



## Determinants of Managerial Innovation and their impact on the competitiveness, performance and sustainability of SMFs Moroccan

### Les déterminants de l'innovation managériale et leur impact sur la compétitivité, la performance et la pérennité des PME marocaines

**Prof Naima EL HAOUD**

Université Hassan II, Ecole Nationale de Commerce et de Gestion de Casablanca.  
ISO (Ingénierie Scientifique des Organisations)

**Youssef ELBAHAR**

Université Hassan II, Ecole Nationale de Commerce et de Gestion de Casablanca.  
ISO (Ingénierie Scientifique des Organisations)

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**Abstract:** This paper explores the factors influencing managerial innovation and its impact on competitiveness, performance and longevity of small and medium-sized firms (SMFs) in Morocco. Drawing on a constructivist paradigm and methodological approach qualitative, the study uses semi-structured interviews with four business leaders to collect data, which is then analyzed using New Nvivo software.

Three elements keys emerge from the analysis: market orientation, organizational learning and absorption capacity. These components, in synergistic interaction with innovation managerial, contribute to a competitive advantage which positively affects performance and the sustainability of the firm. The study thus underlines the essential role that these variables play in the creation of agile, innovative and resilient businesses.

**Keywords:** Managerial Innovation, Determinants of Managerial Innovation, SMFs Moroccan, Competitiveness, Performance, Sustainability.

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## 1. introduction

The evolution of innovation concepts and models had been presented in the literature since 1890s. Innovation is a multiple discipline area in which it encompasses economics, politics, law, science, education, sociology, anthropology and religion (Redfield et al., 1936; Barnett, 1953). Schumpeter was one of the pioneer economists that creating the classification of technical change types in year 1912 and the destruction concept of innovation in year 1932 and 1934 (Schumpeter, 1942). After the Second World War, the works on innovation were initiated by a few scholars, such as economics of technological change proposed by Maclaurin (1947, 1949, 1953); conceptualization of technological innovation as new combination of means of production (Lange, 1943); innovation as commercialized invention in new product concept (Jewkes, 1958) and the emergence of organizational innovation concept (Cole, 1959).

Innovation has been identified as the main factor for strengthening the competitiveness of the organizations (OECD, 1991) and innovation also changes the organization's product market domain (Floyd & Lane, 2000). From the perspective of "change of technological paradigm", a few key innovation models were presented, including the innovation process (Utterback, 1975; Cooper, 1980), technological innovation (Damanpour & Aravind, 2011), management innovation (Vacaro, 2010), organizational innovation (OECD, 2005) and product innovation (Pine e Cunha et al, 2014).

However, these researchers fail to make a distinction between these types of innovation and how these innovations interact with each other in the innovation study. Therefore, this research will primarily focus on studying the interaction effects among the product innovation, organizational innovation and technological innovation. According to Chesbrough (2003), some firms in the high-technology industries have shifted their innovation efforts from a "Closed Innovation Model" to an "Open Innovation Model". Open Innovation can be defined as "the use of purposive inflows and outflows of knowledge to accelerate internal innovation, and expand the markets foreexternal use of innovation, respectively" (Chesbrough, 2003, p. 1).

In order to gain inflows and outflows of knowledge, firms should have to get "absorptive capacity" to obtain knowledge. However, there is a lacking of study in evaluating the role of absorptive capacity in mediating the relationships among the product innovation, organizational innovation, technological innovation.

Managerial innovation (MI) is a non-technological process innovation (Edquist et al., 2001; Evan, 1966), defined as the introduction of management practices, process, structure or technique new to the firm and intended to enhance firm performance (Birkinshaw et al., 2008; Mol, Birkinshaw, 2009; Volberda et al., 2013). Unlike market-driven products and service innovations, MI has an internal focus and aims to increase the efficiency and effectiveness of the organizational process (Boer, During, 2001; Utterback, Abernathy, 1975).

In a global context where competitiveness and sustainability are crucial issues, Small and Moroccan medium-sized firms (SMFs) are facing major challenges. Innovation management proves to be a fundamental lever for stimulating growth and generating value (St-Pierre et al., 2004, p.6; Vermeulen, 2004, p.43). However, the mechanism by which this form innovation

affects competitiveness and performance remains little studied, particularly in the case Moroccan SMFS.

This paper aims to fill this void by assessing the impact of innovation determinants managerial approach on the competitiveness, performance and sustainability of Moroccan SMFs. The question central that we pose is the following: “What is the impact of the determinants of innovation managerial on the competitiveness and performance of Moroccan SMFs? »

We have three main objectives for this research:

- Deepen understanding of the different aspects of managerial innovation, including understood its sources as organizational learning and market orientation.
- Explore the interactions between managerial innovation, its determinants and its internal and external environment.
- Understand the impact of these determinants on the competitiveness and performance of SMFs Moroccans.

