and Linden (2002)	Organizational studies /SAGE publications	Organizational and industrial response to market liberalization: the interaction of pace; incentive and ability to change*	China	This interaction between the speed of environmental shifts and the internal pace of organizational change suggests important implication for research and policy making in transition economies and other contexts in which industries are being opened to new competitive pressure. Development of the SME sector	x	x	x	1,2,3,4
Konopielko and Bell (1998)	Regional studies	Reinventing SME support in Eastern Europe: lessons learned from the implementation of the	Poland	the unexpected growth of the SME sector has given great impetus to job creation	x	x	x	1,2,3,4

		STRUDER program						
Bastide and Savoye (2015)	Research papers, AFD	The impacts of Senegal's enterprise upgrading program	Senegal	The econometric methods deployed reveal positive and significant impacts of upgrading. These impacts are lasting on the value added and the gross operating surplus of the upgraded companies, and limited to the first four years after validation of the upgrading plan on material investments. Despite these favorable results for the companies benefiting from the PMNE, the apparent macroeconomic impact remains limited, given the limited weight of these companies. Thus, the added value surpluses generated during the period correspond to less than a tenth of a point of annual GDP growth. Finally, the programme's externalities, positive or negative, on the other non-beneficiary companies proved difficult to grasp, as it was not possible to identify companies theoretically not affected by the programme.	x	x		1.2
Amdaoud and Zouikri (2019)	Journal of Industrial Economics	Impact of the upgrading policy on innovation: the case of Algerian industrial companies	Algeria	A positive and significant link between the application of the upgrading policy and product innovation in the companies that participated	x	x	x	3
Azouaou and Slimani (2017)	International Journal of Economics & Strategic Management of Business Process (ESMB)	Analysis of the impact of upgrading programs on the competitiveness of Algerian companies	Algeria	The estimation results reveal, in general, that upgrading has a very insignificant impact on the competitiveness of Algerian companies in our study sample.	x	x	x	

AZOUAO U		"Competitiveness and upgrading of Maghreb SMEs: analysis from a multidimensional approach"	Tunisia	Its qualitative impact on improving the management of the SMEs concerned; The companies had succeeded in integrating the requirement of competitiveness, in an environment of local and international competition. Companies have seen their operating methods improve significantly, in particular thanks to better control of their activity. Another study carried out by the World Bank raises certain questions about the balance sheet, in terms of cost-effectiveness of the program and its impact on the Tunisian industrial fabric. This study emphasizes that the program would have favored companies that were already performing well because of the required financial solvency criteria. In 2002, more than 50% of SMEs had a dashboard against 17% before the implementation of the PMN.	x	x	x	1;2. 3
			Algeria,	The upgrading programs in the Maghreb countries are in very different states of advancement, which does not yet allow any real work of comparison to be made. In short, Algeria and Morocco should make more effort to strengthen the competitiveness of the economy, to increase the flexibility of the labor market so that the Maghrebian SME can play an important role in integration. We believe that the Maghreb public authorities should grant certain advantages such as tax and parafiscal advantages to SMEs that implement real upgrading action and create partnership relations between Maghreb SMEs.				
			Morocco	A significant improvement in terms of their strategic repositioning, cost control, lead time reduction and quality management. The majority of companies have been able to strengthen their commercial activity, increase their marketing expenditure, their material and immaterial investments and their managerial rate. Almost two-thirds of the companies surveyed achieve a revenue growth rate of over 6%. Similarly, 80% of the companies studied have improved their overall productivity and more than half have improved their self-financing capacity.				
Ghomari, S. (2020)	Economics and Business,	Impact of Upgrade Programs on the Competitiveness: Case of the Algerian Companies.	Algeria	The results of the research have confirmed a positive impact on the overall competitiveness of companies that have initiated and finalized an upgrade programme. on several dimensions (commercial, financial, technical, human, as well as social & managerial).	x	x	x	1, 2,3,4

