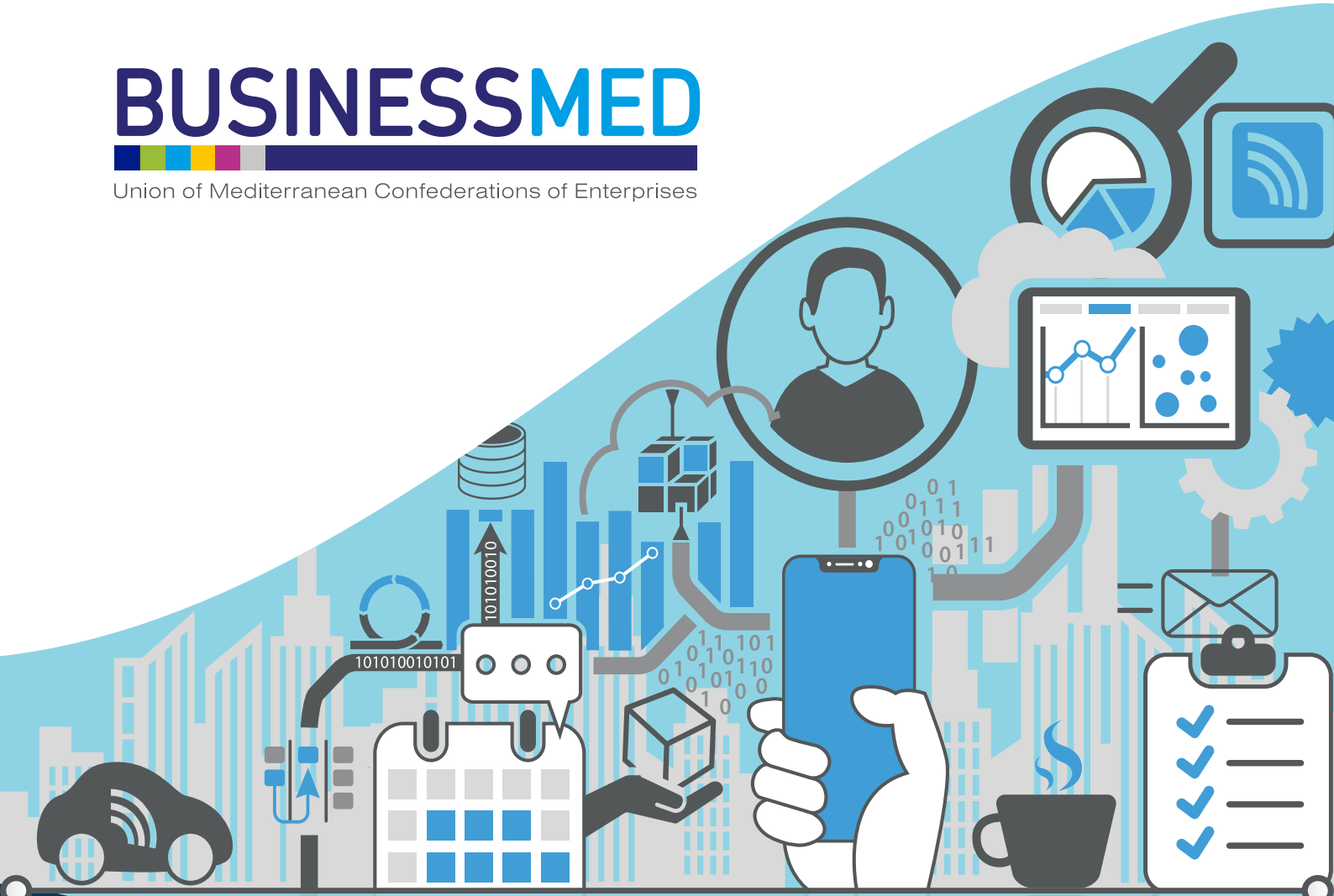


BUSINESSMED

Union of Mediterranean Confederations of Enterprises



GUIDE FOR THE DIGITALIZATION OF COMPANIES

2023

GUIDE FOR THE DIGITALIZATION
OF COMPANIES

About BUSINESSMED:

BUSINESSMED is the main regional representative of the Private Sector that reflects the interest of 25 Confederations of Enterprises from States members of the Union for the Mediterranean - UfM.

Since its creation in 2002, BUSINESSMED (Union of Mediterranean Confederations of Enterprises) is a privileged platform for multilateral cooperation for the benefit of 23 the employers' confederations and more than 1'200'000 public and private affiliated companies by promoting foreign direct investments and socio-economic integration in the region.

As one of the main Business support organizations dedicated to multilateral cooperation in the Mediterranean, BUSINESSMED'S mission is to enhance exchanges and strengthen the Mediterranean business ecosystem by reinforcing regional cooperation, social dialogue, and policymaking.

In collaboration with our Members and Partners, our vision of the Mediterranean is one where

- The business ecosystem across the two shores flourish via strong partnerships, and establishment of regional value chains
- Economic development is accompanied by a strong and inclusive social dialogue where different social partners collectively shape

the business ecosystem of the Mediterranean Countries

- Mediterranean Partners collectively and comprehensively address upcoming challenges of the region, building on each other strength to establish a balanced and flourishing business ecosystem

BACKGROUND & CONTEXT:

Following Article 9.3. of **BUSINESSMED** Statutes and in order to create an environment favorable to Mediterranean growth, promote full North/South and South/South economic integration and implement efficient partnership networks, **BUSINESSMED** will establish four Thematic Committee (TC) focusing on: Digitalization, Internationalization for SMEs, the Green Deal and Women and Youth Entrepreneurs.

The Committees will focus on the qualitative improvement of the four main themes at Euro-Mediterranean level. The Committees aim to study current trends and status among Employers federations and identify best practices and recommendations for the private sector and institutional partners, with the final goal to boost the Euro – Mediterranean business ecosystem and help Employers Federation to better service their members.

The creation of an Employer Committee on Digitalization is in line with the current trends undergone by the Euro- Mediterranean Business Community, who due to the COVID 19 pandemic and governmental measures had to promptly shift its business online. Nevertheless, this fast paced shift for Businesses also implied that BSOs had to explore new ways to pursue their mission and offer their members new digitalized services. International and Regional Actors have also listed Digitalization as a priority item on their Agenda.

Through programmes such as Digital Europe and the highlight on digitalization set within its communication with Southern Partners, the EU has

set this topic high on its agenda. Similarly, the Union for Mediterranean also, in its 25th year anniversary acknowledges the importance of the shift not only for the innovation potential for SMEs , but also its impact on the workforce and the skill gap that it entails, highlighting the importance of ensuring skilling and reskilling opportunities.

BUSINESSMED and its Members, through the creation and start of the thematic committee on digitalization, sets itself at the forefront to the policy curve, by analyzing the impact that this business model shift has had not only on SMEs, but also on BSOs. The Committee will be a chance for Employers Federation to best understand the long-term implication, as well as highlighting future possibilities linked to digitalization for the Mediterranean economy by developing a guide dedicated to digitalization of SMEs.

About this report:

The report developed by the thematic committee on Digitalization, after conducting extensive research in the Mediterranean region, identifies a set of best practices and guidelines to foster the digitalization of SMEs. This valuable resource highlights the steps to digitalize SMEs and its impact on the economy, which will benefit both our organization and the wider community. The report also aims to help companies manage their technical and organizational transformation projects more flexibly and innovatively, by suggesting practical recommendations and tools that involve the expertise of employees and give all stakeholders the opportunity to better master the transformation.

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Introduction

The context of transition in which we are evolving requires more than ever to adapt quickly to constraints of exchange, communication, collaboration, access to information, etc. Work in general and the entrepreneurial world in particular are no exception to this rule. Work in general and the entrepreneurial world in particular are no exception to the rule. Except that transformation orders often arrive abruptly and are not necessarily accompanied by instructions for use or a mastery of operating methods that allow for rapid and easy evolution. Most of the time, the actors concerned are slow to react, not because of a lack of will or conviction, but because the task seems extremely complex. The perception of an unknown change leads to a lack of action on the part of managers, which impacts on the evolution of the company and its adaptation to the surrounding ecosystem.

In this context, digitalisation is one of the greatest transformations in the life of a company. Its impact is not piecemeal, but systemic and involves not only structures, equipment, operating methods and forms of organisation, but also employees as individuals and their relationship with their environment and peers. Digitalisation affects working conditions and often requires a total overhaul of the company's management system and interactional functioning.

Most of the time, this transformation is characterised by its technical dimensions, whereas we often forget that it has a real impact on work and its organisation, skills and professions and working conditions. It is in this context that the change that seems to be undergone by the employees should rather be discussed and negotiated upstream.

In the eyes of the players, these changes appear to be a real 'black box', about which only experts and specialists could speak seriously. To ensure that the promises of digital transformation increase productivity and reduce drudgery, the participation of everyone in the change process is essential. It is by mobilising the experience of workers and promoting user-driven change that companies will be able to make the most of the changes taking place.

Furthermore, there is no single digitalisation process for all companies, nor is there a recipe to be applied, since each company, by its nature, size, field of activity, geographical area, etc., is a special case. As an example and in a more macro vision, there is a disparity between the digitalisation of companies in the north and south of the Mediterranean. Northern Mediterranean companies, especially those from the European Union, generally have access to a more developed technological infrastructure and greater capital investment, which helps them to be more competitive on international markets. In contrast, companies in the southern Mediterranean often face greater infrastructure and investment challenges, which can hamper their ability to digitise effectively.

However, there are initiatives that aim to reduce this disparity by providing technological solutions and investments to Southern Mediterranean companies to help them catch up in terms of digitalisation and strengthen their competitiveness in the international market.

It is important to note that this disparity in digitalisation between companies in the North and South of the Mediterranean can have a significant impact on the global economy and on the economic growth of the countries concerned. It is therefore important to continue working on innovative initiatives to reduce this disparity.

This guide offers the players in the company avenues for appropriating these transformations and conducting projects adapted to the challenges of the company and its employees. It aims to help companies to manage their technical and organisational transformation projects in a more flexible and innovative way. It proposes practical recommendations and a few tools to consider another way of conducting change by relying on the expertise of employees, by involving them in the project and by allowing each of the stakeholders to better master the transformation.

Chapter 1

Digitalisation, a transformation project to be carried out



Whether it is a question of reorganising work spaces, extending premises, modernising a production line, upgrading an information system or introducing the use of digital tools, a transformation project is a key moment in the life of a company. Most of the time, these transformations are characterised by their technical dimensions. We often forget that these projects have a real impact on work in general and on the organisation, skills, professions and practices in particular.

