



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF MANAGEMENT SCIENCES

DEPARTMENT OF MANAGEMENT

QUALIFICATION: BACHELOR OF BUSINESS MANAGEMENT HONOURS	
QUALIFICATION CODE: 08BBMH	LEVEL: 8
COURSE CODE: MCG821S	COURSE NAME: MANAGEMENT CONSULTING
SESSION: JANUARY 2020	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	DR. CHRIS VAN ZYL
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INSTRUCTIONS
<ol style="list-style-type: none">1. Answer ALL the questions.2. Write clearly and neatly.3. Number the answers clearly.

PERMISSIBLE MATERIALS

1. Business Calculator

THIS QUESTION PAPER CONSISTS OF 13 PAGES (Including this front page)

QUESTION 1

Analyse the attached case study “Kamal Reggad” and respond to the following aspects:

- a) What does the comprehensive **SWOT analysis** reveal about the **company** and the **market** within which the company operates? [40]
- b) What are the **key drivers** in the **market** which influence the company’s **performance**? [10]
- c) Which **key aspects** within the **company** itself need **to be changed** in order to adapt to the market? [10]
- d) What will your first **proposal** look like that you will submit to the company? [10]
- e) Provide an overview of how you will **manage this project** (Project Management). [10]
- f) What **recommendations** will you make to change the client company’s situation or performance? [10]
- g) Provide an outline of the **Final Consulting Report** that will be submitted to the client company. [10]

TOTAL MARKS: 100

Kamal Reggad and e-commerce entrepreneurship in Morocco

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Introduction

Kamal Reggad is a Moroccan entrepreneur who, in 2010, created the company Menacllick, an online business specialized in selling and promoting various products and services nationally and internationally at discounted prices. Goods and services are posted on Menacllick's website www.hmizate.ma, which means "good deals" in Moroccan Arabic (Menacllick's website). The Hmizate platform operates a daily-deals and group-buying website offering discounted deals mostly to Moroccan customers. The deals are mainly about traveling, food, esthetics, shopping, high-tech gadgets and recreational events (Eco, 2013); between 500 and 600 customers make orders on Hmizate every day (Amine, 2015). Menacllick is based in Casablanca, Morocco, and its website is one of the most popular websites in the country (MarocPress, 2003), with over 1.2 million visitors per month (Amine, 2015).

While on a flight to Amman[1], Jordan, Kamal chatted for over 4 h with the person sitting next to him on the plane, particularly about his ambitions to develop an e-commerce business he had launched in Morocco in efforts to respond to the limited e-services in the country. Kamal did not have the slightest clue of what was happening to him as he shared his ideas with his new flight neighbor. The "stranger" believed in him and his ideas; that was a turn of events that would change the course of a prospective career destined to skyrocket toward new heights. After landing at the airport, Kamal's new friend, offered him the deal of a lifetime. He offered to invest US\$1.6m in his ideas proposing to be the primary investor in Kamal's new e-business venture in Morocco (Mayard, 2013). Kamal's professional life changed dramatically from that pivotal moment in time.

In the past few years, Kamal has been significantly contributing to building the groundwork of the e-commerce industry in Morocco. This contribution has been changing the way Moroccan customers shop for goods and services. In fact, it is owing to the merits of group-buying sites such as Hmizate that over 16 million Moroccan internet users smoothly navigate the net daily to buy products and services online (Maroc Numeric Cluster, 2014).

Menacllick's contribution to the e-commerce business in Morocco has been increasing since 2010 (Amine, 2015). In January 2011, with the assistance of only three loyal employees, Kamal launched www.hmizate.ma, a leading daily-deals site focusing on travel (MarocPress, 2003). In national competitions, the online business was voted the *Best E-Commerce Site* for two consecutive years and the *Best Moroccan Innovating Brand* in 2013. In June 2012, Kamal launched the first online marketplace in Morocco branded www.hmall.ma. The platform aims at providing thousands of merchants the opportunity to connect with millions of consumers across the country.

Disclaimer: This case is written solely for educational purposes and is not intended to represent successful or unsuccessful managerial decision-making. The author/s may have disguised names, financial and other recognizable information to protect confidentiality.