Amroune et al (2014)	Building businesses in emerging and developing countries: challenges and opportunities.	SMEs in developing countries and institutional challenges in turbulent environments: the case of Algeria	Algeria	<p>The upgrade program improves the SME performance. The contextual environment of the Algerian SME is therefore not totally deterministic, but rather favorable. Improving the qualities and skills of the human resource</p> <p>The positive effect of the betting program on performance: the production management factor and the marketing management factor</p> <p>A quantitative method by carrying out a survey, statistical processing of data including confirmatory Factor analysis, the ANOVA test, Exploratory factor Analysis and structural equations</p>	x	x		1,2,3,4,5
Bouri, Bouyacoub (2019)	The Cread Notebooks	THE UPGRADE OF SMES: WHAT RESULTS?	Algeria	The results show that the upgrading carried out in Algeria does not in any way meet the verified requirements, and that the targeted objectives have not been achieved. Indeed, these companies experience enormous difficulties in surviving and achieving continued competitiveness. A Student test largely confirms these results.	x	x		
Mohamed Bouhaba (2014)	Algerian Scientific Journal Platform	Business upgrading in the Maghreb: comparative analysis	Tunisia	<p>ensure the credibility of government policy and government involvement, which is a decisive support factor.</p> <p>Launch a positive dynamic of adaptation of the Tunisian productive apparatus and the financial structure of companies.</p> <p>Companies have seen a marked improvement in their operating methods, in particular thanks to better control of their activity. In 2002, more than 50% of SMEs had a dashboard compared to 17% before the implementation of PMN</p> <p>Change the management methods of private companies: shift from family management to “modern” management, shift from an autocratic style of command to participatory management, opening up of capital, setting up of an information system.</p>	x	x	x	1,2,3,4,5
Mohamed Lamine Dhaoui (2002)	UNIDO- economy environment employment	Restructuring, upgrading and industrial competitiveness (methodological guide)	Portugal	effective internationalization of Portuguese industrial companies; Reducing dependence on imports, in particular by diversifying energy sources (by limiting the use of oil) and by stimulating the capital goods and intermediate goods sectors; Strengthening of competitiveness by diversifying investments, which would no longer be directed only towards direct production, but also towards techniques and technology;	x	x	x	1,2,3,4,5
Tianhao Fu, Pengbo Shao (2019)	Open Journal of Business and management	Research on the influence of industrial modernization on the capacity for independent	China	Industrial modernization can effectively promote the improvement of national and regional independent innovation capacities. Overall, the industrial upgrading transferred to the tertiary industry can effectively promote the improvement of independent innovation aptitude; In addition, in both economically developed and economically underdeveloped regions, the process of industrial upgrading to secondary and tertiary industries can	x	x	x	3

		innovation in China.		effectively promote the improvement of regional independent innovation capacities.through empirical analysis, by linear regression conducted a				
Aliout et al (2019)	The Cread Notebooks	Impact of the upgrading program on the performance of SMEs: case of the SME GCP "JUTOP"	Algeria	The results of the principal component analysis (PCA) and of a simple regression analysis of the performance factors of an SME (soft drinks) having benefited from an upgrading program certainly establish causal links between the upgrading program and the performance of the SME, but somewhat contrast the long-term impact and the sustainability of the company in view of other endogenous or exogenous factors of the SME	x	x	x	1,2 ,3 ,4,5
Juzger and Krywdzins ky (2015)	International Journal of Human Resource Management	Competence development on the shop floor and industrial upgrading: case studies of auto makers in China	China	Against expectations, automobile companies in China do not pursue 'low road' strategies but have designed intensive internal training programs and long-term career paths for blue-collar workers.	x	x	x	3

Source: the authors

Group 1: financial performance, Group 2: economic performance, Group 3: organizational performance, Group 4: Social performance, Group 5: Societal performance

A = Consulting support, B = Financial support, C = structural & institutional reform

3.1.2 Qualitative and quantitative synthesis related to update program and their effects

3.1.2.1 Qualitative synthesis related to update program and their effects

Overall, the variables of the upgrading program in these countries focused on two components, one of which is focused on the company and concerns the activity of financial (A) advice and support (B). The nature of the importance of this intervention at the level of the company varies according to whether this upgrade is global or specific on the one hand or in terms of resources mobilized and the duration of implementation. Another component which relates to the global environment outside the company, results in structural and institutional reforms and infrastructural reforms (C). the review indicates, support in advice and finance according to various mechanisms developed: financial engineering, credits, loans, etc

From the examination of the different degrees and the importance of the reforms carried out in the environment outside the company, it appears significant impacts in terms of adaptation of the company to its context, to its growth and its development. At best, its outsourcing. These positive effects of the development of the company should lead to domino effects on the competitiveness of the sectors or sectors of activity, of the economy of the nation in general. This requires strong support from the company coupled with strong mobilization from the public authorities. As was the case for Malaysia, Indonesia, Poland, China and at the African level of Tunisia. It emerges that promoting the adaptation, survival and growth of the company in a context of liberalization of the economy is accompanied by the facilities offered by its environment.