Consequently, a transformation project cannot be envisaged without reexamining the ways in which work will evolve and without imagining all the impacts on the company's future projects, as well as its organisational structure and operating mode.

The digitalisation of the company is a major challenge that company managers and employees are inevitably facing. The repercussions on the evolution of the structure must be anticipated in a projective approach that requires a precise project management approach. Indeed, digitalisation cannot be limited to a top-down approach with the implementation of digital tools and an obligation for employees to use them, through fragmented initiation procedures. Digitalisation must encompass the entire company in a systemic approach to the macro and micro, internal and external activities, and in consideration of all components, starting with societal issues and ending with employees as users and actors of the digital transformation.

It is therefore a question of extending the project beyond the purely technical aspects to the changes to be expected, by adopting an iterative posture in order to be able to accompany the transformation, equip it and readjust it so that it becomes sustainable.

1 - What questions should be asked before a transformation project ?

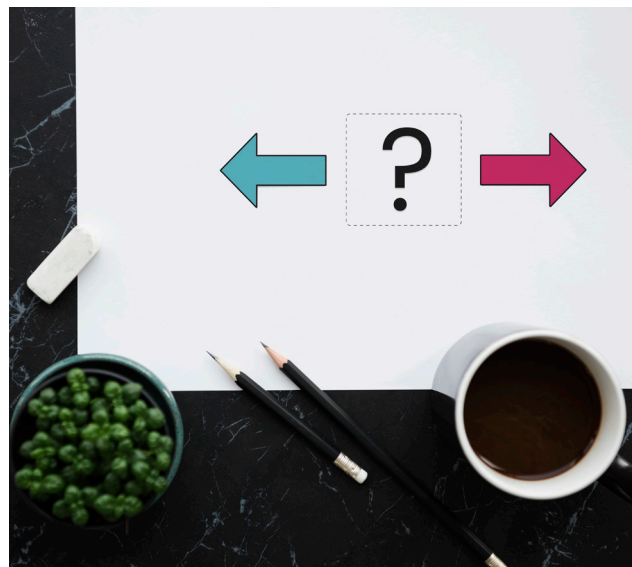
The implementation of a new technology never has a single purpose. Asking the question of its usefulness collectively means identifying how it can be useful to the various players concerned: management, technical and operational departments, workers, service providers, users and customers. It is also an opportunity to assess its value and the potential risks it entails in terms of cooperation, production quality, efficiency, sales, performance, etc.

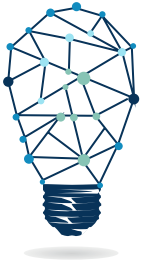
The decision to implement a new system may be a choice of the hierarchy or an obligation to adapt to market developments. The underlying motives may therefore be diverse and sometimes contradictory. In the same vein, digital transformation projects, for example, have a strong impact on working conditions and their impact is generally not well anticipated. It is therefore important to discuss the usefulness of a digital transformation project collectively,

to include a discussion of the project's aims in the decision-making process and to ensure that working conditions are debated in the same way as the expected benefits for the customer and the company.

It is important to stress in this respect that there is no single model for digital transformation or a locked-in process to be applied, regardless of the nature of the business, the size or the vision and objectives of the company. Each transformation project is unique and must be adapted to the specificities of the company and its objectives.

In this context, it is useful to conduct an upstream analysis of needs and practices related to the project's purpose with the stakeholders before the project is even launched.

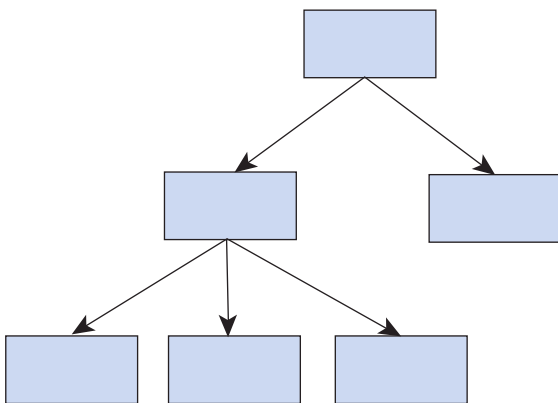




Recommendations:

To ensure that the objectives of the project are clearly defined and that the necessary resources are available, it is essential to guide the planning of the project. To do this

- Adopt a systemic view by positing and modelling the business as a complex entity to highlight all its components
- Mapping out the issues for the company and the stakeholders involved
- Re-question the project and its implications on the whole company system
- Discuss and share the issues raised
- Clarify the points of agreement and disagreement on the usefulness of the transformation
- Prioritise the areas of intervention
- Establish a sufficient consensus to move on to the project selection and implementation stage.



Top-down linear model

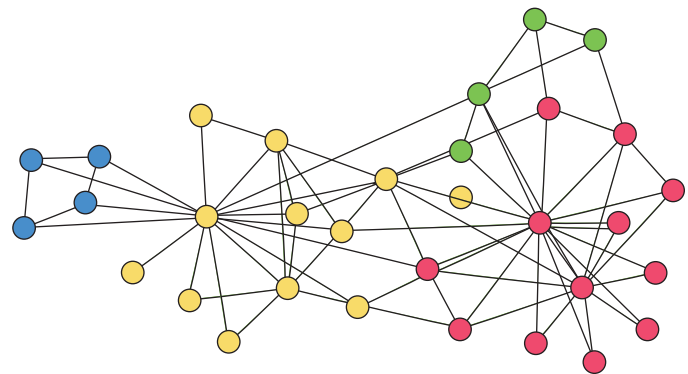


Fig 1:

Interactive system model

Moving from a linear view of the company to a systemic view allows for careful planning, as it allows not only for all the components to be included, but also for the interactions between them to be highlighted, in order to better visualise the

points of friction that need to be circumvented or resolved. By asking these questions and answering them in detail, the digital transformation project tends to minimise the risks to its success.

2 - The conduct of digital transformation projects

The conduct of a digital transformation project in a company concerns the process of planning, implementing and monitoring efforts to integrate digital technologies into a company's activities to improve its processes, performance and competitiveness. It is therefore a complex project that requires careful planning, effective communication and rigorous project management.

Beyond its complexity, the digital transformation project proves difficult due to the lack of benchmarks in terms of managerial processes. What devices should be integrated? What equipment? A multitude of questions that generate a confused vision of the nature, succession and operating mode of the initiatives and activities to be put in place to effectively implement the project.

Upstream and in general, it is essentially a question of not starting the transformation project without analysing the company's needs to identify the areas of intervention. Companies differ in terms of their size, their activities and their degree of proximity to digitalisation. Some are new to digitalization, while others have been established for many years and have traditional management methods that are bound to change. The context is therefore not the same and, as a result, digitalisation projects are equally variable in terms of their scope and nature.

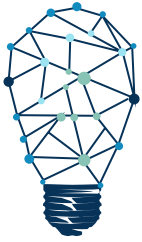
It is therefore necessary to plan the resources, including people, technology and finance, needed to implement the project upstream, and to measure key performance indicators downstream to assess the results of the transformation. It is also important to have processes in place to manage risks and issues that may arise throughout the project.

However, beyond these concerns, effective communication with stakeholders remains paramount to ensure their understanding and commitment to the project. For, what should be understood is that digital systems tend to streamline activity within specific frameworks. The risk is then

to consider that it is only up to the human and organisational systems to adapt to them. This often tends to create tensions among the different stakeholders.

In order to reduce the tensions between the possible benefits and risks of poorly thought-out digitalisation, the company must reflect on what it wants to do with it and on the possibilities for adapting the project to the intended purpose. The implementation of a new digital system depends to a large extent on the ability of managers to take up the challenges of consultation in order to take advantage of the best aspects of digital technology and to ward off a number of threats. No determinism attributed to technology should lead to a lack of consultation. That is, close collaboration between the various stakeholders in the company, including IT departments, strategy managers, employees and operations management.





Recommendations:

tive reflection is necessary in order to establish the most exhaustive vision of the company's current situation and that projected and desired after the digitalisation project. This involves taking stock of all the components of the system and providing a perspective on the changes needed to achieve the company's desired version.

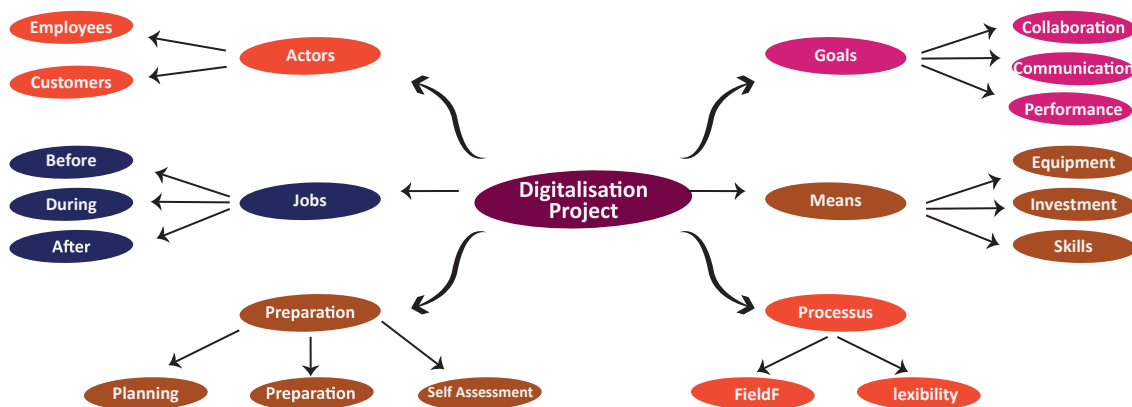


Fig 2 *Compagny-system and digitalisation project*

There is no recipe to be applied to the entire analysis of the state of affairs and to the planning of the digitisation project. Certain specificities within companies mean that there are components or considerations that need to be integrated into the map of the “company-system” given their importance in the organisation or functioning of the structure. Nevertheless, and beyond these granularities, there are main axes that constitute a common base for the management of a company, through which the reflection on the transformation should begin. It is essentially a question of asking questions about :

- The key objectives of the digital transformation project and their consistency with the company's overall strategy.
- The potential opportunities and threats of digital transformation for the business and how to manage them
- The key processes and systems that need to be modernised to meet the requirements of digital transformation
- Key stakeholders in the digital transformation project and their involvement
- The key skills and resources to successfully complete the digital transformation project
- Key performance indicators to be used to measure the success of the project
- The potential risks and problems that may arise throughout the process and how to manage them
- The changes and adjustments needed to ensure the sustainability of the digital transformation project.

