

What Ability for The Digital Change of Moroccan Organizations?

Camilo Cardona Aguirre

National School of Commerce and Management, Morocco.

Gregório da Silva

National School of Commerce and Management; Morocco.

Rachid Azizi

Ph.D. in Economics and Management, Mohamed First University; Morocco.

ABSTRACT:

Beyond the change in the structure of employment, it is in terms of skills that the digitalization of organizations has major impacts, profoundly changing the content of tasks. Our study on digital transformation in Moroccan organizations aims at exploring an often-overlooked aspect of this transformation: content and data.

The digital transformation, a concept born in 2010, is the result of the evolution of IT techniques and their impact on organizations. What transformation - which implies a future yet to be defined, unlike the transition which presupposes a known and expected future - can bring these new digital technologies in the organization and use of content and data?

Keywords: digital, skills, organization, transformation

1. INTRODUCTION

The future cannot be improvised, it is being prepared. Based on this notion, it becomes judicious to study the evolution of the job market, to anticipate the trades of tomorrow and above all to identify the skills to be developed to adapt to changes. This is a fundamental process, especially with the advent of digital technology which creates a dynamic at high speed with a direct impact on the business. The digitalization of information, artificial intelligence, globalization[1], are all factors that are shaping up the corporate world, in this case the nature and content of professions. These are expected to evolve further. Some will appear, others will disappear, while certain trades will become even more important at the level of companies. Studies are constantly increasing to assess the evolution of the labour market. The latest is the one that has just been carried out by Emlyon Business School, in collaboration with ViaVoice, on a sample of 400 young graduates and 200 business leaders[2]. The study, which looked at several aspects, indicates in particular that 32% of the business leaders questioned orient their research on trades linked to commercial activities, 31% are interested in communication and 26% grant more

importance to computer systems. This means that these three trades will be popular with the company of tomorrow. Indeed, faced with different economic changes and fierce competition, companies will focus not only "on their core business and therefore on the sale of services and / or products to ensure their development, but also on networks services (communication), which have become an essential marketing and information tool". However, economic crises and strong competition will further push the creation of new trades related to marketing, in addition to product communication [3]. "Any company producing goods or services will always need to secure its market share by creating and developing trades linked to commercial activities," explains the expert.

Added to that new professions linked to communication will emerge.

The digital revolution is at the heart of tomorrow's businesses. Moreover, young graduates hope to work in a company undergoing a technological revolution. Companies must then continue to take the path of digital transformation, not only to meet the needs of native digital, but above all to ensure their survival in a future, still unknown. "Digital has become a priority for any company wishing to survive in the global economic dynamic." It is thus important to specify that today everything is done and everything is built through computer platforms, and this, in involved fields like: logistics, a finance, HR, administration... A reality is essential: digital knows a dynamic at high speed and will certainly give rise to new professions.

In this context, several new jobs are already starting to settle companies under the impetus of new technologies. Community manager, traffic manager, web project manager, SEO expert ... there are many professions dedicated to development with the growth and place of digital in the company.

2. NEW PROFESSIONS... NEW ABILITY

Companies have understood this. The world is changing very quickly and the need for ability is increasing. In addition to mastering languages and new technologies, it is important to develop collective intelligence, team spirit, the ability to manage stress and especially relational and emotional intelligence. These skills will allow the employees to evolve in the company, which will undoubtedly be characterized by innovation, citizenship and agility [4].

It is clear that the increasing digitalization of economy in the world has led to the development of several professions in the IT field (more commonly called IS in different branches of activity in Morocco and elsewhere). So, whether small, medium, large companies or multinationals, their activity has been dependent on the revitalization of their IT projects in order to be part of this "digitalization of information". Consequently, qualified human resources to best meet these "IT" expectations have shifted from "necessary" to "mandatory" status in a very short time [5]. Everything is done and everything is built through IT platforms, and this, in all fields: logistics, finance, HR, administrative...

Taking into account the fact that the future is prepared from afar and that it is important to adopt a lifelong learning approach to be able to evolve and meet the challenges of enterprise 2.0. What about Morocco?

3. ARE MOROCCAN BUSINESSES READY?

Moroccan companies are lagging behind in digitalization. However, awareness is real on the subject. Thus, the results of the survey conducted by the Moroccan Office of Management Practices (MOPM) on phenomenon 4.0 show that 80% of managers say they are aware of the existence of the trend [20]. In addition, almost a third of business leaders say that digital transformation is part of their overall project.

However, many of them do not yet know how to go about it. It is true that awareness- raising actions are multiplying, on the initiative of public or private actors. Among them, we can notably mention the SME (small and medium-sized enterprise) caravan organized by Inwi and the FCIM (French Chamber and Industry of Morocco) for the past two years [20]. Leaders, therefore, have more and more opportunities to learn about the subject. However, this is clearly not enough to provide concrete answers to decision makers on the approach to take.

The issue of supporting these companies is thus clearly identified as a challenge to be met in order to help them take the plunge and initiate a digitalization process [6]. With this challenge, that of the availability of qualified resources or the development of skills in this area is also often problematic.