In August 2014, Kamal launched www.vayago.com, a hotel-booking engine that features more than 150,000 hotels throughout the world at very competitive prices. The platform offers Moroccan customers the rare opportunity to pay for their travels abroad in their local currency (Damera, 2015) – the Moroccan Dirham (MAD; US\$1 = MAD 9.6). The use of local currencies to purchase goods and services was an untapped niche given the fact that the majority of Moroccan travelers have extremely limited access to international currencies such as the euro and the US dollar.

Background

Kamal Reggad was born in 1982 in Oujda, a city located in the northeast of Morocco. The fact that he was born in a medium-sized city as Oujda did not stop him from pursuing his dreams and achieving his ambitions by developing and nurturing an innovative business idea. Kamal was lucky enough to be born in a family that could afford to send him to the USA for his undergraduate and graduate studies (Reggad, 2012) after graduating from high school in Morocco. He majored in Computer Science and Mathematics for his undergraduate program at a Boston-based university. He further pursued graduate studies at the same university majoring in Computer Engineering and Management (Reggad, 2013). Kamal ended up settling in the USA for 14 years after his university studies (Damera, 2015). It was his aspirations for his own business that brought him back to his native country Morocco.

Both professional and academic experiences contributed to making Kamal the leader he is today. After successfully obtaining his bachelor's and masters' degrees, Kamal worked at Harvard University's Technology Research Center as an analyst from 2001 to 2003. Between 2003 and 2007, he worked as an engineer for various corporate companies and firms such as L.E.K Consulting. Finally, between the end of 2007 and 2011, he held the position of a lead systems engineer at TIBCO Software, which was his last salaried job in the USA. Indeed, after resigning from his last position, Kamal created his own company named the Moroccan American Bridges.

Upon his return to Morocco, Kamal began his working career in a magazine called *TechnoMag*, specializing in technology and software news. However, he was not excited by the work he was doing and, one day, he just quit his salaried job. Kamal contends that excitement and passion are major catalysts for work, performance and achievements. Hence, people should not remain at their jobs if these catalysts are lacking (Reggad, 2013).

Spotting entrepreneurial opportunities

Kamal firmly believes that entrepreneurs, business leaders and managers should all have the ability to detect problems first, and then think about ways to solve them. Although many people may think that finding a solution is the most important part and eventually the most difficult thing to do, for Kamal, nonetheless, finding problems is, by far, more difficult than thinking about appropriate solutions to address them (Reggad, 2012).

During his last year in the USA, Kamal was supposed to come back to Morocco, so he began looking for a house in Morocco through the internet. However, he could not find appropriate searching tools similar to the possibilities offered to customers in the US market where numerous websites make the searching process and experience easier. Kamal spotted a huge need in the Moroccan context in this regard. He considered this need as a business opportunity and believed in his idea, especially that websites are flourishing worldwide and people are making money out of them (Reggad, 2012).

This detrimental lack of e-commerce services in Morocco is because of several factors, notably the fear that Moroccan shoppers have toward buying online, issues related to protection of confidential information, lack of advice during the online business transactions and also because Moroccan customers are not aware of the "deals" websites.

After analyzing this twofold business problem, Kamal decided to move forward and confront market forces in the e-commerce business. He did so by creating the first e-commerce website during the early days of 2011, namely, www.hmizate.ma with a billboard campaign, a first for a website in Morocco. After only a three-week teaser campaign, the website registered 30,000 users (Mayard, 2013). www.hmizate.ma was only the first solution he had in mind for this problem; then, two other ventures came successively right after, namely, www.hmall.ma and www.vayago.com.

After “detecting the problem” and finding the right product to sell, Kamal thinks that the best second step should be “knowing the market”. In his case, he realized that there was a trust issue in the Moroccan e-commerce industry which led him to believe and invest heavily in marketing and billboards.