3 Hierarchical organisation and complexity management

Generally speaking, in an entrepreneurial operating scheme, any decision that requires coordination and a relatively broad vision must go through the top management, because in a pyramidal organisation, the hierarchical lines only meet at the top and it is at this level that all the company's strategic orientations are decided. However, all complex systems in the world only function on the basis of distributed authority and consultation. In this context, traditional project management methods are limited, as they are based on detailed planning and strict monitoring of stages and deadlines, which are part of an inflexible linear process.

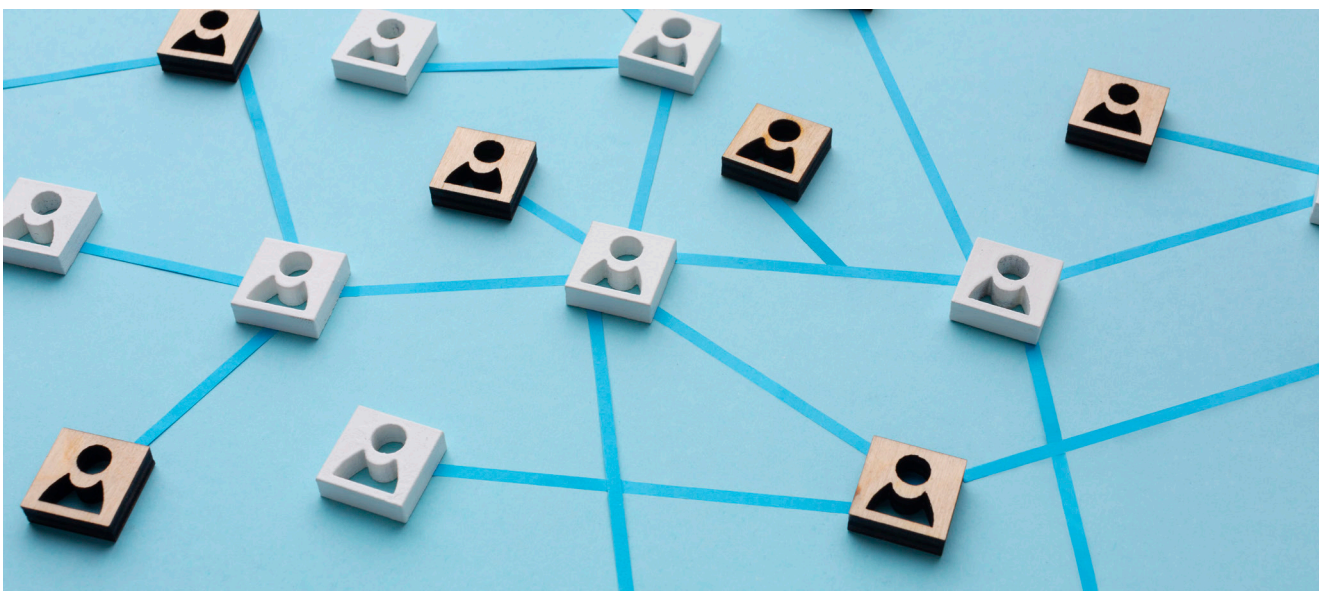
As a particularly complex phenomenon, digitalisation has a significant impact on management systems and company organisation. While it allows for greater efficiency and collaboration, it has a significant impact on the organisation of work and the user experience. Digitalisation makes traditional management methods limited, as they are not designed to handle the complexity and speed of change it brings. Digitalisation immediately induces new principles of collaboration and commercialisation that call for a high degree of flexibility in the organisation. These principles are essentially based on a high degree of interaction between all the players in the company, thus moving away from the silo structure which is set

to evolve and give way to an interactive reconfiguration of existing organisational systems. Digitalisation requires companies to become more agile and adapt quickly to change, using tools such as online project management, real-time collaboration and data analysis to make informed decisions. It can also lead to a transition to remote and more agile working models, or to more emerging business models such as the platform economy and networked business models.

These demanding changes often pose challenges for companies, which have to deal with the additional complexity generated by the need to evolve, invest and manage their employees. They also have to adapt to new technologies and integrate the understanding of the new organisational scheme and comply with it in a timely manner.

Based on an iterative and incremental approach, agile methods offer advantages in adapting to change. They allow for faster development cycles, better communication and increased collaboration. Agile methods are often used for digital transformation projects, where requirements can change rapidly and it is important to be able to adapt quickly to changes.

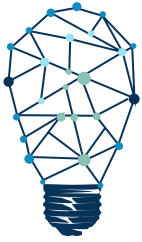
It is important to note that both traditional and agile methods have their advantages and disadvantages, and it is often possible to combine the two to achieve the best results. The table below highlights the basic principles of each.



Specifications	Conventional methods	Agile methods
Life cycle	Sequential phases with validation between each phase	Iterative and incremental
Temporality	Predictive approach based on requirements defined at the beginning of the project. Precise planning.	Adaptive, by adjustment Macro and micro-planning
Formalism	Extensive documentation (collection of requirements, specifications, detailed plans, etc.)	Operational functional increments and collaborative tools
Stakeholder relations	Contractualisation	Collaboration
Risk management	By anticipation based on a rigorous process and simulation methods	In an integrated way, by making problems visible and a continuous evaluation process
Project structuring	A team of specialists with a project manager	Empowered team Communication initiative

Although agile methods are essential for intangible projects such as the digitalisation of companies, there is nevertheless a certain porosity between the two types of methods.





Recommendations:

Agile management consists first and foremost in defining a humanist organisation of the company based on the motivation of human resources. It places employees at the heart of the work organisation. For some time now, numerous methods and tools have been deployed to encourage a change in managers' posture. The best known of these is the Scrum method, which is based on 'sprints' in a loop of planning, execution and control. This method is not exclusive and is sometimes difficult to apply independently without recourse to expertise in the field. Nevertheless, the basic principles of an agile approach include, but are not limited to:

- The implementation of a fluid management model
- The use of an iterative process (test and learn)
- The integration of a creative development approach
- Co-design of processes while walking
- Rapid decision making

Fig 3: Principles of agile management



Beyond these principles, which can vary and be adapted to the specificity of the company, the most important operating principle of agile management, involving employees in decision making, is essentially based on collaboration and an iterative process, the objective of which is to renew each time the identification, conception, analysis, decision making and action in order to get closer to or reach the most appropriate solutions through a principle of readjustment.

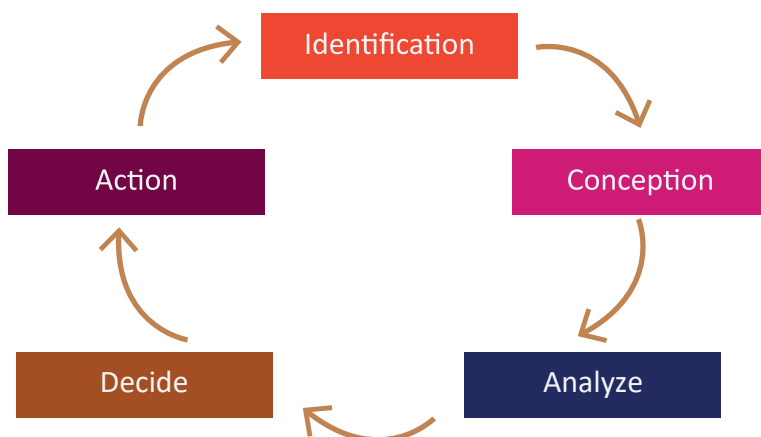


Fig 4: Phases of agile approach

4 Acculturation and transformation of mindsets

In digital transformation projects, one often hears about the need for ‘digital acculturation’ as a vague and ultimate solution to achieving the recommended change. This acculturation is broadly described as the (unidentified) process by which individuals and organisations adopt and integrate digital technologies into their daily lives, with reference of course to a large extent to work. In this context, the digital transformations of work are often presented as a sign of the normal, even inevitable, evolution of technological progress. They often seem non-negotiable, as if there were no way of discussing either their usefulness or the ways in which they can be integrated. Digital technology then appears to be essentially a matter for experts and managers, remaining a praised “black box” for future users.



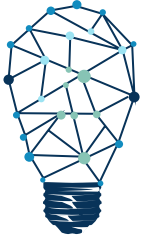
However, in order to achieve a successful digital transformation, it is necessary to bring about a cultural change within the company, encompassing both the perception of the technology and the acquisition of new practices, which over time become automatic for all stakeholders.

This acculturation is usually problematic, as it is approached by managers in a top-down manner. This is due to the divergence in the perception of digitalisation between managers and employees, and it is essential to reduce the gap, not by imposing a new way of working, but by negotiating the change. This requires reflection on the commitment of all stakeholders in order to achieve a shared vision of the transformation.

Acculturation also involves demystifying digitalisation in relation to changes in values, in the face of standards defined by natively digital companies. In the same context, there is a need to

bridge the cultural gap between young users who are ‘naturally’ competent in digitisation and a less young generation that has to go through an often tedious process of familiarisation and learning. Commitment is therefore achieved through participation, co-design, the right to make mistakes and the fact of looking together for solutions appropriate to all.

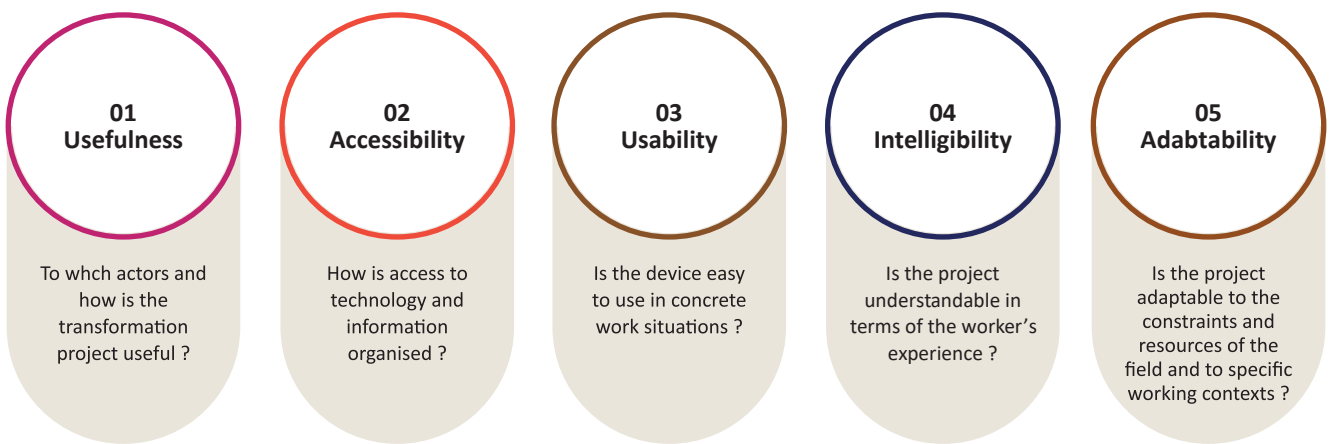
It is also important to emphasise that digital culture requires a change in thinking and a widening of the field of possibilities by bringing together new ways of seeing and doing. In this case, it is a question of equipping employees with methodological autonomy so that they can enrich themselves in a self-learning approach and the transposition of methods. Only in this way will they be able to constitute a real force of proposal within the framework of a collaborative planning of the digitalisation project.



