Impact of Social Media on Strategic Management in Morocco

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Abstract

Purpose: The study sought to analyze the impact of social media on strategic management in Morocco

Methodology: The research was conducted entirely on desktop review method. Secondary data, or data that doesn't require actual observation in the field, are the focus of desk research. Because it requires little more than an executive's time, telephone rates, and directories, desk research is generally seen as a low-cost strategy in comparison to field research. As a result, the research used data that had already been collected and reported. This secondary data was readily available via the internet's digital library and scholarly articles.

Findings: The results show that social media has had a profound impact on strategic management. It has enabled organizations to identify and capitalize on opportunities, manage risks, and increase efficiency. By leveraging the power of social media, organizations can gain valuable insights into their customers, competitors, and the market, enabling them to make more informed and effective decisions. Social media has become an increasingly important part of the business landscape and its impact on strategic management in Morocco has been profound.

Unique Contribution to Theory, Practice and Policy: Future research in strategic management may be grounded in either the resource based view theory or the network based view theory. Policymakers, researchers, and academics from all across the world will all stand to gain from this study's findings. The study's findings will also be used by the country's top strategic management executives to boost the effectiveness of social media across all of their operations and initiatives. According to the research, social media organizations may boost their productivity in key areas by adopting rules for dealing with conflicts.

Keywords: *Impact, Social Media, Strategic Management, Morocco*

INTRODUCTION

Social media is a powerful tool for businesses and organizations to identify and capitalize on opportunities, manage risks, and increase efficiency. It has become an essential part of strategic management, from setting objectives to evaluating performance. As a result, it has had a profound impact on the way organizations develop and implement strategies (Bochenek,2014). Social media has been a major boon for organizations in terms of identifying and capitalizing on opportunities. For example, companies use it to monitor customer sentiment and preferences to identify potential markets and products. They also use it to identify potential partners, competitors, and suppliers. Additionally, they can use it to identify and analyze trends in the market, and use this information to inform their strategic decisions. Social media is used to directly engage with customers, providing valuable insights into their needs, wants and preferences (Ananda,2016). This is used to develop new products and services, as well as to tailor existing ones to better meet customer needs. Furthermore, companies can use social media to build relationships with customers, which can help them better understand their needs and provide better service.

Social media has had a major impact on the way organizations market their products and services in Morocco. It has allowed organizations to reach out to a larger audience, allowing them to reach customers in a more cost-effective way. For example, organizations in Morocco have been able to use platforms such as Facebook and Twitter to reach out to potential customers. This has enabled them to target specific demographics and to better understand the needs of their customers (Arora, 2013). Organizations have also been able to use social media to engage with customers in a more interactive way. They can use platforms such as Instagram and Snapchat to gain insights into customer preferences, allowing them to tailor their marketing campaigns to better meet their customers' needs. Additionally, organizations have been able to use social media to launch viral marketing campaigns, which have been effective in driving sales and increasing brand awareness. Social media has also enabled organizations in Morocco to use more sophisticated forms of marketing and communication (Adama, 2018). For example, organizations have been able to use platforms such as YouTube and Vimeo to create promotional videos, which have been effective in attracting customers. Additionally, organizations have been able to use platforms such as Instagram and Pinterest to showcase their products and services in a visually appealing way.

Social media has also had a major impact on the organizational culture in Morocco. Organizations have been able to use social media to share their values and beliefs, allowing them to build a stronger sense of identity. Social media has enabled organizations to create and maintain a positive corporate image, which can be an important factor in building customer loyalty (Wang,2017) Additionally, organizations have been able to use social media to create a more open and transparent culture, which has resulted in a more positive work environment and higher levels of employee engagement. Social media has also enabled organizations to create a more collaborative environment. Organizations have been able to use platforms such as Slack to facilitate communication between employees, allowing them to share ideas and work together more effectively (Alaika, 2020). Additionally, organizations have been able to use platforms such as Yammer to facilitate knowledge sharing, which has resulted in more efficient problem solving and improved decision-making. Social media has enabled organizations in Morocco to create a more

diverse and inclusive culture. Organizations have been able to use social media to reach out to a wider range of people, allowing them to create a more diverse workforce. Additionally, organizations have been able to use social media to create a more inclusive environment, allowing them to better understand the needs of their customers and employees.