To achieve these objectives, our methodology is based on qualitative research. We will use semi-structured interviews with SMF managers in different regions of the Morocco. The data collected will then be analyzed using qualitative tools such as coding textual and thematic.

The paper is organized into four sections. The second section provides a review of the literature on the key concepts. The third section describes the qualitative methodology adopted for this study. The fourth section presents and interprets the results obtained. Finally, we conclude in the last section.

## 2. Literature Review

### 2.1 Managerial innovation

Managerial innovation, distinguished from other forms of innovation by Mintzberg (1973) and Kimberly (1981), has seen her definition evolve over time. Van de Ven (1986) describes it as a “new idea” capable of disrupting established systems<sup>1</sup>. This view is extended by Rogers (1995), which considers any new idea, practice or technique as a managerial innovation if it is adopted by the organization<sup>2</sup>. Alcouffe et al. Complete this perspective by highlighting how such innovation can influence various aspects of decision-making within the company<sup>3</sup>.

Birkinshaw, Hamel and Mol give another dimension to this concept by linking it to the “generation and implementation” of new practices aimed at promoting the objectives of the

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<sup>1</sup> Cardellino, P. et Finch, E. (2006). Preuve d’approches systématiques de l’innovation dans la gestion des installations. *Journal de gestion des installations*, 4 (3), 150-166. , p. 591

<sup>2</sup> Maman, BA (2009). De l’innovation managériale à la pratique managériale. *Revue internationale de l’innovation organisationnelle (en ligne)* , 2 (2), 22 .

<sup>3</sup> Canet, E. (2012). L’innovation managériale de l’invention à la diffusion.: Analyse du processus d’établissement d’une innovation managériale à partir du cas de la méthode 5 steps (Doctoral dissertation, Université Paris Dauphine-Paris IX) , p. 9

organization<sup>4</sup>. Hamel (2006) adds that this process encompasses not only what managers do, but also how they do it. Drawing on these various approaches, Le Roy et al. (2013) conclude that managerial innovation involves the adoption of new practices or methods aimed at improving the overall performance of the organization<sup>5</sup>. This range of definitions highlights the importance novelty and effectiveness in understanding managerial innovation.

## 2.2 Market Orientation

Market Orientation (MO) is a strategic pillar of the business world, since studies fundamentals of Kohli and Jaworski (1990) and Narver and Slater (1990)<sup>6</sup>. Although many research has been carried out on its impact on performance (Rodriguez Cano, Carrillat and Jaramillo, 2004 ; Kirca, Jayachandran and Bearden, 2005; Ellis, 2006)<sup>7</sup>, the concept continues to evolve. Works More recent ones have challenged the old perception of OM, arguing that it should encompass not only customers but also other stakeholders (Maignan and Ferrell, 2004)<sup>8</sup>. OM has often been conceptualized narrowly, focusing primarily on the needs of clients (Narver, Slater and MacLachlan, 2004)<sup>9</sup> or seen as a defensive strategy (Jaworski, Kohli and Sahay, 2000). However, more contemporary perspectives suggest that OM should also adopt a more proactive and predictive approach (Trinquecoste, 1999)<sup>10</sup>. Despite the abundance of research, the effective implementation of OM and its role in performance remain under-explored, even if the latest studies indicate a strong link between the two (Griffiths and Grover, 1998; Kennedy, Goolsby and Arnould, 2003)<sup>11</sup>. This indicates a need for more recent studies and in-depth to understand both the practical definition and application of OM.

## 2.3 Organizational learning

Organizational learning (OL) has become an essential subject over the years 1990, fascinating both researchers and practitioners (Jyothibabu et al., 2010)<sup>12</sup>. Being multidisciplinary and multi-level, OL plays an essential role in the adaptability and innovation of companies (Tohidi

<sup>4</sup> Kraśnicka, T., Głód, W. et Wronka-Pośpiech, M. (2016). L'innovation en gestion et sa mesure. Journal de l'entrepreneuriat, de la gestion et de l'innovation , 12 (2), 95-122.

<sup>5</sup> HUGHES, F. (2022). L'innovation managériale par les petites et moyennes entreprises dans le contexte COVID-19: une comparaison d'entreprises Québécoises et Allemandes.

<sup>6</sup> S. F. Slater et J. C. Narver, « The Positive Effect of a Market Orientation on Business Profitability: A Balanced Replication », J. Bus. Res., vol. 48, no 1, p. 69-73, avr. 2000, doi: 10.1016/S0148-2963(98)00077-0.