Recommendations:

It is a question of mobilising the actors concerned by acculturation through concepts that help them to better master the meaning of the changes to come. These are not steps to be followed, but dimensions to be questioned collectively, at different moments in the life of the project, to enrich the decision-making process and produce the necessary adjustments.

5 DIMENSIONS TO BUILD A DIGITAL CULTURE



Chapter 2

User-centred management of digital transformation projects



Employee participation is not a new idea and there is no shortage of arguments in favour of this type of approach. Indeed, the involvement of users in transformation projects makes it possible to secure decision-making and to anticipate possible dysfunctions in terms of performance, reliability and working conditions. In addition, co-design is an important lever for encouraging the appropriation of the project by the teams, who feed the digital transformation debate with their know-how and knowledge of their concrete activity.

In the same vision, the management of a user-centred digital transformation project focuses on the experience and needs of the company's employees, customers and partners in order to define the objectives and the appropriate technological solutions. It is about considering users as the main actors of the digital transformation, by involving them in all the stages of the project, from the analysis of the needs to the implementation of the solutions, in order to accompany the evolution of professional practices.

The most common mistake in digitalisation projects is to consider that the most informed decisions belong to managers. However, these decisions can only be informed if they come from the experience of the workers and the feedback from their experiences. However, this type of approach remains marginal and poorly equipped, and the management of a project is often added to the daily activity of a director or department manager who does not always have the time needed to carry it out. The pressure of deadlines on projects often means that the time needed to analyse the needs and situations of future users is compressed in favour of the development, configuration and installation of digital solutions. Furthermore, not all companies have resources and skills exclusively dedicated to the project. In the end, the project becomes the business of the technologist, who often perceives the participation of future users as a constraint that would complicate and lengthen the project. Yet the key to competitiveness lies in the ability to organise innovation and transformation dynamics that mobilise the intelligence of employees, but also of customers, users, suppliers, etc.

Thus, the requirements in terms of agility and continuous innovation mean that the boundary between use and design is becoming blurred; this requires the creation of working environments that are conducive to re-design by the user, to creativity and to readjustment in the face of the hazards that may arise. Design continues in use and therefore requires the active involvement of future users before, during and after the project.

1 Co-design as a lever for true digitalisation

The proposed approach departs from the classic models of change management, which are often top-down and based on the logic of adaptation by users. On the contrary, it seems to us to be decisive to reconsider the place of work, by relying more on real functioning and making future users real stakeholders in the transformations. As the diagram below illustrates, co-design is a change management approach, based on project engineering open to internal and external collaboration, and relying on employee participation. It integrates socio-organisational and environmental objectives in addition to technical-productive objectives. The co-design approach is fundamentally bottom-up, starting from the field, so as to confront real and probable functioning, using

methods such as analysis of use, relations, behaviour and work simulation..



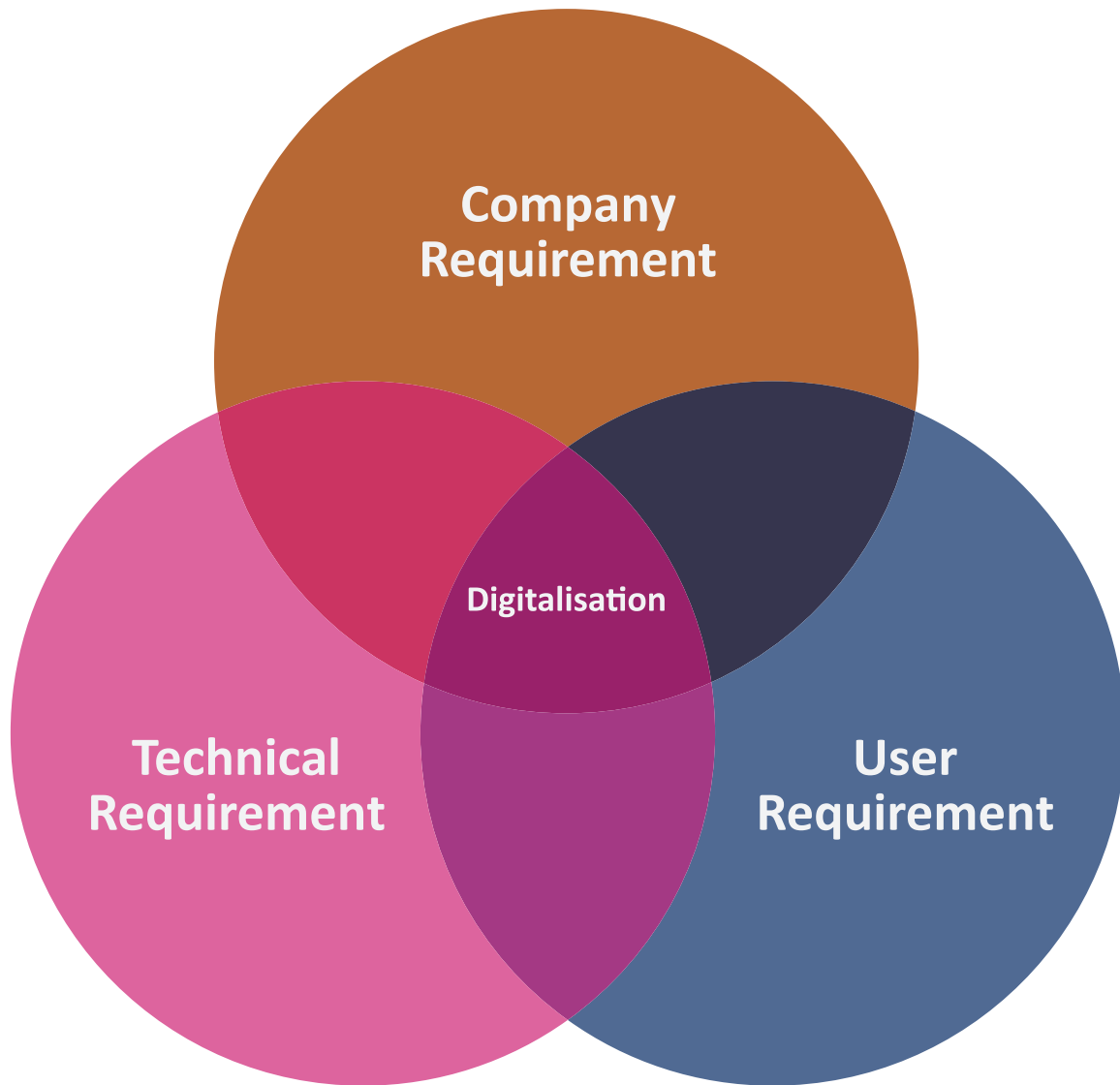
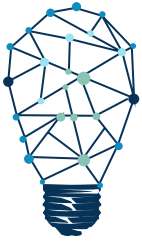


Fig 6: The pillars of digitalisation

The proposed approach is close to certain approaches drawn from design, through methods and tools which give a central place to the user in the innovation process, as a force of proposal and not only as a subject to be observed.

However, it differs from it in that it is more specifically interested in the way in which uses will develop in a work situation. This leads to questioning, in addition to the functional aspects, the organisational choices, managerial practices, collective operating modes and the evolution of professions. The aim is to provide input to the design actors and to enable users to take control individually and collectively of the development of their activity. The opening up of spaces for discussion, collaboration and design on work, in ways that are adapted to local environments, is a privileged means of achieving this.

This means adopting a collaborative approach, breaking out of hierarchical silos in order to involve workers in the choice of organisations or tools designed for them in the context of change. The idea is to integrate their needs, expectations, but also their feelings, apprehensions and frustrations in the design and deployment of the project in order to capitalise on their support and motivation.



Recommendations:

Adopting a co-design approach between the different stakeholders in a digitalisation project means listing the targets and beneficiaries of the project clearly. The stakeholders can be numerous and sometimes confuse the organisation and deployment of the transformation project. When the project is approached in a systemic and coherent way, both internal and external stakeholders should be involved. This means involving employees, customers and various collaborators, including business partners and experts in charge of digitalisation. This situation can quickly become complex and difficult to manage.

The first thing to do is to help yourself with a “stakeholder map”, which makes it possible to highlight the needs of each stakeholder and to assess their degree of interest and influence on the digitisation process. The mapping also makes it possible to examine the capacity to absorb change, its temporality and the resources needed for the evolution. In the end, it enables better prescriptions to be made in order to plan digitalisation.