From the onset, Hmizate faced a major challenge consisting of Moroccan consumers fear about online payments (Mountaj, 2015), particularly that the payment method in question was new in Morocco and seemed like a mystery to many people. This fear refers to consumers having second thoughts about providing their credit account information over the internet because of the potential risks of e-fraud (Centeno, 2002). Efforts of several key players in the industry such as Maroc Telecommerce and Centre Monétique Interbancaire over the past five years have paid off (Mountaj, 2015). In fact, a great deal of work on raising awareness about online transactions risks and securing online payments has contributed to minimizing e-payment frauds for both merchants and consumers.

Venture launching and financing

After accumulating many years of professional experience, Kamal Reggad felt ready to create his own company (Damera, 2015). Indeed, by mid-2010, he developed the concept of e-commerce in a new market which is Morocco, his native country. To this end, he invested all his savings; this demonstrated his self-confidence and courage, and, more importantly, it showed investors that he genuinely believed in his idea.

In June 2012, on a late night flight to the CoE-Commerce event, which was a forum organized by Wamda in Amman, Kamal had no idea about the person sitting next to him who was also heading to Jordan from Istanbul (Mayard, 2013). His flight neighbor was particularly intrigued by the book Kamal was reading which was the biography of Steve Jobs. The latter was the catalyst for a life-altering extensive 4-h discussion about business.

Despite the early hour of the morning, precisely 3:00 a.m., Kamal chatted for about 4 h with the person sitting next to him; he answered all of his counterpart’s questions, narrating his academic and professional life; he also spoke about his career ambitions, especially those related to launching and developing an e-commerce business in Morocco because of the lack of such services in the country. However, it did not cross Kamal’s mind that all that late-night small-talk would lead to something acknowledged and formally recognized (Reggad, 2013).

Kamal was able to unintentionally convince his new flight-friend to invest in his project. After landing and once in the airport, surprisingly, the gentleman gave Kamal his professional card and informed him that he would be delighted to invest in his business venture. The new flight-acquaintance and prospective business partner was Pamir Gelenbe, a long-time entrepreneur operating in the billboards businesses and an investor in Hummingbird Ventures, a venture capital firm based in Belgium. The potential investor was impressed by the way www.hmizate.ma was self-funded and only a month from being profitable. He requested that his talk with Kamal should get more formal. The follow-up meetings between Kamal and Pamir led to Hmizate securing US\$ 1.6m in investments (Mayard, 2013). The latter was approved by the Moroccan Foreign Exchange Office.

This investment constituted a good sign for Hmizate, as it opened up new opportunities and possibilities to better serve Moroccan customers. It was used to develop new products and services, to attract human capital and expand Hmizate’s activities in North Africa.

It should be highlighted that Kamal had never approached any investors, neither at events nor on any other occasion. During his trip to Amman, his intentions were not to seek financial capital but rather to share ideas on subjects of interest (Reggad, 2013).

This source of financing was successful because of one practice that Kamal cherishes: talking about his project of Hmizate.ma not only for the pleasure of doing it but also to promote it passionately by word of mouth. For him, your project is your “baby”, and you have to talk about it as much as you can to tell the entire world how much you care about it. And as all the parents of the world, Kamal is proud to talk about his “baby”. He is never shy to share ideas and information with colleagues, friends and people interested in his projects (Reggad, 2013). This personality trait also helped him attract a friend to join his Hmizate team; this friend has expertise and valuable references in the advertising industry in Morocco; he significantly contributed to Hmizate launching a discounted billboard campaign. In short, Kamal's idea of spreading the word about Hmizate has been a key success factor for his firm.

E-commerce in Morocco

In Morocco, there were 387 active e-commerce businesses in 2013, including more than 30 deals websites with a total of 1,945,959 transactions and MAD 1.36bn (Les Éco, 2014). This trend seems promising as just three years earlier, the concept of website deals was in its infancy. Presently, website deals represent 11 per cent of online sales. As this trend continues to grow, Moroccan customers, with an avid appetite for great deals in a timely manner, surf for websites that offer amazing discounts on goods and services starting at 20 per cent off and more; Hmizate discounts go as high as 85 per cent. These represent phenomenal deals for young Moroccan shoppers who know exactly what they are looking for in their purchases. They buy mostly online travel deals and, to a lesser extent, computer-related products, clothes and pay their bills (Reghai, 2014).