<sup>7</sup> D. Gotteland, C. Haon, et C. Gauthier, « L'orientation marché: Synthèse et nouvelles directions théoriques », Rech. Appl. En Mark. Fr. Ed., vol. 22, no 1, p. 45-59, mars 2007, doi: 10.1177/076737010702200103.

<sup>8</sup> Maignan et O. C. Ferrell, « Corporate social responsibility and marketing: An integrative framework », J. Acad. Mark. Sci., vol. 32, no 1, p. 3-19, déc. 2004, doi: 10.1177/0092070303258971.

<sup>9</sup> J. C. Narver, S. F. Slater, et D. L. MacLachlan, « Responsive and Proactive Market Orientation and New-Product Success\* », J. Prod. Innov. Manag., vol. 21, no 5, p.334-347, 2004, doi: 10.1111/j.0737-6782.2004.00086.x.

<sup>10</sup> J.-F. Trinquecoste, « Pour une clarification théorique du lien marketing-stratégie », Rech. Appl. En Mark. Fr. Ed., vol. 14, no 1, p. 59-80, mars 1999, doi: 10.1177/076737019901400104.

<sup>11</sup> D. Gotteland, C. Haon, et C. Gauthier, « L'orientation marché: Synthèse et nouvelles directions théoriques », Rech. Appl. En Mark. Fr. Ed., vol. 22, no 1, p. 45-59, mars 2007, doi: 10.1177/076737010702200103.

<sup>12</sup> C. Jyothibabu, A. Farooq, et B. Bhusan Pradhan, « An integrated scale for measuring an organizational learning system », Learn. Organ., vol. 17, no 4, p. 303-327, mai 2010, doi: 10.1108/09696471011043081.

et al., 2012)<sup>13</sup>. It is associated with the promotion of creativity, the integration of new knowledge and improving innovation performance (Damanpour, 1996; Sanchez and Mahoney, 1996; Chiva and Alegre, 2009)<sup>14</sup>. Several dimensions of this concept complex and multidimensional were highlighted, in particular its influence on the capacity innovation of organizations (Aragón-Correa et al., 2007)<sup>15</sup>.

The definition of OL has been the subject of numerous academic discussions, leading to a plurality of approaches and conceptions (Miner and Mezas, 1996). Some researchers focus on the object of learning, such as knowledge or behaviors, while others consider the subject, whether individuals, groups or the entire organization.

Different learning triggers have also been studied, such as crises or environmental changes. The final objective of the OL may vary, from improving performance to achieve competitive advantage. In short, the concept of OL has been enriched and complex, which underlines the importance of a continuous study of its different facets.

## 2.4 The competitive advantage

Competitive advantage is a central concept in business strategy, mainly addressed from two perspectives: that of neoclassical economics, popularized by Porter in 1981, and that of resource theory<sup>16</sup>. In the neoclassical vision, competitive advantage is defined as a strategic position allowing a firm to display superior performance to that of its competitors. This perspective focuses on how a company can build this advantage, whether through lower cost production, differentiation or a combination of both<sup>17</sup>. A key element of this approach is the impact of industry structure on performance of the company, which requires adaptation to external pressures to ensure viability of the business.

Among the instruments used to assess competitive advantage, the five forces model Porter stands out. This model examines the dynamics between suppliers, customers, products substitutes, new entrants and direct competitors, and thus makes it possible to assess profitability potential of a given industry<sup>18</sup>. Therefore, business strategy must not only include

<sup>13</sup> H. Tohidi, S. Mohsen Seyedaliakbar, et M. Mandegari, « Organizational learning measurement and the effect on firm innovation », *J. Enterp. Inf. Manag.*, vol. 25, no 3, p. 219-245, avr. 2012, doi: 10.1108/17410391211224390.

<sup>14</sup> R. Chiva et J. Alegre, « Organizational Learning Capability and Job Satisfaction: an Empirical Assessment in the Ceramic Tile Industry », *Br. J. Manag.*, vol. 20, no 3, p. 323-340, sept. 2009, doi: 10.1111/j.1467-8551.2008.00586.x.

<sup>15</sup> J. A. Aragón-Correa, V. J. García-Morales, et E. Cordón-Pozo, « Leadership and organizational learning's role on innovation and performance: Lessons from Spain », *Ind. Mark. Manag.*, vol. 36, no 3, p. 349-359, avr. 2007, doi: 10.1016/j.indmarman.2005.09.006.