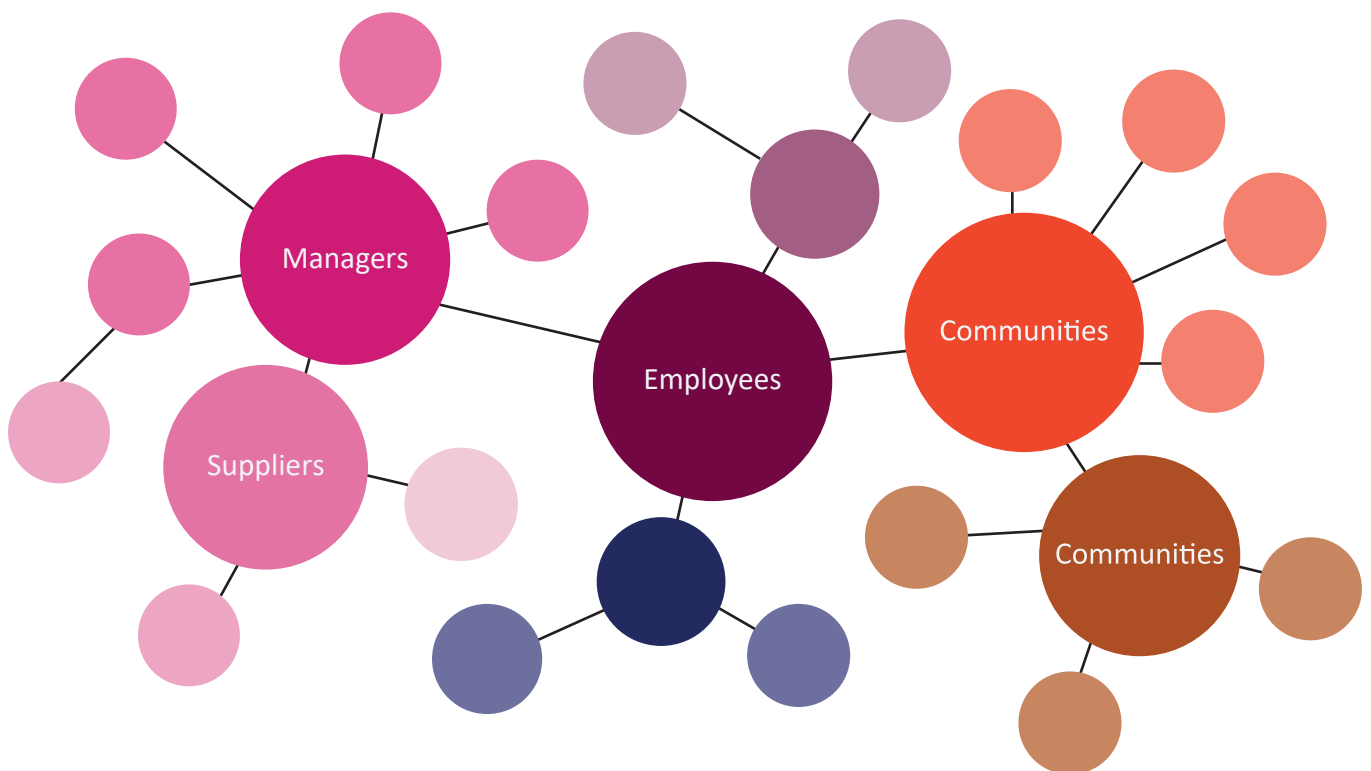


Fig 7: Stakeholders map

The objective is to map the stakeholders in order to highlight their interactions and commonalities. These commonalities are chosen as entry points for a categorisation of the different user profiles, in order to better orientate the company’s digitalisation strategy. This means establishing the needs and expectations, the equipment and resources required, and the methods and tools for implementing the project.

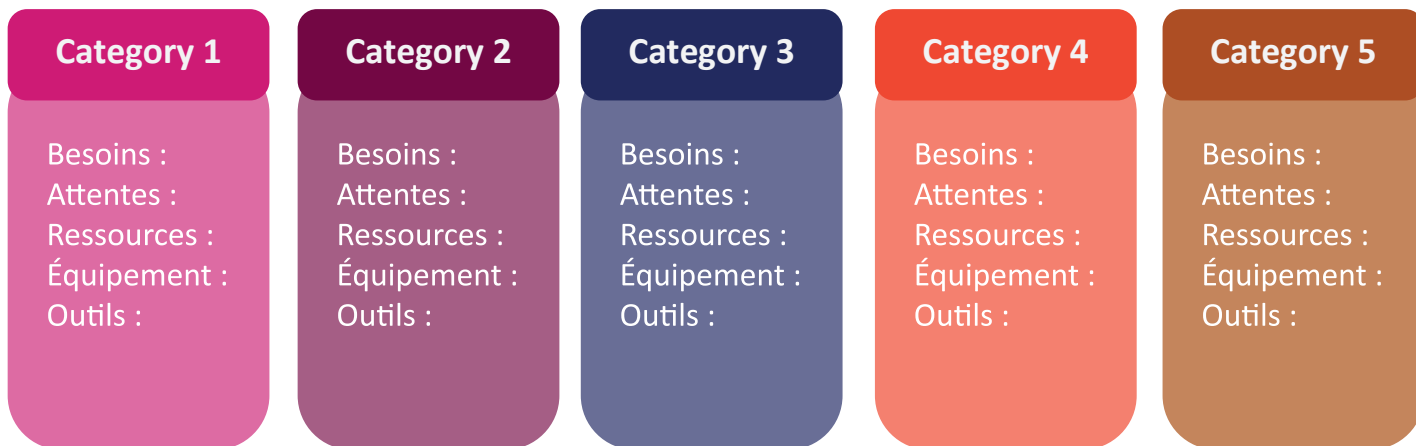


Fig 8: Categorisation of actors through their needs

The last important point to consider is to take into account the assimilation capacity of the different stakeholders in order to maintain consistency of digital maturity within the company and that there is no gap in terms of digital skills.

2 Understanding users and accessing their insights

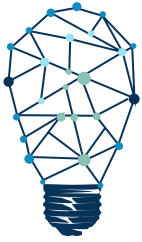
Many project management approaches are used by designers and project owners, but many fail to consider the future conditions under which the work will be carried out. An investment project always modifies the way of working, the way of organising collectively, the procedures and the usual operating modes. These are all transformations that need to be foreseen and anticipated in order to adjust to the way things are done, rather than minimising them on the basis of a behavioural interpretation of the situation, such as resistance to change. In reality, resistance to change does not exist as such. What does exist is resistance to what one thinks one is losing, resistance to the idea of no longer being able to cope with the new demands of the job, resistance to the idea of no longer having the means to do one's job properly.

Identifying the needs of users is a recommendation that comes up very often in the implementation of new devices affecting work habits. However, the notion of needs remains relatively vague and indeterminate. It encompasses several angles and involves the idea of lack. It therefore implies a tension and a desire to reduce it. The

need therefore directs the action towards specific goals which are also defined by the requirements of the environment. Thus, the achievement of these goals allows the satisfaction of needs and favours the development of the individual in harmony with his environment.

In order to accurately access and respond to employees' needs, it would be relevant to understand the common experience and the individual granularity. Considering needs in reference to all users tends to smooth out experiences and erase the real needs linked to the individual variability of users. Of course, the idea is not so much to focus on personalising the digital transformation project, but to analyse users' experiences in order to understand their frustrations, their expectations and their objectives in terms of technology.

Digital transformation involves behavioural modelling, which requires not only the identification of common needs at work, but also the unveiling of experiences, frustrations, fears, apprehensions and affinities. Because some situations that users think they experience in a very personal way turn out to be common to several users in a similar situation.



Recommendations:

Revealing hidden needs is about identifying hidden truths that become obvious to everyone when they are raised. Insights shed a lot of light on what motivates users. They are a real way of identifying profiles. Insights enable the development of usage scenarios to design solutions that meet users' needs, such as implementing solutions that are easy for users to use, understand and adopt.

There are several tools for capturing insights, including setting up processes for obtaining user feedback and ideas through discussion and representation tools.

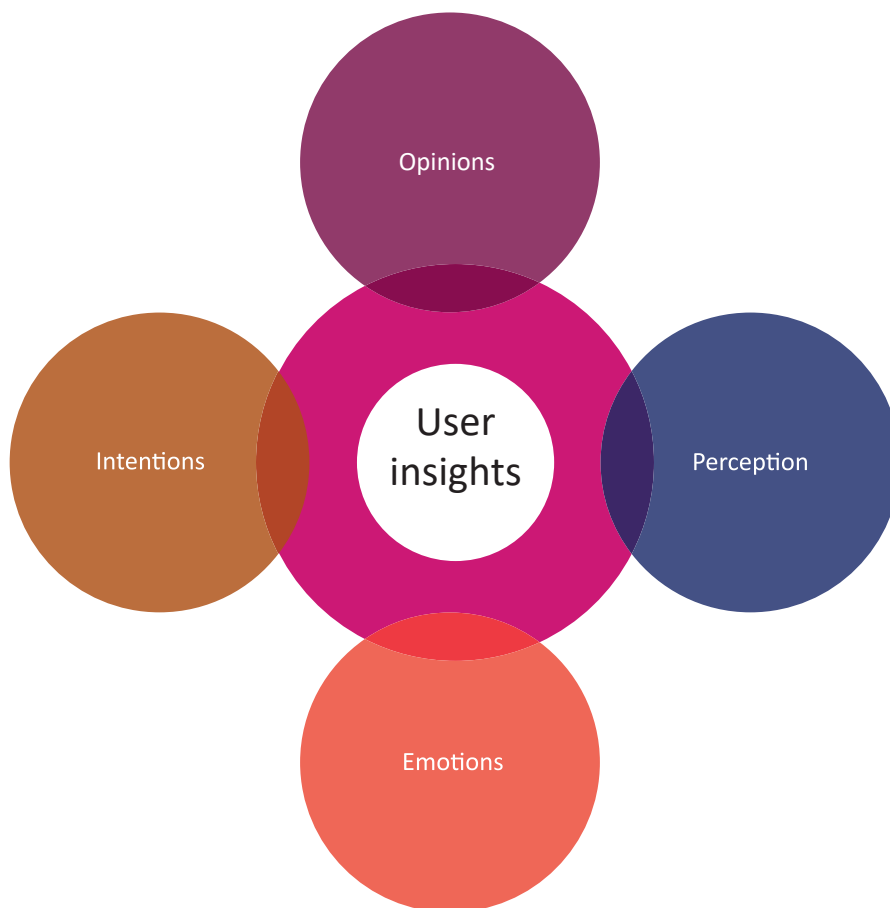



Fig 9: Specifications of users insights

It is important to note that conducting a user-centred digital transformation project can help to improve the user experience, increase employee engagement and satisfaction, increase productivity and strengthen customer loyalty. This is therefore a crucial aspect of a successful digital transformation.

Several tools can help to implement a stakeholder analysis through their insights, in order to tailor a target learning journey. Of course, no company can customise stakeholder support individually. It is therefore a question of highlighting profiles based on the common feelings of each stakeholder and not on the specificity of their activity or their position within the company.

The persona map is an effective tool in this context, as it allows stakeholders to be categorised using parameters and indicators adapted to the specific project being carried out by the company. In the context of digitalisation, the persona map can reveal groups of people according to their apprehensions, fears, skill levels or perceptions of digital.

User Persona Type



«A quotation that captures this user's personality»

Age: 1-100
 Work: Job title
 Family: Married, kids, etc.
 Location: City, state
 Character: Type

Personality

Trait 1

Trait 2

Trait 3

Trait 4

Goals

- A task that needs to be completed.
- A life goal to be reached.
- Or an experience to be felt.

Frustrations

- The challenges this user would like to avoid.
- An obstacle that prevents this user from achieving their goals.
- Problems with the available solutions.

Bio

The bio should be a short paragraph to describe the user journey. It should include some of their history leading up to a current use case. It may be helpful to incorporate information listed across the template and add pertinent details that may have been left out. Highlight factors of the user's personal and of professional life that make this user an ideal customer of your product.

Remember - you may modify this template, remove any of the modules or add new ones for your own purpose..