For all the effects observed, we recorded eight (8) indicators of positive effects which directly affect financial, commercial, technical, managerial and social competitiveness. excluded indicator number which clarifies the limited nature of the impact “the apparent macroeconomic impact remains limited, given the limited weight of these companies in Senegal.

The Effects focused on the performance of the company in terms of strategies, finances, marketing (improvement of productivity, control of factors of productivity, quality, with implications for the development of innovation, and the creation of employment. also in improving the management of small and business enterprises and the strategic repositioning of companies and increase in gross domestic product (GDP) through the development and growth of small and medium-sized enterprises (SMEs), limited resources and the lack of understanding of the issues of the programs or linked to the nature of the functioning of said businesses (family businesses, non-modernized management, etc.) or of structural or infrastructural reforms that have not been fully completed.

From **Table 1**, we have removed country-specific duplications, focusing on studies that have integrated multiple effect or impact dimensions, to get, **table 2** below

shows the pooled effects on the one hand, the country and the variables of the associated upgrade programs.

Table 2. upgrading program variables and effect by performance group by country

Performance group	Country	Upgrade program variables		
		AT	B	VS
Groups: 1, 2, 3, 4	Romania	x	x	x
Groups: 1, 2, 3, 4	malaysia	x	x	x
Groups: 1, 2, 3, 4	indonesia	x	x	x
Groups: 1, 2, 3, 4,	China	x	x	x
Groups: 1, 2, 3, 4	poland	x	x	x
Groups:1, 2, 3	Morocco	x	x	
Groups: 1, and 2	Senegal	x	x	
Groups: 1, 2, 3, 4, 5	Tunisia	x	x	x
Groups: 1, 2, 3, 4, 5	Portugal	x	x	x
Groups: 1, 2, 3, 4,	Algeria	x	x	x

Source: the authors

Group 1: financial performance, Group 2: economic performance, Group 3: organizational performance, Group 4: Social performance, Group 5: Societal performance

A = Consulting support, B = Financial support, C = structural & institutional reform

From the indications in **Table 2**, we can say that out of the ten (10) countries listed, eight (8) have undertaken environmental upgrading actions at the company and within the company, with the exception of Senegal and Morocco. Two countries including Tunisia and Portugal seem to have achieved the five (5) performance groups in their respective companies; Poland, Romania, Algeria, China, Malaysia and Indonesia seem to have achieved four (4) performance it is also observed that companies in Senegal obtain two groups of performance on while Morocco present tree (3) group performance, however the upgrading actions focused on the company and its environment.

We observethe level of development, the intensity of these effects does not translate in the same way, certainly because of the initial conditions of the start of upgrading of each country, which takes into account the level of development, the resource capital mobilized as human, as well as financial and the level of importance of both structural and infrastructural reforms carried out. On observation, the effects in Portugal, China, Algeria, Poland, Indonesia, Romania and Tunisia stands out very favorably in favor of these upgrading programs. The literature has not highlighted the structural and infrastructural reform interventions in Senegal and Morocco.

3.1.2.2Statistical analysis of the effects by country, following the variables of the enterprise upgrading program

The aim here is to analyze qualitatively and statistically the link of strength between the variables of the upgrading program, in particular advisory support (A), financial support (B), structural and infrastructural reforms (C) with the competitiveness represented by the performance groups: Strategic performance (group 1), economic performance (group 2), marketing performance (group 3), performance on innovation (group 4) and social performance (5). we have removed country-specific duplications, focusing on studies that have integrated multiple effect or impact dimensions.

To do this, in the light of the representation in Table 2, we adopt a matrix model of two types of quantitative variables: the dependent variable Y which is a multivariate variable, measured by the five performance groups related to the effect of the upgrade program released cumulatively, and the explanatory variable X which is represented by the three facets of the action variables of the upgrade program cumulatively. The relationship takes the following matrix form:

$$Y = \sum_{j=1}^5 a_{kj} X_j \begin{pmatrix} \cdots \\ \vdots \\ \ddots \\ \vdots \\ \cdots \end{pmatrix} \begin{pmatrix} x_1 \\ x_2 \\ x_3 \end{pmatrix}$$

Or a_{kj} are of coefficients ranging from 0 to 1;

Y_j : J ranging from 1 to 5 denoting each performance group related to the effect of the upgrade program.

X_i : i ranging from 1 to 3 denoting the action variables of the upgrade program in each context.