In addition, it is worth remembering that, if the investment is necessary, it is often overestimated a priori by the leaders. It is, therefore, essential for the company to surround itself with professionals who will be able to support it in this beneficial, even essential, path for its development.

The Moroccan company, like other companies, can claim to rely on digital technology to develop. For that, it is necessary to establish its digital roadmap. The latter will be unique and adapted to its challenges [7], its context and its objectives. It will make it possible to set up "quick wins" constituting progressive stages towards a successful digital transformation.

For the majority of managers, the digital transformation underway in Moroccan organizations has an impact in terms of content management. What skills are expected from an information professional who is required to play a crucial role in digital governance?

To answer this question, we conducted a study on digital transformation in Moroccan organizations, supplemented by a validation survey by a questionnaire. More specifically, our survey aimed at exploring an often-overlooked aspect of this transformation: content and data. The digital transformation, a concept born in 2010 [8], is the result of the evolution of IT techniques and their impact on organizations. What transformation - which implies a future yet, to be defined, unlike the transition, which presupposes a known and expected future - will bring these new digital technologies in the organization and use of content and data?

3.1 The "content and data" dimension

Through four axes [9]. - functions, devices, governance and projects - it was about reporting on

the impact of new digital technologies on the organization and use of content and data. Although the questions focused on both content and data. By default, we can imagine that data does not enter the field of activity of information professionals: Regarding data management, there is a Chief Data Officer attached to the IT in charge of all transversely data repositories. Regarding content, there is nothing similar. The management of content and data is therefore very separate when in fact, in the daily life of employees; these two elements cannot be separated [10]. There does not seem to be any real convergence between content and data.

3.2 The functions

The information management function is still as heterogeneous in the appellation, perimeter, missions, and not very centralized [11]. The centralization of this function (assimilated to governance) only exists in large companies, for less than 4 years, with a non-homogeneous name and a high hierarchical level. Even centralized, it is shared between different actors: information professionals for all that is management, rules, organization; IT for the entire infrastructure part; trades for production. Communication and HR services are mentioned but marginally compared to other services [12].

The skills of multidisciplinary teams are necessary for the effective management of content (from production to archiving or secure destruction).

3.3 The devices

The devices to manage this content are multiple, heterogeneous and correlated to the size and status of the organization. The establishment of intranets and shared spaces is total in large companies [13].

The appearance of new devices (42%) with corporate social networks (CSR): "Hopes are already placed in the future CSR" and file sharing services in the cloud: "Cloud computing yes, but the use is locked in the legal field ". The tools are superimposed without an overall plan, but paradoxically new devices are added.

3.4 Governance

The notion of information governance does not yet seem "mature" in all Moroccan companies. Only large companies seem to have taken the measure of the challenge of digital transformation in data and content by creating a transversal function endowed with means, responsible for coordinating and simplifying this management. What seems to have prevailed in this creation is the notion of a perceived risk in relation to the information, in particular its absence or non-compliance, its protection and its secure destruction. Centralized governance seems to be a response to risks or an improvement of what already exists rather than a desire for innovation. In other companies, the involvement and awareness of general management still seems to be won: "The governing bodies should be convinced of the importance of global governance of data / content management in order to obtain impetus necessary to link the various current silos " [14]. Information governance is only real in large companies and is seen as a response to a risk or a regulatory constraint. The management or production rules that would make it possible to define

a production framework are lacking in companies without a centralized information governance function. However, even in the case of a centralized information function where rules are laid down, they are difficult to apply. Education for compliance with these rules seems laborious and suffers from lack of managerial or technical constraints: "There are not really strong constraints to better manage content [15]. Since there are no constraints, very little effort is made to improve the situation. " There is a difficulty in enforcing the management rules. The technical constraint could compensate for the insufficient managerial constraint.

3.5 The projects

In addition to new devices (shared spaces, cloud), short-term projects concern practices and the organization of content. Three directions are emerging: improving the organization and / or governance of content, supporting employees and developing common practices. The objective sought is the construction, the participation and the implication of the hierarchy as collaborators. Two dimensions predominate: a dimension of change management with mediation and training; a documentary dimension with the structuring of information and the organization of its access.

4. METHODOLOGY:

4.1 Objectives

Our study is a reflection on digital transformation, and mainly aims to clarify the new dimension "content and data" often overlooked and yet central.

The objective of this survey is to take stock of how this dimension is taken into account in Moroccan organizations at present in terms of: Devices, Functions and Governance.

4.2 Target population and sample size

The population of this study is made up of professionals from 150 different organizations. Data were collected between December 2021 and June 2022.

Our sample is made up of 115 male and female employees from different Moroccan companies.

4.3 Selected research methodology

To carry out the practical part of this research, which is a quantitative and qualitative analysis, we opted for the use of the most widespread method of investigation for the field survey, namely the questionnaire.

According to El GHERBI (1993), the survey essentially based on the questionnaire has the advantage of working on concrete situations where the linguistic and cultural phenomenon appears in its global complexity.