Menaclick is the market leader in the e-commerce industry in Morocco with more than 60 per cent market share. Until recently, its main competitor was the Chicago-headquartered firm Groupon. Nonetheless, Groupon shut down its activities in nine countries, including Morocco. Other competitors include Jumia, a carbon copy of Amazon company; Shoppeos, a firm specializing in textile; and Microchoix, specialized in electronics, household appliances and computer supplies.

Despite the fact that the potential of this market is evaluated in billions of Moroccan Dirhams, the operating companies cover only 20-25 per cent of this market.

Hmizate performance and success

The success story of Hmizate began with a website basically providing one deal per day, called “Deal of the Day”, but owing to an increasing demand and potential clients, the Hmizate team raised it to 50 deals a day. Hmizate is now the favorite website of deals for Moroccan online shoppers compared to eight other online firms (Amine, 2015).

The website is all about deals that Moroccans can buy via the website and enjoy right immediately; this includes, for instance, special foods, spa services, hotels and travelling deals. Despite Hmizate.ma's success, this was not enough for the young and ambitious entrepreneur. Therefore, in June 2012, Kamal decided to enter a new e-market segment, namely, e-shopping, with Hmall.ma (MarocPress, 2003). This new business was also the first one on its kind in the Moroccan context. It allows Moroccans to get in touch with a great number of merchants and directly buy their products online. Hmall.ma is the Alibaba.com of Morocco.

Although Kamal does not share information about the financial situation of Hmizate, he nonetheless disclosed that his business had generated more than MAD 30m for its owners (Média, 2013). Since its inception, the firm has been witnessing a double-digit growth with more than 300 per cent for Hmall.ma and 30 per cent for Hmizate.ma (Mountaj, 2015). The

latter sold more than 600,000 vouchers in 2014 (Amine, 2015). On average between 500 and 600 customers buy on the Hmizate website on a daily basis. It is the leader of the deal-based website niche in Morocco in terms of sales, with between 40,000 and 50,000 visitors a day (Mountaj, 2015), and more than 912,000 of fans on Facebook. Presently, Hmizate counts more than 60 employees and keeps consistently hiring personnel. It has set an objective of reaching one million members, and to offer new products and services to these customers.

Hmall.ma currently counts more than 100 partners in Morocco, providing more than 10,000 products, which it delivers the same day or within five days (MarocPress, 2003). Vayago, the recent start-up, has a wide offering of more than 150,000 hotels worldwide with the possibility of booking with a Moroccan credit card only. This payment possibility is considered as a revolution in the e-commerce context in Morocco.

The secret behind this success is a differentiation strategy in terms of customer service. In fact, although Hmizate offers, by large, the same deals as its competitors, nonetheless, the offers' conditions of Hmizate are user-friendly and its customer service is efficient. Hmizate focuses on travel deals as they represent 45 per cent of its total revenues; it should be stressed that travelling is a profitable and promising business segment in the Middle East. In a nutshell, Kamal banks on customer service to differentiate his offers from his competitors who usually offer the same deals for the same price.

Along the same line, Hmizate has adopted a wise positioning in the Moroccan market. It has combined the price-related transparency and warranty of established brands along with the great deals of the informal and traditional markets (Mountaj, 2015). This straddle positioning has allowed Hmizate to reap fruits of these distinct markets (Mountaj, 2015).

On another note, the e-commerce business model of Hmizate has enabled the firm to enhance organizational capabilities to deliver its services more efficiently. In fact, Hmizate information system has been used as a strategic value to reach a competitive advantage. To do so, Hmizate has benefited from enhanced collaborations between its units and aligned its business processes with its business strategies; this alignment is not easy to replicate for traditional firms in Morocco.

Hmizate adopts the cash-on-delivery mode of payment, which has advantages and disadvantages for the firm. While this mode has helped in building shoppers' trust and developing e-commerce, it also contributes to increasing merchandise return rate (Mayard, 2015). In fact, as Hmizate enables consumers to touch and feel the product before they pay, some of them refuse to pay upon delivery for various reasons. Hmizate ends up incurring the cost of two-way courier.