<sup>16</sup> Ho, LPK (2019). Une approche théorique de l'avantage des ressources sur l'avantage concurrentiel et la performance financière de la chaîne de valeur des bovins de boucherie dans les hauts plateaux centraux du Vietnam (thèse de doctorat, Université de Tasmanie).

<sup>17</sup> Lorenzo, JRF, Rubio, MTM et Garcés, SA (2018). L'avantage concurrentiel en termes d'affaires, de capacités et de stratégie. Quels facteurs de performance généraux retrouve-t-on dans l'industrie vitivinicole espagnole ?. *Économie et politique du vin*, 7 (2), 94-108.

<sup>18</sup> NOUREDDINE, A., ERRABBAH, K., & LEKBICH, A. (2023). Les Technologies de l'Information et l'Avantage Concurrentiel: Cadre Conceptuel, Outils d'Analyse et Indicateurs de Mesure. *Revue Française d'Economie et de Gestion*, 4(6).

the choice of the most lucrative industries but also assume easy availability of necessary resources.

## **2.5 The performance and sustainability of SMFs**

Business performance is a multifaceted concept that encompasses both action and its result, as well as the overall success of the organization, as indicated by Bourguignon (1995). This complexity is also reflected in performance measurement methods, which vary between objective criteria such as sales volume or market share, and subjective criteria such as customer satisfaction and loyalty. A mixed approach which integrates these various criteria is therefore recommended for a more complete assessment of a company's performance.

When it comes to management, the notion of performance extends even more widely. Gilbert and Charpentier (2004) describe performance as a “sponge word” or a “portmanteau word”, evoking multiple meanings that are contextually dependent. In the case of SMFs, this complexity is further accentuated by the diversity of qualifiers associated with it, ranging from social performance to environmental performance, each measured with indicators specific (Fabi, Raymond and Lacoursière, 2009; Ducrou, 2008). The literature also extends beyond SMFs, with similar qualifiers used to assess businesses of all sizes (Carroll, 1979; Delery and Doty, 1996; Morin and Savoie, 2002). This wide range of perspectives on performance calls for an integrative and multidimensional approach to its measurement and assessment.

Perpetuation, on the other hand, is synonymous with eternity and immortality. The Le Robert dictionary defines it as “the state or character of that which lasts always or at least for a very long time”. De Geus (1997) suggests in his essay that the sustainability of a company is linked to a lifespan exceptional. He considers a firm to be sustainable when it has managed to resist the changes in its environment throughout its existence. This quest for sustainability could lead to profound transformations which can affect the very heart of the activity of the company and involve a redefinition of its portfolio of activities.

## **3. Methodology Used in Our Research**

Our work focused on the determinants of managerial innovation within Moroccan SMFs, the chosen approach is part of a constructivist paradigm. This approach aims to understand the complexity of social phenomena by exploring them in depth. A inductive reasoning is put forward, relying on detailed observations to generate theories or explanatory models. This reasoning is supplemented by abductive reasoning, making it possible to establish links between specific phenomena and aspects of innovation managerial.

The method used here consists of semi-structured qualitative interviews conducted with four executive owners of Moroccan SMFs from different sectors. This The semi-structured interview technique was selected for its ability to generate detailed and nuanced information, while allowing some structure and direction in the conversation. The explanatory qualitative study not only makes it possible to collect the perspectives and opinions of participants, but also to detect implicit elements and nuances that could escape a more structured investigation. The processing of the collected data was carried out using lexical analysis and thematic content analysis. These analyzes were carried out with the support of the New software Nvivo, a tool recognized for its ability to manage and analyze large amounts of data textual.

The interviews were conducted face-to-face, which allowed for more interaction. personal and direct with the participants. They were recorded and then transcribed into Word documents, ensuring accurate representation of responses. The transcription has also facilitated the subsequent analysis process.

The following table gives an overview of the sample composition interviewed, providing insight into the diversity and representativeness of the participants. This methodological approach aims to provide a rich and complex analysis that will contribute to a deeper understanding of the determinants of managerial innovation and their impact on the competitiveness, performance, and sustainability of Moroccan SMFs

## **4. Data Analysis**

### **4.1 Preliminary Analysis**

After having presented the methodology adopted to carry out the interviews, the instrument used, as well as the analysis method applied to the information generated by our qualitative study, we are now able to present the results obtained from our analysis. The research focused on the different aspects of Managerial Innovation and its impact within Moroccan SMFs, by employing an analysis careful and systematic data.

We begin the presentation of our results with a Lexical analysis carried out in the New Nvivo software. This step helps identify and understand key terms, recurring expressions and patterns that emerge from the data.