The data were collected using a structured questionnaire, where respondents had to say whether they agreed or not by choosing one of the boxes on a Likert scale ranging from 0 to 5.

The survey ultimately involved 111 actionable responses.

5. ANALYSIS AND INTERPRETATION OF RESULTS

The results of the survey clearly show a digital transformation still in its infancy and requiring professionalization. This professionalization could take the form of digital governance, which would consist of taking into account four dimensions [16]:

- Strategic: overall management of digital transformation;
- Organizational: device management.
- Technical: choice and implementation of technologies;
- Documentary: data and content management in a modular architecture with shared rules.

What would be the means?

- Information professionals, key partners for the deployment of digital;
- Clear perimeters and attributions for information professionals.

However, the skills of information professionals must enable them to position themselves as key partners take on this role [17]. These necessary skills are available around three bases:

- Business skills specific to documentary techniques: content structuring, representation and integration in standardized formats to allow access and interoperability; the methods for defining and delimiting the documentary perimeter, the communication and access to content policy, such as that of physical preservation or deletion; legislation and legal issues related to the person [18];

IT technical skills: knowledge of the various production tools, processing, dissemination, research, archiving of information and access to support [19]. (with everything related to the constraints of digitization), knowledge of the constraints related to IT infrastructure deployed;

- Management skills to become the essential interlocutor of the hierarchy and business directions: ability to argue and convince, to federate, build and animate a network, to dialogue with other trades (Director of Information System in particular), and to drive change: raise awareness, educate, train. All this in a posture of openness to what is happening at the borders of our professions.

In short, Moroccan companies clearly see digital transformation as an opportunity for their organization, although it should be noted, a small minority perceives a threat.

6. CONCLUSION

The main objective of this study is to determine the skills to provide for the digital transformation of Moroccan organizations. It emerges that three types of skills that combine the fundamental skills of the seasoned information professional with those of a manager, namely: It is of no doubt on this aspect that the greatest effort is to be undertaken. Training in our trades therefore has every interest in reinforcing these lessons and the professionals already in

position to acquire or deepen these skills. This posture and this versatility are necessary conditions to change mentalities and perspectives on our businesses. This change of outlook (on both sides) will facilitate a fairer positioning of information professionals which will contribute to increasing the efficiency of the Moroccan company. Anyway, there is an essential point to keep in mind: in this digital world, the relational dimension is and will remain unavoidable. So you have to think of the business as a physical-digital platform. Reinventing its business model to be in tune with the digital world and exploiting technological levers at each level of the organization becomes a condition of sustainability for companies. This requires both internal skills and the right partners to be supported.

Main tracks for content and data in the era of digital transformation

While data and content have more or less been neglected for many years, it is now a question of making known and recognizing the central place they occupy in the digital transformation.

Digital governance:

- Global management of digital transformation;
- Device management;
- Choice and implementation of technologies;
- Data and content management in a modular architecture and with shared rules.

Resources:

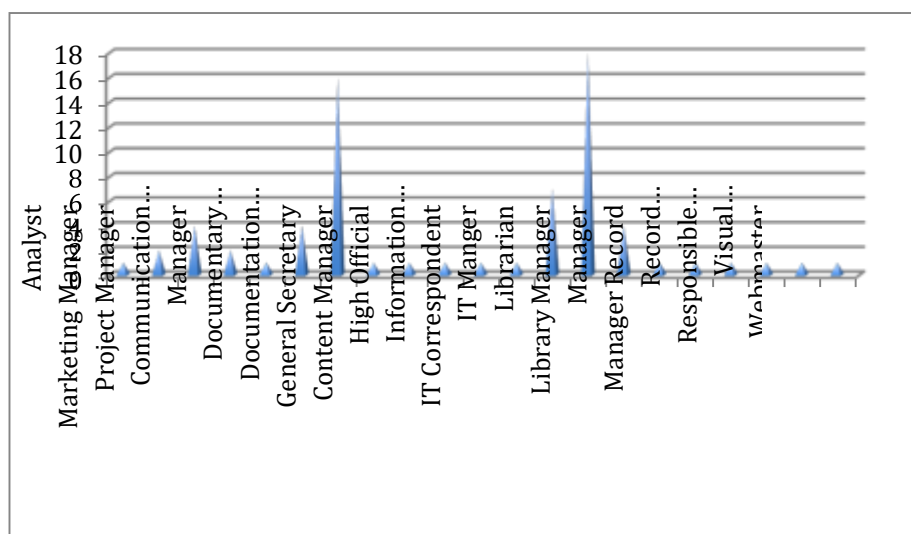
Make information professionals key stakeholders for the deployment of digital by making them versatile with regard to technologies and training them in particular in managing change;

Rethink their positioning and the distribution of their responsibilities in relation to Information System Directors.

7. ANNEX

A- INTERVENERS ON THE INVESTIGATION

Respondent profiles



- The profusion and disparity of tools in large companies lead to:
 - Complexity of use for users
 - Lack of interoperability between tools in silos
 - A need for support and training

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