It should be noted that cash-on-delivery is the second mode of payment used in e-commerce in Morocco, the fourth motivation of shoppers to buy online and the sixth criteria considered by consumers to select an e-commerce site (Avery, 2013).

The high return rate is also combined with other issues such as the lack of clarity of addresses in the country. When delivery personnel go to a location to deliver an item, sometimes they do not find the address provided by the buyer for various reasons.

Considering this context, should Hmizate abolish the cash-on-delivery mechanism of payment altogether to reduce the merchandise return rate?

Hmizate.ma was voted the Best E-Commerce Site for two consecutive years and the Best Moroccan Innovating Brand of 2013 in national competitions. It was also awarded the Service Brand of the Year in Morocco for the year 2014 by the Moroccan Bureau of Industrial and Commercial Property (LaVieEco, 2015).

Hmizate and Hmall have a long path to go to achieve their long-term goals provided that they need to face the cultural constraints of e-commerce in Morocco: people still do not fully trust online shopping websites and lack internet education.

Kamal's personal qualities

Several traits and qualities seem to be the personal factors and characteristics that made Kamal the leader he is today. He is truthful and sincere as he demonstrates high consistency between his words and his actions. Kamal has built such a strong relationship with his employees thanks to his personal qualities: he is a pleasant person, always smiling and ready to help.

In addition, Kamal is a risk-taker and a risk-lover: "there is never a good time when one can start their own company. Just take the risk and your customers will trust you"; he stressed (Reggad, 2012).

Self-confidence is thought to be an important trait that leaders should possess to be really considered as good leaders. All other traits are not complete if the leaders lack intelligence. To this end, intelligence is required for leaders to be able to make sound business decisions. Kamal does not lack self-confidence or intelligence. While many commentators had doubts that an e-commerce website would not work well in Morocco, Kamal was confident that there was a need and his project would thrive regardless of the hurdles. His intelligence was demonstrated when he gathered, synthesized and interpreted information that he used to set guidelines for his teams to follow. Despite the problems he encountered at the beginning, his intelligence and self-confidence helped him overcome them and make appropriate decisions for his business to prosper.

On another note, Kamal is an extrovert. This interpersonal quality makes him sociable and allows him to smoothly communicate his ideas to the rest of his team. This quality has also facilitated the process, for Kamal and his team, to identify shared goals and objectives and, more importantly, to achieve them.

Lastly, to study abroad, Kamal had to be away from family and friends, which nurtured in him the necessary autonomy to be a leader. Leading himself in an unknown society and country to him was the first step toward relying on himself. Leadership is after all not just standing in front of people and telling them what to do; leadership starts by leading oneself toward achieving goals while observing certain principles. And this is precisely what Kamal has done.

Kamal's perseverance

As the CEO, Kamal has the most powerful position within his firm. The highest degree of influence rests with him when making important business decisions about all spheres of his firm.

Kamal is a driven leader, dedicated to achieving his goals and succeeding in his career. He demonstrates his drive by persisting and not giving up, even after facing many failed attempts. He had the courage to start his own e-commerce in Morocco from scratch. He faced a lot of difficulties and obstacles at the beginning of his journey (Mayard, 2013). He launched an e-commerce start-up in a country where his targeted segment had major trust issues involving online payments and transactions in Morocco. People were not convinced of the safety of their bank account information and they were not sure Moroccan companies would appropriately handle related problems in the advent something happened with their orders. However, Kamal did not give up; his ambition led him to start his own e-commerce website after realizing that the Moroccan economic system lacked deals websites at that time. He has thrived to convince potential customers and suppliers about the implemented mechanisms to counter drawbacks and risks such as fraud. He persisted until he created his website and started the advertising process.