The choice of words, their frequency of appearance and their context within participants' responses can reveal key elements regarding perceptions, attitudes and understandings of managerial innovation in context Moroccan.

Lexical analysis in New Nvivo is used to break down the text into smaller units (words, sentences) to extract significant models. This provides a unique perspective on predominant themes and allows a concrete visualization of the terms and concepts that are central to our subject of study.

This analyzed data, when interpreted in the broader context of the qualitative study, offer a deep and nuanced understanding of the determinants of Managerial Innovation and their impact on Competitiveness, Performance and Sustainability of Moroccan SMEs. THE detailed results of this lexical analysis, as well as other analysis methods applied, are explained in sections following, providing a comprehensive and multidimensional view of insights extracted from this qualitative study.

The need to remain competitive while ensuring sustainability and growth requires particular attention to various key aspects that shape modern business. This study aims to explore these elements by focusing on seven major themes:

-Competitive advantage (4 interviews, 27 references): This theme, mentioned in all the interviews, seems to be at the heart of research. It can be an exploration of methods or tactics that companies use to gain an advantage over their competitors.

-Managerial innovation (4 interviews, 28 references): This theme, also present in all the interviews, could focus on new methods of management and leadership in the company. It reflects great importance given to how innovation in management can influence the business.

-Organizational learning (4 interviews, 20 references): This concept seems to be an essential aspect of research and could address how businesses learn and adapt to a constantly changing environment evolution.

-Absorption capacity (4 interviews, 11 references): Although less common, this theme can explore the ability of an organization to integrate new information and skills, which is crucial for innovation.

-Market orientation (4 interviews, 21 references): This theme could focus on the alignment of companies with the needs and desires of the market, reflecting customer orientation and adaptation to market trends walk.

-Sustainability (4 interviews, 6 references): Although mentioned less frequently, sustainability seems to be an important concept, possibly related to durability and stability in the long term of businesses.

-Performance (4 interviews, 24 references): This theme, which has been widely discussed, can be linked to the way in which Companies measure and evaluate their success through various indicators, such as growth, profits and customer satisfaction.

### The Matrix Crossing Query

	Interview 1	Interview 2	Interview 3	Interview 4
Managerial innovation	6	7	7	8
Market direction	4	6	5	6
Organizational learning	4	6	6	4
Absorption capacity	2	3	3	3
Competitive advantage	6	9	5	7
Sustainability	1	2	2	1
Performance	5	7	6	6

The matrix crossing query in Nvivo allows to visualize the relationships and interconnections between different themes and cases (in this context, interviews). here is a possible interpretation of the matrix that we presented: managerial innovation: This variable is mentioned consistently throughout the interviews, with a slight increased number of references in interview 4. This can indicate that this concept is central and well understood by the participants.

Market orientation: with a moderate presence in all interviews, this theme may reflect a concern ongoing feedback from participants regarding alignment with market needs.

Organizational learning: this theme is also distributed fairly evenly across the interviews, perhaps be showing that learning and adaptation are considered as essential in the organizations surveyed.

Absorption capacity: mentioned less Frequently, this concept can represent a concern secondary but always present, linked to the capacity to the organization to integrate new skills and information.

Competitive advantage: this variable has a significant coverage in all interviews, with a peak in interview 2. This might suggest a concern specific or a particular perception of benefit competitive by interview participant 2.