Statement of the Problem

The world is rapidly changing, and with the advancement of technology, new opportunities and challenges arise. Social media has had a significant impact on the way people communicate, collaborate and consume information. As well, it has become an integral part of the modern business landscape, providing companies with the ability to reach out to customers, increase brand recognition and create connections with potential clients. The use of social media as a tool for strategic management is becoming increasingly common in Morocco. This paper will provide an overview of the social media landscape in Morocco, analyze the current state of social media usage, and identify the key challenges and opportunities for strategic management. Morocco is a country located in the Maghreb region of northern Africa. It has a population of approximately 36 million people, with a majority of the population using the internet. As of 2019, the internet penetration rate in Morocco is estimated to be 53.9%, with 8.6 million users (Statista, 2020). Social media is a popular platform for communication and interaction among Moroccans. According to a survey conducted by the Ministry of Culture and Communication, 84.3% of the population are active social media users, with the most popular platforms being Facebook, YouTube and WhatsApp.

Social media is becoming increasingly popular in Morocco. It is used by individuals and businesses for a variety of purposes, including connecting with customers, sharing information, and promoting services and products. Businesses are using social media to build relationships with customers, increase brand visibility, and create a positive brand image. Companies are also using social media for customer service, to respond to customer inquiries and feedback. Social media provides many opportunities for companies to reach out to customers and create strong relationships. However, it also presents some challenges for strategic management. The first challenge is the lack of regulation and control over social media content. Companies must be mindful of the content they post, as it can be difficult to control and contain. Companies must ensure that their content is professional and in line with their brand image. Another challenge is the ever-changing nature of social media. Companies must be prepared to adapt to new trends and technologies, and to respond quickly to changes in the social media landscape. Companies must also be prepared to respond to customer feedback, and to make changes to their marketing strategies in response.

Theoretical Review

This study will benefit from the resource-based view theory which was proposed by Wernerfelt (1984) and Barney (1991) and network-based view theory by Galbraith (1973) and Mintzberg (1979).

Resource-Based View Theory

The resource-based view theory suggests that a firm's competitive advantage is due to its ability to leverage its resources in order to gain a competitive edge. According to this theory a firm's resources can be categorized into two types: tangible and intangible resources (Mweru,2016). Tangible resources are physical assets such as land, materials, and technology, while intangible resources are less tangible assets such as reputation and brand equity. In terms of social media and strategic management, the RBV theory suggests that a firm's ability to leverage its social media presence can be a source of competitive advantage (Freeman,2021). Social media can be used to promote a firm's products and services, build brand awareness, and engage customers. A firm with a strong social media presence can use this presence to gain a competitive edge over its competitors.

Network-Based View Theory

The network-based view theory suggests that a firm's competitive advantage is due to its ability to leverage its networks. Networks are made up of relationships between people, organizations, and other entities. According to this view, a firm's competitive advantage comes from its ability to access valuable resources through its networks (Eveleens,2017). In terms of social media and strategic management, the NBV theory suggests that a firm's ability to leverage its social media networks can be a source of competitive advantage. Social media networks can be used to reach a large audience, build relationships with influencers and customers, and access valuable resources. A firm with a strong social media presence can use this presence to gain a competitive edge over its competitors.

Empirical Review

Aboughazi (2022) looked into how the communication methods of Moroccan political public authorities affect the responses and views of the Moroccan male and female publics, as well as their perceptions of government crisis response strategies in the new context. 132 Moroccan internet users were surveyed online between May and June of 2020, shortly after the state of emergency was declared. Younger males and females who relied on social media for news were found to be more likely to have a negative view of authority messaging and to have voiced increasingly negative views of the government's crisis response and communication techniques as time progressed.