Kamal persists in converting potential customers into buyers. He believes that even if a potential client does not buy, they remain a potential buyer, and they will be more likely to buy if they are well treated by the firm (Reggad, 2013). Kamal is confident about what he is doing and deploys all the means and skills to prove that he is an efficient leader. When

obstacles emerge during daily operations, employees do not hesitate in putting extra efforts to make sure to reach the desired organizational goals. Kamal supports his employees. He even personally answers phone calls to fill out customers' requests. Hmizate's employees have a high degree of confidence, trust and respect for their leader, as they are quite sure he is always there to help them out. They particularly appreciate the fact that he values their contributions and employees see that their input counts. In return, they always go the extra mile to finish assigned tasks. They go beyond the call of duty and take the time, after working hours, to answer phone calls to adequately follow-up with customers' requests.

In the early days of Hmizate, the company launched a massage deal offered at a local massage center that used to host three to four customers a day. Surprisingly, this deal of the day reached 300 buyers, and, as a result, the owner of the massage center started receiving a huge number of calls to book sessions. Overwhelmed with the high number of customers, the owner could not manage the situation and gave up on her small business. She closed her center! In response to the situation, Kamal personally went to the place and convinced the owner to reopen the massage center and to accept his help in managing the small business. Himself, he helped managing the business to ensure the good reputation and positive image of Hmizate, especially in its early beginning (Reggad, 2012). Whenever there is a problem with a deal, he would rather make concessions to avoid simply canceling it. Lastly, despite his success, Kamal has no intention of resting on his laurels, as he is determined to reap the fruit of the first-mover advantage (Damera, 2015).

Kamal's passion and enthusiasm

Kamal is an extrovert who does not hesitate to communicate and spread the word about his business activities. He never misses an opportunity to introduce his project and explain its essence to people because he has a high desire for achievement. He volunteers to meet-up with other entrepreneurs to share tips. He also makes his firm known internationally as he does not limit himself to the domestic market.

Given that e-commerce was a new development in Morocco at that time, Kamal has demonstrated his desire to lead by influencing and convincing investors to inject money in his project. He is also attentive and shows the willingness to take responsibility and being creative; he displays a strong desire and enthusiasm to influence employees into adopting his innovative business approach. Kamal seems to believe in passion contagion: displaying a positive motion in the workplace is likely to lead employees to internalize it, and ultimately develop it (Reggad, 2013).

Along the same line, Kamal had great aspirations as an entrepreneur. In this regard, he anticipated the fact that Morocco would have to experience the internet boom which marked emerging economies such as Turkey, and countries in Latin America and Southeast Asia (Mountaj, 2015). Kamal was convinced that the timing was conducive for Hmizate to be launched and to become a business success.

On another note, Kamal's commitment to his venture, his passion and solid entrepreneurial vision make him persuasive and garnered excitement from investors; these qualities, which he embodies, just tell them that he can do whatever it takes for his start-up to succeed.

Positive attitude in leading

Kamal's leadership style seems to be effective, as he entertains positive leader-member relations with his employees. He has created a work environment that allows his employees to share their creativity, to be motivated and dedicated to their daily tasks, as well as to remain constantly active and on the move. To do so, he assigns employees with tasks corresponding to their skills and expertise to achieve the best work outcome possible. The degree to which Kamal structures and formalizes job assignments is very high. Although he

had a shortage of employees at the beginning, he still managed to effectively assign tasks to his employees and make sure those tasks were well executed.

During tough times, Kamal exceptionally switches from being a relationship-oriented leader to a task-oriented leader to better fit the situation. From a behavioral leadership style stance, it seems that Kamal's style has a concern for both task and people. Indeed, his concern for tasks is concretized by the fact that he always has an annual business plan in which he clearly states his objectives, and shares them with his co-workers, he enhances their motivation and hence their ability and capability to achieve these objectives. They work together to attain their objectives. On the other hand, Hmizate's CEO aims to develop his concern for people as well. He looks at his employees as human capital with great potential; he regards them as one entity that shares interests and collaborates together to achieve the same goals and to solve problems while spending one-third of their journey in the office together.

Kamal's leadership approach appears to espouse a flexible or adaptive style (Norton, 2010; Yuki and Mahsud, 2010). Flexible and adaptive leadership refers to changing behavior in appropriate ways as the situation changes. A variety of terms have been used to describe leaders who are able to assess the situation and adapt their behavior accordingly. Some of these terms are: flexible, adaptable, agile and versatile (Kaiser *et al.*, 2007; Pulakos *et al.*, 2000).