Motivation

Incentive

Fear

Growth

Power

Social

Hardskills

Softskills

Preferred channels

Traditional Ads

Online & Social Media

Referral

Guerrilla Efforts & PR

Fig 10 : Persona form

This tool makes it possible to position oneself on a typical user profile, but personifying it through parameters linked to its objectives, skills, preferences, motivation, etc. Each "User Persona Type" is then representative of a category of users within the company. Each "User Persona Type" is then representative of a category of users within the company. This approach avoids smoothing out the differences between user categories by listing them according to impersonal indicators, linked for example solely to the workstation. The "User Persona Type" sheets make it possible to reveal the users through their feelings which, when not revealed, can constitute pitfalls in the conduct of the project.

3 The need for stakeholders to develop their skills

A digital transformation project immediately assumes the acquisition of new skills and the improvement of some of them. Organising the development of the skills of the stakeholders, and above all of the company's employees, is the essential point of the project. Without planning and projecting the skills required, the digitisation project risks, during its development, generating costly readjustments and limiting the development of the company's performance.

Digital skills are particularly complex and their acquisition is just as complex. More than any other, they require great agility and a very short assimilation time on the part of the learner. They are also evolving and their cycle of viability is particularly rapid, given the technological advances that regularly bring new devices into the learning loop.

In order to better understand them, it is essential to understand the nature of digital skills and to determine the specificity of those that must be acquired in a particular work context. To speak of digital skills is to discuss a vague notion that encompasses the mastery of common computer tools (software, word processing, spreadsheets, etc.) as well as the ability to use the Internet effectively (research and organisation) or the ability to use social networks and online communication technologies.

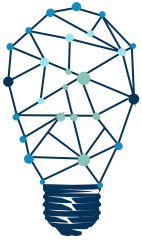
On an even higher scale and in some areas, this includes the relative understanding of cybersecurity and data protection, the ability to use digital creation or data analysis tools and the mastery of certain digital applications or programs.

All this means that there is a huge amount of information to assimilate and new uses to adopt. In addition to technical skills, employees must be able to assimilate, adapt, be agile and responsive. This is not necessarily the case when users are not evolving or are not native to the "digital world". Poorly thought out, the introduction to digital skills can be brutal for stakeholders, who are asked to learn skills very quickly, without thinking about the time needed to assimilate them, or the most appropriate learning methods. This undoubtedly has a direct impact on the company's performance.

In general, the development of skills in companies takes place through training, informal learning or work experience. Sessions are often organised to train employees to use the most complex digital tools. Those that are considered "common use", such as communication, exchange or mass collaboration platforms, are not generally integrated into the learning paths. Employees are therefore very often in self-learning mode so as not to "hinder" the implementation of the digitalisation process and not to reveal any difficulty in assimilating what some others use with ease.

Skills development therefore requires attention to the apprehensions and specificities of each individual, which can prove to be real pitfalls in the digitalisation process. Taking the time upstream to equip employees in a uniform manner and investing in an empathetic support approach proves in all cases to be more beneficial for the company's operation downstream, which becomes more fluid and better organised.





Recommendations:

Generally, the increase in skills depends on the size of the company, its perception of digitalisation and its choice to invest in a digitalisation project. Companies that can release funds generally call on experts and use training methods that are common to all employees, regardless of their granularity. But in the vast majority of cases, and even when some training is provided, the rise in competence is achieved through self-learning, which is extremely variable from one person to another, as it depends on a know-how that is not common to all the stakeholders.

In this case, even if learning remains the only way to access competences, the way it is approached is crucial to its success. Beyond the systematic use of training offered by experts of all kinds, learning must be designed according to the needs and profiles of the stakeholders. Tiered learning

For learning to be effective, it is advisable to categorise learning objectives hierarchically according to the knowledge, skills and abilities that stakeholders need to acquire in order to make appropriate use of digital devices. This means organising learning by level of abstraction, from the lowest to the highest level of thinking skills. More precisely, it is a question of moving from one level to another, evolving towards the acquisition of targeted autonomy in learning, supported by the acquisition of reflective and behavioural agility.

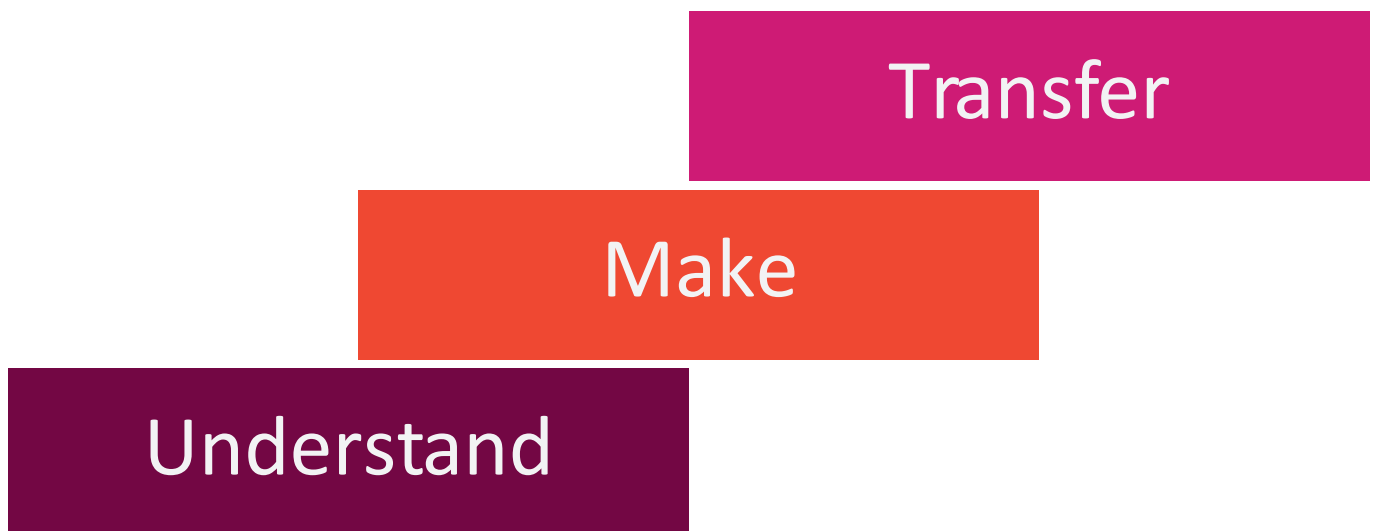


Fig 11: Learning levels

The first level is about understanding and accessing information and knowledge that demystifies digitalisation on the one hand, and on the other hand about understanding the system with the basic concepts and principles that allow the system to be integrated. The second stage enables the stakeholders to be equipped so that they can start to act and at the same time acquire the confidence that enables them to want to go further. The third stage relates to transfer, which is established when there is sufficient acquisition of competence for the target user to transfer it to another person. Beyond technicality, this learning by stage allows stakeholders to become more reactive, more autonomous and to develop an intuitive use in relation to digital devices, through a principle of transposition.

The last level also favours the establishment of a community of learners within the company, where peer learning could be cultivated through dedicated initiatives and processes.

Learning pathway

This involves rethinking skills development and digital learning through different pathways that would be integrated by stakeholders according to their needs. If we assume that the profiles are diverse and that the skills are not acquired in the same way, it is relevant to set up specific pathways, depending on the needs of the company in terms of the digitalisation project. Several courses can be proposed, led by experts or by employees who initially have certain skills or who have gained skills along the way.

A learning pathway is a set of planned steps or activities to help a person acquire a specific knowledge or skill. The pathway is based on several learning modes. It can include training, reading, activities, exchanges, presentations, etc. The aim is to help people to learn in a multiple, efficient and structured way. But also to give them the possibility to integrate the modalities and levels of the pathway that seem most appropriate to their needs.

In this respect, learning paths are not linear. It is not a pathway that stakeholders must follow from start to finish. Rather, it is a set of articulated proposals that leave the choice to the beneficiaries of the training.

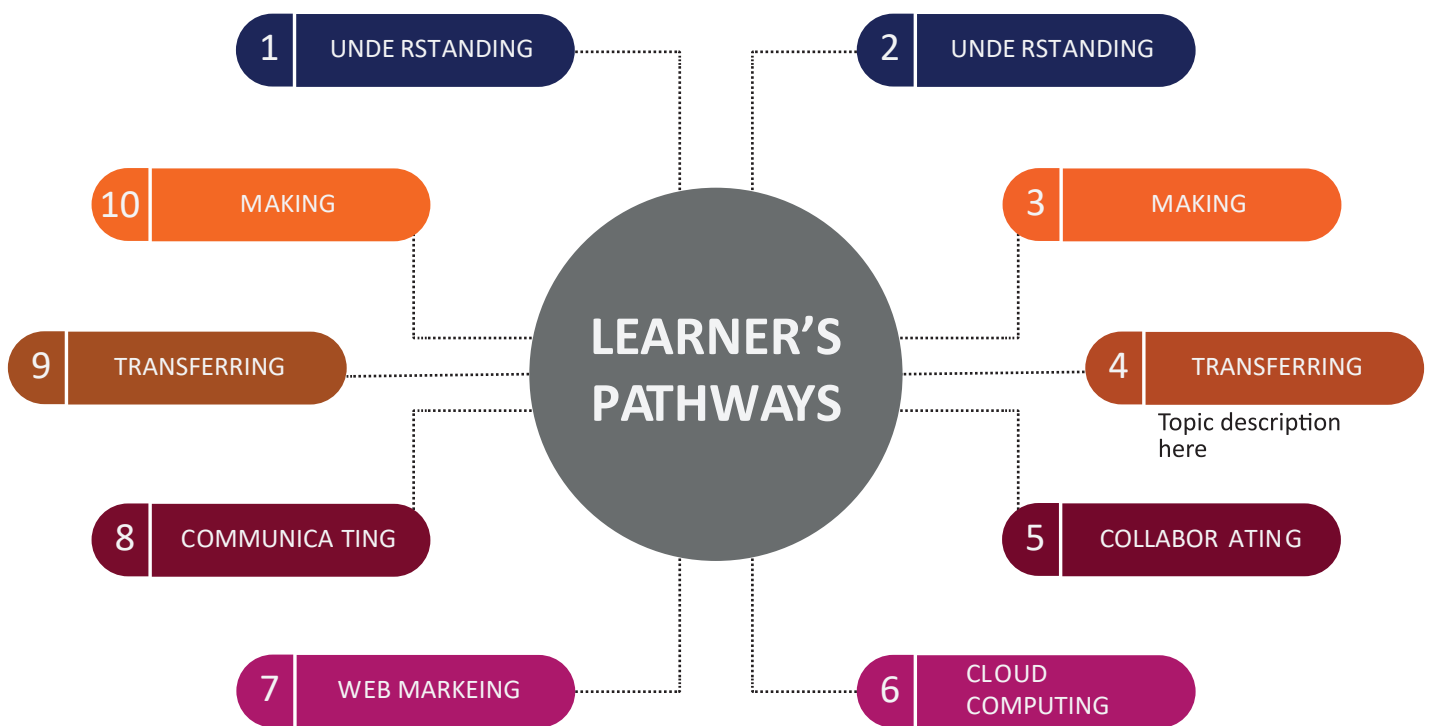


Fig 12 : Learner's pathways

Chapter 3

Methodological deployment



Any company's digitalisation initiative is a real project that requires detailed planning of strategic choices and precise methods for implementing the transformation. Initiating digitalisation spontaneously and haphazardly, without thinking about its implementation and deployment, constitutes a risk for the smooth running of the company.