This matrix model is assimilated to a matrix form $Y = AX$ where A represents a coefficient matrix that takes into account the specific context of each country (geographical area, characteristics of the environment: stable, uncertain, favorable or not to the business climate, level of involvement of states) or the structural characteristics to be achieved in each country to make it competitive. In the difficulty of testing the multivariate effect of explanatory variables on the variables to be explained simultaneously, counts nuances on countries and their level of involvement, we adopt a reasoning by approach, inspired by the concept of structural competitiveness index (CSI).

The Structural Competitiveness Index (CSI) aims to provide a single synthetic measure of all the potential levers to be activated in order to achieve economic emergence. The CSI index is an aggregation of 13 dimensions (**Table 3**). They are generally cited as contributing to strengthening the international competitiveness of a country, in particular the themes of the "Washington Consensus" which are found as components of the Global Competitiveness Index of the World Economic Forum and of the index. World Bank (WB) Doing Business, Human Capital, Technology and Innovation, Environmental Promotion and Protection, Infrastructure, Social

Environment and Public Sector Quality. The 13 dimensions of the Structural Competitiveness Index (CSI) are broken down into 33 sub-dimensions [16].

Table 3: the dimensions of the structural competitiveness index and its weights

Dimensions	Weight in %
Social environment	4
Valuation of natural environments	1
National planning, monitoring and coordination	3
Quality of administration	5
Business regulatory framework	20
Openness, sales network and specialization	3
Infrastructure (Energy, Transport, ICT)	15
Public finance and transparency	3
Environmental protection and promotion	3
Financial depth	12
Regional integration	6
Technology and Innovation	4
Human capital, gender and population	20

Source: Moubarack and Amaye, 2020

So, in light of the actions to be carried out at the state level, as part of its strengthening of its competitiveness, the effect in terms of intensity of the business upgrading program is strongly correlated with the upgrading program. a level which would also be strongly influenced by the dimensions of the contextual environment

2. Discussions

The purpose of our systematic review was to identify the impacts on the overall performance of the company that joined and completed their upgrade process. We examined the action variables of the pro-program which are grouped into two subsets, the actions relating to the structural and non-labour environment outside the company and the upgrading actions focused on the companies in terms of advice and financial support. Structural, infrastructural reforms of the macro and meso environment of the company would contribute, depending on their importance and relevance, to fostering a stable, turbulent or uncertain environment for the company's growth and development. These two actions focused on the company and observed in all the countries that were examined in particular: Romania, Poland, Portugal, Indonesia, Malaysia, China, Morocco, Algeria,

Overall, the review highlights positive aspects on the commercial, financial, technical, human as well as management and social dimensions in terms of job creation.

That we note the application of this public policy with positive impacts for the business sector, this suggests that the effects arise according to the context (geographical area, characteristic of the environment: stable, uncertain, favorable or

not to the business climate, level of state involvement), the development dimensions obtained or achieved (commercial, financial, technical, human as well as management and social) and content. Indeed, the context here relates to the considerations of the macro and meso environment of the company which are likely to affect it. In terms of favorable environments, we can cite:

The presence of infrastructure (roads, network of telecommunications...); The presence of suppliers, a dense network of SME; The availability of trained labor to meet the needs of businesses (linked to educational system);

- favorable macroeconomic factors such as: the existence of a large, stable market with adequate demographics and steadily growing purchasing power; the changerate: when the domestic cash is undervalued, competitiveness is improved; the level and structure of taxation local, national, and international; non-penalizing administrative, regulatory or customs constraints.

The different countries that have undertaken the process of upgrading companies have not necessarily resulted in the same level of development, which would be justified by several factors:

4.1 The level of economic development

In the case of Asian countries, Eastern Europe or Russia, we can indicate the proximity to developed economic units which can explain such a pronounced effect and the real transfer of technology due to the establishment of production units and the curiosity developed by this state, as was the case with China, Singapore, Malaysia, Taiwan, etc. have raised the level of development through their own efforts, reforms and innovation in these countries both in terms of infrastructural, industrial, commercial and technological, as we can observe nowadays in order to upset the already existing geostrategic balances. In comparison with high-income countries, low-income countries and middle-income countries have a notable lack of 'second tier' businesses – businesses that may be able to export their products in the near future, or become suppliers to large companies and integrated into global value chains (GVC). very few large firms started small and grew over time [17].

These countries have a large number of micro and small enterprises and only a few large enterprises, which are not well linked to the smaller ones. This situation highlights a low migration to evolve into medium-sized segments. In addition, these companies tend to go bankrupt, shrink or stagnate in terms of market share and competitive position. A large, mainly theoretical section of the literature related to the entrepreneurial ecosystem, with the specific characteristics of these Small and medium sized enterprises and managers, explains why very few small and medium-sized enterprises manage to upgrade, that is, say innovate and grow / be competitive / efficient in terms of price, quality, innovation and be able to master technological development and follow market developments.