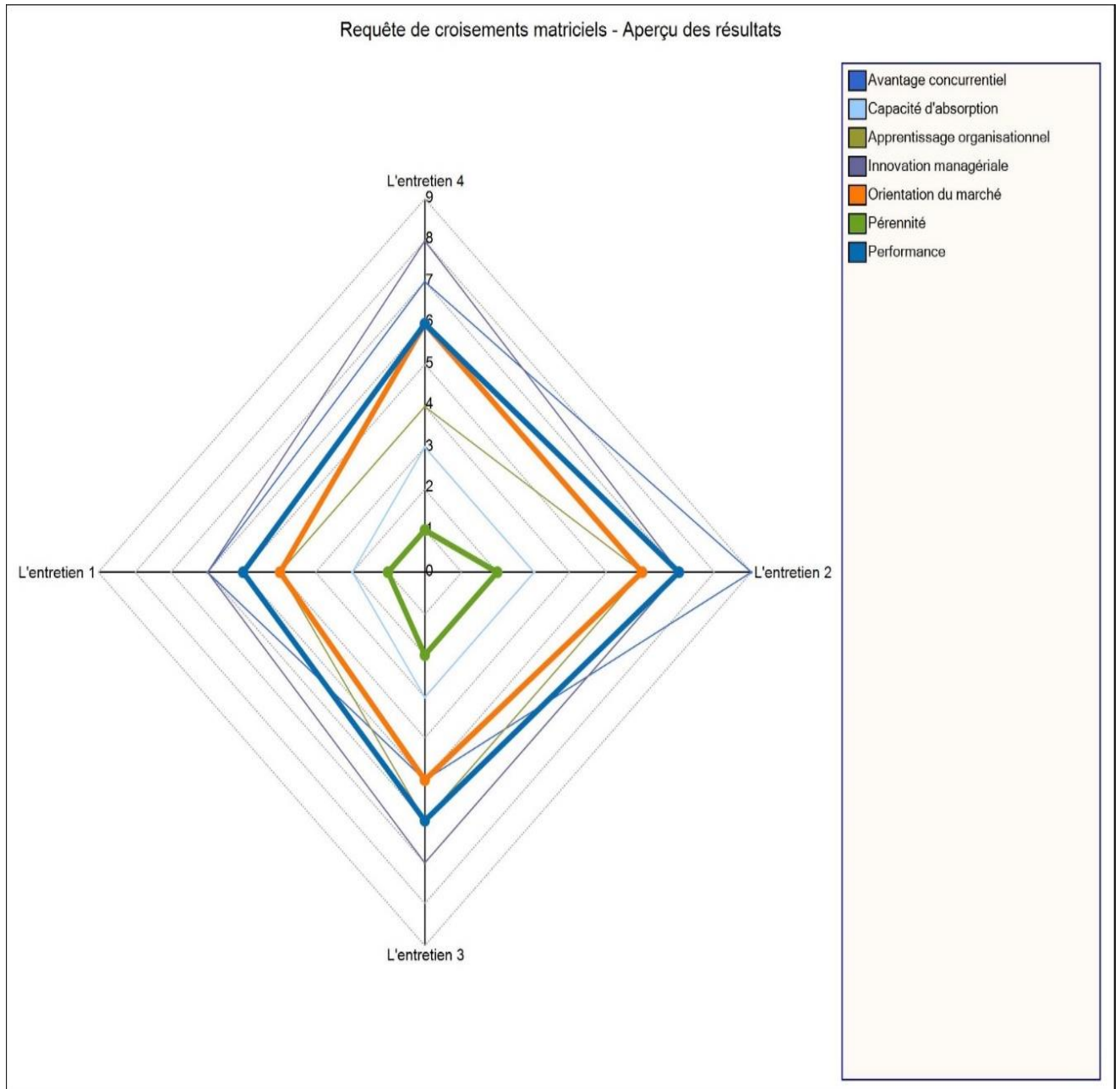
Sustainability: Mentioned least often, sustainability seems to be a less central subject for the participants. Her low presence may require further explorationin-depth to understand its role in the global context of research.

Performance: performance is a stable concept through the interviews, showing that it is a concern constant and perhaps a key indicator for participants.



This matrix provides an overview of the key themes of our interviews, allowing a comparative analysis and highlighting highlight areas that may need attention or additional exploration. Using this information, we can dig deeper into each interview to understand the nuances and specific contexts that can influence these trends.

### Crossings querymatrix - Overview of results



#### 4.2 Descriptive Analysis

The thematic analysis proposed here seeks to highlight the key elements and links between managerial innovation and crucial aspects of competitiveness, performance, and sustainability of Moroccan SMFs. Drawing on a series of interviews with Moroccan professionals from various sectors, this study sheds detailed and subtle light on the definition, implementation, and integration of managerial innovation into global business strategies.

By exploring the factors that modulate competitiveness, performance, and longevity of Moroccan SMFs, we reveal the importance of harmony between managerial innovation and technological. This analysis reveals multiple views and often congruent on the theme, enriching our understanding of issues and opportunities that arise in the current context of Morocco. In a world where technology and management are called upon to unite and strengthen each other, the study highlights the vital role of managerial innovation in the effective use of innovation technological.

Thus, this thematic research makes a contribution significant to the examination of managerial innovation within Moroccan SMFs, creating an essential bridge between academic theory and practical reality.

- Managerial innovation: Managerial innovation is a key concept for modern organizations. It is defined differently depending on the contexts, but a few themes stand out clearly.

In the organization of the first interview, innovation managerial is synonymous with efficiency, better work and more quickly, allowing the business to adapt to changes. It aligns with technological innovation, both of which are essential for optimal operation.

The second interview highlights a broader vision, where managerial innovation goes beyond processes to create culture of engagement, creativity and continuous learning. There relationship with technology is seen as complementary, the two reinforcing each other to maximize potential.