There are many different project management approaches, with varying degrees of documentation and specific language depending on the nature of the transformation. The approach and the methods inherent in it are often unknown to managers who do not know how to start and initiate a digitalisation project. Companies that are

willing and able to invest call on external experts, but the majority of VSEs and SMEs do not have the possibility of calling on external skills, which are relatively expensive. The main stages of the approach below can help to clarify the course of action to be followed and to be adapted according to the needs of the company. As stated above, each company is different and there is no common project to be applied to all structures without distinction. Furthermore, digitalisation projects are illustrated by the weight of the technical dimension, and it is therefore essential to be vigilant with regard to the risk of increased dependence of company managers on technical service providers.



Fig 13 : Questions of problematisation

While it is important to be familiar with the methods and tools used by service providers, it is the responsibility of managers or project owners within the company to have a detailed knowledge of the actual work and operations, to be able to accurately translate the needs of users, and thus make it possible to anticipate tomorrow's operations and provide the best possible support to teams. To do this, it is essential to take the time to ask the right questions in order to define the "What" relating to the nature of the project and the solutions to be envisaged, the "Who" to highlight the stakeholders involved and the "How" to plan the operational mode to be adopted.

1 The iterative project approach

Paradoxically to the injunctive contextual constraints, a digitalisation project requires a slow and retro-active process. The processes and systems put in place are often readjusted because what is prescribed is not precisely what is actually practised. Consequently, ensuring control of the project implies setting up an iterative approach that gradually integrates the elements of a future reality of the company. Taking into account the conditions under which the work is carried out is the guiding principle of such an approach, but in different ways and with different intentions depending on the stages of the project.

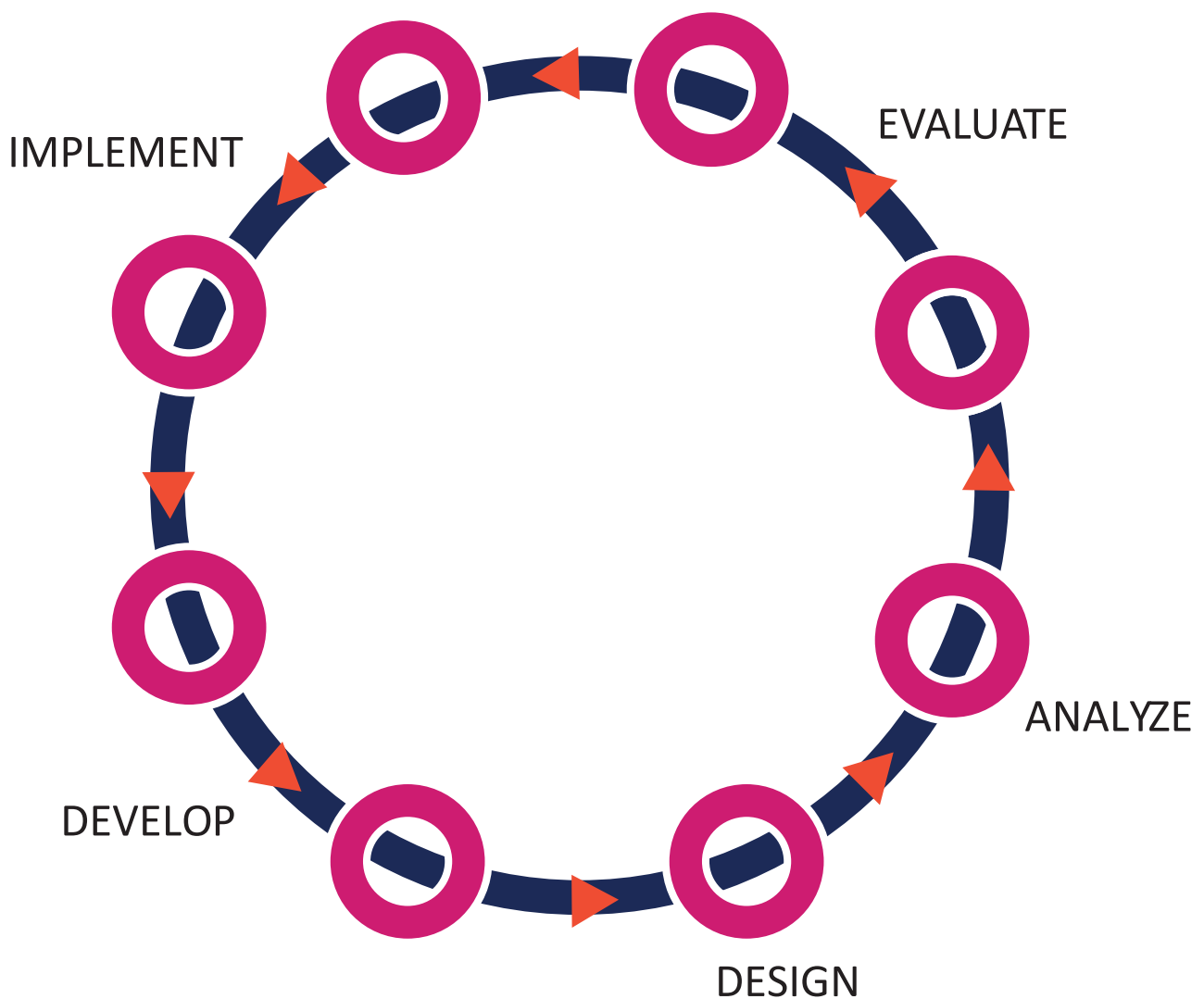


Fig 14: Iterative project approach

The iterative approach puts the user at the centre of change, challenges obvious assumptions, redefines problems and creates innovative solutions through prototypes and user testing. It is in this context that the iterative approach reduces risk, works more efficiently and addresses problems in a more flexible and dynamic way. It is a trial-and-error (or trial-and-error) method that brings the digitisation project closer to its planned version. Opting for an iterative process means constantly improving the project design until the stakeholders are satisfied with the final deliverable.

The different stages of the project are thus repeated in feedback loops until the desired project is achieved.

2 The different phases of a digitisation project

For further clarification, the iterative process includes specific phases to be implemented during the digitisation project. The first phase is an analysis and definition phase to assess the context of the project. This consists of analysing the existing situation in order to better think about the future. More specifically, it involves successive stages of analysing existing work, sharing the diagnosis with stakeholders, defining the project's objectives and structuring it.

The second phase concerns the projection and design of operating methods. This implies projecting oneself concretely into the future before choosing a solution. This phase involves formalising precise benchmarks for the designer, considering several options, modelling different scenarios and simulating future work.

The third phase is that of experimentation and readjustment. It is about testing the process by putting it to the test and quickly making the necessary adjustments to make it easier to get used to the new system. It is a question of conducting experiments based on a prototype or pilot, but also of preparing and accompanying the transition.

The fourth and final phase concerns evaluation and development by assessing and accompanying users. This phase requires the implementation of feedback, support for the teams and the accompaniment of unplanned uses.

These phases are obviously intended to follow a flexible methodology by returning to each of them as necessary with a view to readjusting them in order to make the project appropriate to the company a reality.

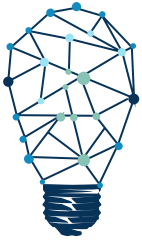
3 Scripting to project and test

Digitalisation is a project which requires innovative project management, likely to bring to light indicators which have not been considered until now by the linear project management processes, usually integrated into the management field. Furthermore, moving users to the centre of the project requires new forms of negotiation with the contextual reality and calls for new ways of designing and deploying digitalisation. In order to better understand the feedback and to minimise errors of judgement in decision making, it is necessary to simulate the organisation and work scenarios according to the digitalisation devices imagined and designed.

Simulation is a method for projecting and anticipating the conditions for carrying out the activity. Based on the knowledge gained from the analysis of work, simulation consists of having the employees concerned "play out" what their future work might be like under given conditions. Observing the employees in this way consists in highlighting the usage scenario and the experience scenario.

The first focuses on the user's point of view and therefore on the functionality, usefulness and usability of digital devices and tools. The second integrates these elements by enriching them with more sensitive dimensions such as imagination, immersion, improvisation or the emotion of the stakeholders during the experience.





Recommendations:

The scripting of uses and experiences takes shape through the observation and analysis of daily work, in order to evaluate the degree of concordance between the current lived experience and the one projected and desired within the framework of the digitalisation project.

This can be done by using the user journey map to assess the digital skills of stakeholders and their motivation towards the integrated devices. The use of the user journey map involves identifying, describing and reporting on “current use and experience scenarios” and “target use and experience scenarios” that describe the stakeholders’ observation in the field when using the digital devices. The report is made in relation to an initial situation (before the experience), disruptive elements (beginning of the experience), events (during the experience) and a resolution (end of the experience). The experience scenario has a wider temporality and scope than the use scenario. While the latter is reported in relation to points of friction at the time of use (ease of use or degree of difficulty), the experience scenario is rendered through narratives as a model of the lived experience.