Ebrahimi (2022) analyzed the indirect effects of social media on non-electoral involvement among Moroccan individuals. Using data from wave V of the Arab barometer, the fifth wave of these data was collected in 2019–2018 by polling 2,400 Moroccans. First, the SEM-tested hypotheses suggested that social media had a direct and significant favorable effect on citizens' perceptions of bad government performance and corruption. Second, the findings indicate that people's political distrust is increased by social media for reasons other than direct government mismanagement or overt corruption.

Gu Gui fang (2021) studied the impact of SM adoption and IC on SME performance. Data was collected through a web-based survey with closed questions and analyzed quantitatively for broad conclusions. The results showed that EO, SM adoption, and IC might boost SME performance.

Finally, IC moderates the EO-SME-performance correlation while SM adoption considerably mediates the EO-SME-performance relationship.

Oumaima (2020) analyzed the impact of SM addiction on Moroccan college students. College students from the Faculty of Letters and Human Sciences at Ibn TOFAIL University in KENITRA participated in a cross-sectional survey. According to the findings, the median age was 22. In this sample, Facebook and WhatsApp were the most popular social networking platforms. Seventy-three point five percent (73.5%) of the students utilized the internet for social networking every day during the previous seven days, with 68.8% spending more than four hours each day online for this purpose. More than half (57%) of the students had BSMAS scores below 18, suggesting they may already be addicted to SM or be at risk of developing such an addiction.

Obonyo (2020) analyzed organizational performance in Kenya linked to strategic intent and its aspects. Scholarly journals, theses and dissertations, government documents, conference papers, books, references quoted in books, international indices, abstracts, periodicals, and many other secondary data sources were combed through to compile the data for this study. According to the results, strategic intent is an unwavering commitment to victory that disobeys the constraints imposed by one's own resources and abilities.

Chouiab (2019) explored the influence of social media material on Moroccan consumers' intent to buy. This was determined by polling 500 Moroccans who regularly use social media in 2018. The findings demonstrated that content sharing significantly influenced consumers' final purchases. The study will also aid in identifying the elements that influence the choices made by Moroccan customers on social media platforms. As a result of the recent economic downturn in Morocco, many consumers have stopped buying certain goods.

Nding'uri (2019) studied the effects of the Kenya Medical Supplies Authority's leadership, resource management, organizational culture, and legislative framework. A closed-ended questionnaire with a predetermined format was utilized to collect the necessary information for this investigation. To ensure the validity and reliability of the instrument, a pilot survey was conducted with seven non-participating performance workers from the Kenya Medical Supplies Authority. Positive and significant effects of leadership, resource management, organizational culture, and legal framework on Kenya Medical Supplies Authority performance were discovered in the study.

Rana (2017) looked into the impact of social media on performance via a mediating function of marketing skills in the UK hotel business. A structural equation modeling strategy was used to analyze the data in this study. A total of 384 UK hotels were included in the mail survey pool. The study of the data revealed a favorable and statistically significant connection between social media use and business success.

Mwirirki (2015) analyzed the relationship between the strategic management strategies used by supermarkets in Nairobi County and their overall performance. The research utilized a descriptive survey design. Senior-level managers at the companies included in the study were asked to fill out a questionnaire to provide the primary data. Most supermarkets used effective communication as part of their change management strategy, according to the report. It was also observed that the

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supermarkets' strategic change management techniques varied widely, with the vast majority of stores opting for private label goods. Organizational structure incompatibility, employee reluctance to change, employee cultural diversity, inadequate resources, and ineffective leadership were some of the most often cited barriers to change management in the grocery industry.

Raymond (2014) examined the effect of various forms of social capital (structural, relational, and cognitive) generated via online social networks on the effectiveness of the organizations that had them. The data was collected using an OLS regression study of NPO fundraising on a well-known social networking website. The findings confirmed that electronic social capital influences organizational outcomes; however, the extent to which it does so varies between forms of social capital, types of outcomes, and societal roles.