The organization of the third interview perceives innovation managerial as necessary flexibility and adaptation to face challenges and changes. Compared to «apples and oranges»; with technology, managerial innovation is described as the heart of the organization, while the technology is the arm.

In the fourth interview, managerial innovation is seen as a philosophy encompassing motivation, taking action decisions and adaptation. It is essential to maximize the potential of technological tools, serving as a lever for business performance.

In short, these interviews reveal that innovation managerial is at the same time a method, a culture and a philosophy. It is essential for efficiency, engagement and performance, and it is inextricably linked to innovation technological. The two are seen as complementary and essential, and the way they are intertwined varies depending on the organizations and contexts. The wealth of perspectives offered through these interviews provides a nuanced and deep understanding of the importance and complexity of managerial innovation in the contemporary business world.

#### ***4.2.1 The relationship between managerial innovation and market orientation***

The importance of market orientation in innovation management is a recurring theme in the four interviews. There first interview highlights that following trends in market is essential to avoid being left behind. By listening to the market, companies can find new ideas for improve management and meet customer needs. The second interview reinforces this idea by

emphasizing that market orientation plays a crucial role in the way teams are formed, in working methods, and in investment decisions, while showing the need for flexibility and responsiveness.

The third interview further highlights the relationship inevitable between market orientation and managerial innovation.

The market not only influences what the firm produces, but also how it produces it, encouraging innovation at the same time technologically and managerially. If the market values, for example, more ecological products, this can lead to innovations in training, objectives, and measurement of performance. Finally, the fourth interview confirms that staying at listening to the market makes it possible to identify opportunities and challenges, in guiding innovation in terms of products, processes, and methods managerial.

These interviews establish a strong bond and multidimensional between market orientation and innovation managerial. The market is not just an indicator of what the company should produce, but also a driver of how it should produce it, influencing decisions at all levels of the management. Responsiveness, flexibility and listening are essential to take advantage of market information, and to integrate these knowledge in an effective managerial strategy.

#### ***4.2.2 The relationship between managerial innovation and learning organizational***

Organizational learning is clearly identified as a key driver of managerial innovations in these interviews. The first interview discusses the way in which the detection of difficulties communication within teams and analysis of feedback customers have led to innovation, such as the introduction of a new communication platform and modification of conservation methods.

The second interview highlights the importance feedback sessions and understanding of issues roots in the chain of custody. He shows how learning about these problems led to new managerial procedures and cross-training, improving thus coordination and synergy between teams.

The third interview sheds light on the central role of learning continuous in the company, organized through internal training and encouraging feedback after each project. He illustrates how this learning culture helped identify inter-team communication problems and to implement place of « transversal meetings »; monthly, improving considerably coordination and mutual understanding.

The last interview takes up this theme by showing how the feedback sessions made it possible to rethink certain procedures in the supply chain and introduce online collaborative tools for remote collaboration more effective.

These interviews illustrate the close relationship between organizational learning and managerial innovation. They highlight how learning, whether based on internal reflection, feedback sessions, or feedback of experience, leads to innovations in communication, coordination, conservation and procedures. Culture continuous learning promotes

responsiveness and adaptability that allow organizations to capitalize on their successes, learn from their mistakes and proactively evolve to respond to challenges and opportunities.

### ***3.2.3 The relationship between managerial innovation and capacity absorption***

Absorptive capacity plays a central role in adoption of organizational innovations, as evidenced by the interviews analyzed. She is presented as a stone cornerstone of innovation, essential to maintain an advantage competitive. The ability to quickly understand and apply new methods to identify and respond to opportunities and threats before competitors, highlighting its importance in strategic decision-making.

In addition to its crucial role in innovation, the capacity absorption brings notable challenges, including managing the information overload. Filter and evaluate information for determining what is relevant becomes vital. The app and practical integration of knowledge are also necessary, requiring flexibility, appropriate training, and a real openness to change. The balance between rapid assimilation and implementation effective work is also highlighted as being essential for the adoption of organizational innovations.

In short, these interviews illustrate that the capacity absorption is at the heart of organizational innovation. She allows businesses to remain competitive and integrate effectively acquire new knowledge and skills. Challenges associated with information management and the necessary balance between assimilation and implementation offer a complex and multifaceted nature of this process, reinforcing its importance in the current entrepreneurial landscape.

### ***4.2.4 Synergy and Interconnection of Innovation Determinants Managerial***

The relationships studied between managerial innovation and market orientation, organizational learning, and absorptive capacity paints a complex picture of innovation in management methods. Market orientation emphasizes on adapting to trends, thus influencing decisions and corporate structures. At the same time, learning organizational structure creates a framework for continuous improvement, while that absorptive capacity highlights the need to respond quickly to opportunities and threats.