4.2 The level of industrialization

The low number of recovery Small and Medium-sized Enterprises in developing countries is nothing new. Other reasons for such entrepreneurial agony would be the absence of assistance, the search for easy gain and the poor supervision of young entrepreneurs. **Boubakary [5]**, conducted a study on the Contribution to the understanding of the failure of Small and medium-sized enterprises in Cameroon: a modeling of the multiple explanatory factors of the phenomenon. He indicates that the main causes of failures are explained by: the lack of liquidity, the low debt capacity, the business environment, the incompetence and the mode of strategic thinking of the leaders and the inability of these companies to respond effectively to change.

A large body of literature examines the factors necessary for upgrading small and medium-sized enterprises and offers plausible explanations. Among the favorable elements, we note an institutional environment guaranteeing the execution of contracts and respect for property rights, resource endowments, technology, productivity, product characteristics, fiscal and monetary regulation, the characteristics of the company or the requirements of the sector of activity, hyper-competitiveness [8]; standardization and quality [18]; Growth through innovation [17]; the need for , improvement of the country's structural competitiveness index (ICS) [16] etc..

The literature on the weak industrialization, development and growth of companies, have in common to highlight the explanatory factors both internally at the local level and linked to the international economic environment. All these realities which explain the difficult survival of Small and medium-sized enterprises in Cameroon, indicates on the one hand to what extent the promotion of entrepreneurship is not enough, it is still necessary to supervise, support, evaluate and if necessary, reorient young contractors. Also, it suggests on the other hand that the State should be less involved in the economy and leave more room for the private sector, especially since the State always has recourse to foreign aid which has a significant cost and also hinders the freedom of choice of Cameroonians as to the priority of projects to be financed [19].

4.3. The business environment of the company

In the light of the (8) pillars established by the World Economic Forum (WEF) or Global Competitiveness Index (GCI), favorable to an environment for business development, and other benchmarks, **Moubarack and Amaye [16]**, have succeeded in prioritizing the order of priority through a weighting of the different levers to be operated in order to deal with the competitiveness of the countries and to explain the difficulties of development or the obstacles to the adaptation and the internalization of the companies of the countries developing or macroscopically transitioning economies. Among these criteria we have: social environment; evaluation of natural endowments, national planning, monitoring and coordination; quality of administration; business regulatory framework; openness, commercial network and specialization, infrastructure (energy, transport, information and communication technology), public finance and

transparency; protection and promotion of the environment; financial depth; regional integration: technology and innovation; capital,

5.Strengths & limitations of the exam

the review highlights that the upgrading of companies does not apply by mimicry, its success depends on the efforts undertaken in the meso environment at the company which relates to different areas of development, which result from the orientations and choices strategies operated by countries or states. it confirms that the result would be strongly associated with taking into account.

-The effects dealt with in this review are limited to the organization of the enterprise, in the context of liberalization of economies and opening up to competition with the common basis for the search for competitive advantage.

The evolution of competition and competitiveness suggests for the study of the effects of the upgrading program, to identify the success factors, the factors of adherence of companies to this public policy and analyze the ripple effect in the immediate vicinity to detect the effect at the level of the macroscopic environment or in improving subcontracting activities and promoting a migration of small and medium-sized enterprises to middle-class in their growth and development. Further on, analyzes of the effects related to the contribution of contextual environment variables on program variables and on firm competitiveness variables.

IV. CONCLUSION

At the end of this research on the systematic review of the effects of business upgrading programs on their competitiveness through a me-ta-analysis. The review highlights the merits of this public policy as a bulwark for businesses in developing countries. development path and economies in transition in a context of liberalization, faced with competition and competitiveness. It underlines that the success of this policy depends in particular on the capacity of the public authorities to implement a sound macroeconomic policy, on the capacity of the stakeholders to establish overall conditions favorable to the development of enterprises, and on the ability to companies to adopt commercial strategies and competitive operating methods. Indeed, several studies attempt to confirm that upgrading constitutes a real lever for competitiveness even if the latter are closely linked to the context of the environment. This study is therefore to be deepened at the level of other developing countries like Cameroon. In this perspective, as a continuation of this article, a study on the evaluation of the upgrading program for companies on their competitiveness will be the subject of our next work.

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