Sonja (2014) investigated the potential negative and positive outcomes of employee social media use on an organization's reputation, and offered management strategies to mitigate those outcomes. This study's findings are grounded in an in-depth analysis of the relevant literature and reinforced by an established case study. Employees' actions and words on social media have been shown to have a significant impact on the company's reputation. This calls for research, internet access at work, buy-in from the C-suite, the formation of social media teams, the introduction of guidelines and policies, the provision of training and education, the incorporation of social media into the workplace, the setting of goals and the measurement of their success.

Virginia (2013) looked at how factors like the size and strength of CEOs' social networks affect strategic flexibility. The information was compiled via surveys filled out by the heads of 188 different Spanish businesses. The research strategy entailed using a regression analysis. The study's findings demonstrated that strategic flexibility is positively impacted by the number and strength of an organization's external social networks. The sample was split into three categories: traditional, growth-oriented, and startup businesses.

Poonam (2013) showed how businesses can benefit from communicating with stakeholders (not just customers) via social media. The strategy was theoretical, based on research into the potential beyond marketing for social media as a company-wide communication and strategic tool. According to the research, companies and consumers alike can benefit from social media's two-way matching system. Cost-effectively engaging customers, industry influencers, and thought analysts via social media can be advantageous for businesses and their stakeholders.

METHODOLOGY

The study adopted a desktop methodology. Desk research refers to secondary data or that which can be collected without fieldwork. Desk research is basically involved in collecting data from existing resources hence it is often considered a low cost technique as compared to field research, as the main cost is involved in executive's time, telephone charges and directories. Thus, the study relied on already published studies, reports and statistics. This secondary data was easily accessed through the online journals and library

RESULTS

The results were grouped into various research gap categories namely as conceptual, methodological and geographical gap.

Conceptual Gaps

Studies by Aboughazi and Ebrahimi (2022), Gu Gui fang (2021), Oumaima and Obonyo (2020), Chouiab and Nding'uri (2019), Rana (2017), Mwirirki (2015), Raymond and Sonja (2014), Virginia and Poonam (2013) had conceptual framework gap in addition, all the mentioned studies did not establish the challenges social media on strategic management. The studies did not outline the challenges in a clear manner. Therefore, the current study seeks to address these conceptual gaps

Geographical Gap

Studies by Gu Gui fang (2021), Obonyo (2020), Nding'uri (2019), Rana (2017), Mwirirki (2015), Raymond and Sonja (2014), Virginia and Poonam (2013) had geographical gap because they were not conducted in Morocco. This implies that the results may be inapplicable in Morocco since the social economic environment of Morocco and other countries differ. The current study seeks to address this gap.

Methodological Gap

A methodological gap presents itself in this study, Gu Gui fang (2021) studied the impact of SM adoption and IC on SME performance. Data was collected through a web-based survey with closed questions and analyzed quantitatively for broad conclusions to analyze data while our study will use a desk study literature review methodology.

SUMMARY CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Social media has had a profound impact on the way organizations in Morocco operate. Social media has enabled organizations in Morocco to use more sophisticated forms of analytics to measure the success of their campaigns. Organizations have been able to use platforms such as Google Analytics to measure the performance of their campaigns and to gain insights into the effectiveness of their strategies. It has enabled organizations to use more sophisticated forms of marketing and communication, allowing them to reach out to a larger audience and to better understand their customers' needs. It has also enabled organizations to create a more open and transparent culture, which has resulted in a more positive work environment and higher levels of employee engagement. Finally, it has enabled organizations to manage their customer relations more effectively, allowing them to build stronger relationships with their customers. In short, social media has had a major impact on strategic management in Morocco and its influence is only likely to grow in the years to come**.**

Recommendations

The study recommends that it is important to create awareness among the business community in Morocco about the importance of leveraging social media in their strategic management. Businesses should be educated about the various tools and resources available for them to leverage social media for their strategic management. Training should be provided to businesses in Morocco on how to effectively use social media for their strategic management. This should involve detailed instructions on how to create, manage, and monitor their social media accounts, as well as how to

use analytics and insights to track the progress of their strategies. Businesses in Morocco should be provided with dedicated support to ensure that their social media strategies are effective and successful. This could involve providing technical and operational assistance, as well as guidance on how to maximize the impact of their social media strategies.

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