These elements, although distinct, are intrinsically linked and form an interconnected fabric that determines the success of managerial innovation. The combination of these determinants allows a company to develop an innovation strategy robust and flexible managerial skills. This symbiosis between the different themes highlights the multidimensionality of innovation managerial and its dependence on the balance and integration of these various factors, meeting the ever-changing requirements of the walk.

### ***3.2.5 Managerial Innovation as a catalyst for AdvantageCompetitive***

Managerial innovation presents itself as a vital element in the ability to adapt quickly and overcome challenges, as shown in interview 1. It plays a catalytic role allowing us to offer the best to customers and get ahead on competition. This ability to innovate in management is

illustrated by interview 2, where managerial innovation is described as essential to competitive advantage. This underlines the difficulty for competitors to reproduce the culture of innovation, highlighting the importance of constant questioning and evolution.

Furthermore, managerial innovation is not limited to the introduction of new technologies or working methods, but also encompasses the way teams interact, communicate and collaborate. Interview 3 highlights the importance of cultivate an environment where ideas can be shared freely, making the company an agile and efficient entity, which translated into better service for customers.

Finally, interview 4 completes this analysis by showing how managerial innovation can lead to improvement process constant. For example, adopting an approach more collaborative decision-making can lead to a faster response to challenges and better customer satisfaction employees. In short, managerial innovation turns out to be a essential and multifaceted factor which strengthens the position on the market and distinguishes the company from its competitors.

### ***3.2.6 Analysis of the Impact of Determinants of Managerial Innovation on Advantage Competitive***

Market orientation is a central element of advantage competitive. By constantly remaining in tune with the needs of customers and being proactive in internal growth, companies can ensure their responsiveness and relevance on the market (References 1 of interviews 1, 2, 3, 4). Market orientation allows you to understand changing needs and anticipate emerging opportunities, thereby contributing to decision-making informed and creating a competitive advantage.

Organizational learning also manifests itself as a pillar of competitive advantage. It allows businesses to capitalize on their mistakes, to adapt, to evolve and to keep in step with the market (References 1 of interviews 1, 2, 3, 4). By ensuring constant growth, learning organizational structure promotes innovation, relevance and, ultimately, competitiveness, by being responsive to market needs and proactive in continuous improvement.

The combination of market orientation and learning organizational seems crucial for a solid competitive advantage. Together, these elements ensure that the company is not only reactive, but also proactive, thus giving it a advantage over the competition (References 1 of interviews 1, 2, 3, 4). By focusing on both external needs and internal improvements, the company can remain agile and position itself effectively in the market.

Absorptive capacity is another key dimension in competitiveness of businesses. It allows you to quickly integrate new knowledge, methods, and technologies, and contributes as well as rapid adaptation to market changes and customer needs (References 1 from interviews 1, 3, 4). However, it does not play a major role for all companies, as the points out reference 1 of interview 2, where other factors, such as customer relationships and the brand, are more relevant.

By synthesizing, market orientation, learning organizational and absorptive capacity function in a manner synergistic to create a competitive advantage. The orientation of the market ensures

relevance, organizational learning encourages constant improvement, and the absorptive capacity provides the necessary agility. Collectively, the determinants of innovation managerial skills facilitate rapid response to challenges, innovation continues and strengthens the company's position in the market (References 1 from interviews 1, 2, 3, 4).

## 5. Conclusion

Managerial innovation (MI) is a non-technological process innovation (Edquist et al., 2001; Evan, 1966), defined as the introduction of management practices, process, structure or technique new to the firm and intended to enhance firm performance (Birkinshaw et al., 2008; Mol, Birkinshaw, 2009; Volberda et al., 2013). Unlike market-driven products and service innovations, MI has an internal focus and aims to increase the efficiency and effectiveness of the organizational process (Boer, During, 2001; Utterback, Abernathy, 1975).

In our study, we have explored the factors influencing managerial innovation and its impact on competitiveness, performance and longevity of small and medium-sized firms (SMFs) in Morocco. Drawing on a constructivist paradigm and methodological approach qualitative, the study uses semi-structured interviews with four business leaders to collect data, which is then analyzed using New Nvivo software.

Three elements keys emerge from the analysis: market orientation, organizational learning and absorption capacity. These components, in synergistic interaction with innovation managerial, contribute to a competitive advantage which positively affects performance and the sustainability of the firm. The study thus underlines the essential role that these variables play in the creation of agile, innovative and resilient businesses.

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