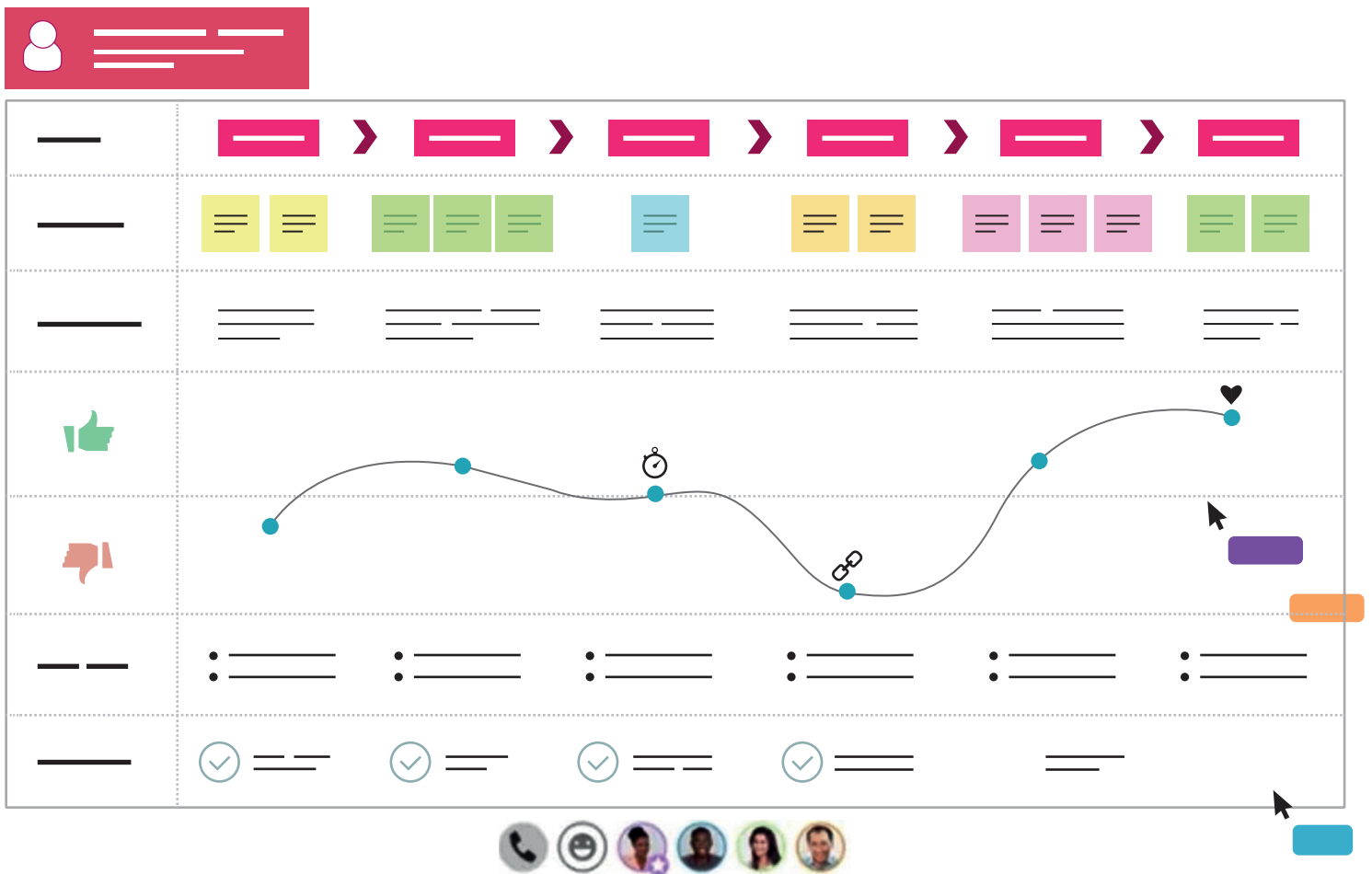


Fig 15 : User journey form

Chapter 4

Towards socially responsible digitalisation



1 The impact of intensive digitalisation

Despite its omnipresence, which makes it unavoidable and which pushes all companies to integrate it, digitalisation must not be systematically used without prior analysis of its impact on the company and its stakeholders. Indeed, digitalisation is irrevocably transforming work and jobs. It is also shaping the behaviour of all stakeholders, who are obliged to integrate a totally new system of use, sometimes for ordinary, routine tasks.

The improvement in productivity is certainly an undeniable fact, but it is also a question of posing the emerging problems linked to the new digital industries and economies. Indeed, it would be interesting to raise the question of dependence on technology and the threats to individual and community privacy and data security.

As we have shown above, digitalisation is today a brutal phenomenon which, despite its advantages, puts several stakeholders at risk, going so far as to constitute an insurmountable challenge for traditional companies which are struggling to adapt and which sometimes end up disappearing, faced with younger, more reactive and more competitive companies on the integration of digital technology.

Finally, it would also be prudent to raise the issue of communication and human relations impacted by an untimely recourse to digitalisation which widens the physical gap and erases human interactions and social links. In this respect, new challenges must be met by governance and regulation.

2 The challenges of more ethical digitisation

Despite the complexity of the issues at stake, certain principles can act as safeguards against ill-considered digitisation. Fairness and inclusiveness for all users are the fundamental principles of any digitisation project, whether micro or macro. Data protection and privacy have been, and should continue to be, at the centre of the de-

bate, in an attempt to come as close as possible to an acceptable and viable moral balance. In a more detailed approach to the impact of digitalisation, any form of discrimination based on algorithms should be minimised by being transparent and subject to rigorous control.

In the business context, digitalisation must be made accessible and understandable to all users, supporting small and medium-sized enterprises that do not have the financial means to carry out the organisational transformation required by the use of new technologies.

Finally, it is a question of diversifying the technological industries, while integrating the question of socio-economic inequalities, by imagining and developing evolution and supervision mechanisms accessible to all.

3 For a sustainable digital culture

Sustainable digitalisation implies first and foremost the responsible and ecological use of digital technologies to achieve sustainable economic and social development. This includes practices such as reducing energy and resource consumption, managing technological waste, protecting privacy and promoting sustainability in supply chains.

Sustainable digitalisation must also be people-centred. This means that new technologies must be designed, developed and used in a way that prioritises the needs and benefits of people. This means taking into account their user experience, but not only that. For the human being is not just a user or a customer that technologies must capture and convince for an act of consumption. The majority of productions on the subject of digitalisation deal with the individual as a consumer, customer or user. Very few concerns are focused on the individual as a human being in terms of his or her real well-being and fulfilment. In this context, it is a question of continually improving the adaptability of digital systems in order to promote their suitability for concrete conditions of use and to develop everyone's capacity to act in the transformation.

Sustainability is thus revealed in the choice of solutions that give workers more autonomy according to the characteristics of their tasks, their experiences and their personal wishes. This would avoid being locked into standard solutions that depend on experts in training or digital equipment. Human-centred digitalisation would then aim to create a future that is fair, inclusive and respectful of people, even if the economic stakes remain particularly dominant today.





Conclusion

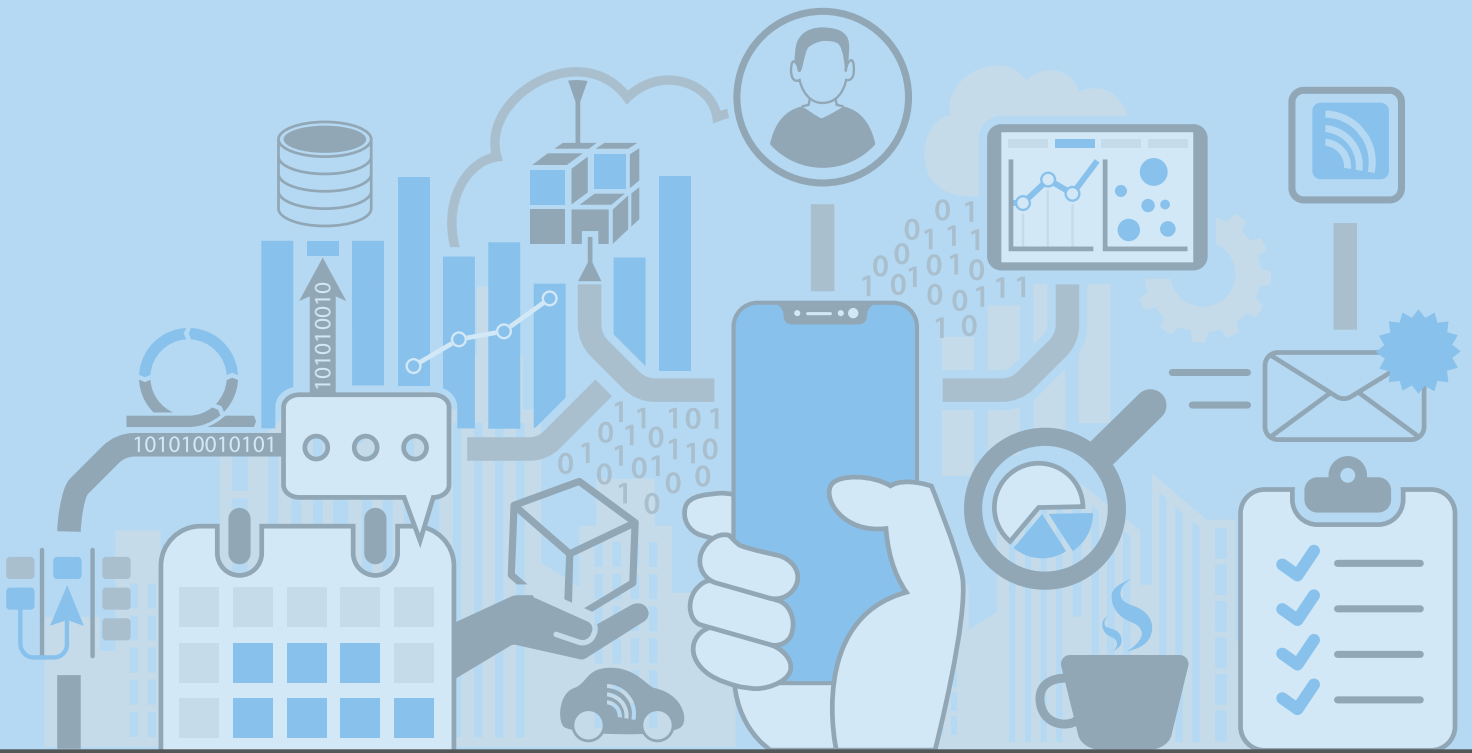
New technologies, new forms and organisations of work, career extension, increased economic competition... the constant challenges facing employees and companies, especially small and medium-sized enterprises, are complex and significant.

The question is how to adapt the digital transformation project to the characteristics of the workplace and to the various objectives (increased productivity, quality of service, speed, reduction of drudgery, development of skills, etc.). The challenge is to adapt work to people and not the other way around by considering the project as a path towards the best potential solution.

The improvement of working conditions is a decisive factor for success in dealing with it for companies, employees and society as a whole. In the context of digitisation, it is necessary to take systematic account of working conditions, to develop and propose approaches, methods and tools based on feedback from pilot projects carried out in companies, enabling digitisation to be organised in a way that respects the well-being of stakeholders and working conditions. The aim is also to disseminate these approaches and methods by providing tools to all those who support, train and inform companies in digitalisation projects. Conduct a monitoring and study activity on the issues and risks linked to digitisation and its impact on working conditions in order to help public authorities to better understand the emerging needs in order to inform their choices and decision-making.

GUIDE FOR THE DIGITALIZATION
OF COMPANIES

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Members involved in this employers thematic committee