Flexible and adaptive leadership has become more important for managers and organizations as the pace of change affecting organizations has also increased (Dess and Picken, 2000). Factors that drive this need for flexibility and adaptation by leaders are globalization, technological change, shifting cultural values, workforce diversity, new forms of social networking, increased virtual interaction and corporate social responsibility (Burke and Cooper, 2004).

Kamal is delighted to help and considers his employees as his family. He is always ready to answer their questions, even the ones that appear to be most uncomfortable. He is not afraid of "challenging" questions, and he always answers them with self-confidence. Kamal takes the time to advise his business partners, to encourage them to believe in the business and also to discuss their personal ideas by suggesting ways to make them more concrete as they get them to the next level which is, in some cases, launching their own ventures. Along the same vein, he considers mistakes as learning experiences, rather than failures; he is tolerant when employees make mistakes and he always focuses on the positive outcomes that could come out of them (Reggad, 2012).

Participative leadership is the most relevant leadership style within the firm. Kamal voluntarily shares his knowledge with his co-workers, his future plans and all of his professional decisions. He believes that mutual sharing is the best way to learn. Kamal contends that involving his employees in the decision process would not only be seen as a true leadership trait, but it would also help him improve his ideas about his co-workers, as well as, achieve the best and most optimal decisions. Therefore, Kamal implicitly and indirectly motivates his colleagues as the Moroccan proverb goes: "You can find in the river what you can't find in the ocean". In corollary, managers are not always the only source of appropriate decisions; employees can also be insightful in this respect.

The transition from the American context to the Moroccan business environment was not challenging as Kamal demonstrates values that facilitated that transition. These values are passion about whatever he does, looking at things beyond the monetary dimension, self-fulfillment through what a person does and finding pleasure in doing things well. Kamal implemented his leadership values by means of a straightforward communication style; he uses no barriers between him and his employees as all co-workers sit around the same table and are accorded the freedom to work whenever and wherever they prefer (Reggad, 2013). Thus, the implementation was not difficult; it was mainly based on making his own efforts, and holding on to his dream of building a strong start-up in his home country.

Combining each of his professional, personal and academic experiences, Kamal is worth to be looked upon as an entrepreneur. If the definition of an entrepreneur differs somehow from the definition of manager or leader, Kamal is, at the same time, leading and managing properly, effectively and efficiently his firm and co-workers with an interesting entrepreneurial spirit.

At times when Hmizate has hundreds of orders per day, employees experience intense pressure, particularly that most of customers are in the process of learning about e-commerce (Mountaj, 2015); hence, the need for Kamal to manage his employees' stress; this constitutes a skill that Kamal ought to improve.

Style at odds with external environment

Although leadership styles vary from an industry to another, from an organization to another and sometimes even from a person to another, the most common leadership style in the Moroccan workplace seems to be authoritarian and autocratic in nature. Business owners and executives make decisions on their own and do not always involve or even consult with other organizational members. Moreover, innovation and creativity are not, often times, sought-after. The Moroccan culture is still rooted in traditional values where authority must be obeyed.

More specifically, leadership in Morocco is associated in people's minds with power, authority, chief and boss (Kabbaj, 2003). It still remains synonymous of command and control. In this context, the leader performs the command and control functions, usually unilaterally, assigns tasks to subalterns; the latter are then supervised and monitored while carrying out their duties. In this context of command and control, leadership seems to be based both on the authority of the leader and the obedience of the followers.

Given this macro context, Kamal contributes to establishing a participative leadership style in the country along young and innovative firms. In fact, Kamal has managed to create a work environment that allows his employees to be creative and dedicated to their work. He considers his employees as human capital with great potential and one entity that shares interests and collaborate together to achieve the same goals. Kamal serves as mentor to his employees and answers all their questions, be it uncomfortable or challenging. He voluntarily shares his knowledge with his co-workers, his future plans and all of his professional decisions. He believes that mutual sharing is the best way to learn.

This trend toward modernizing management and leadership styles aims at making organizational democracy a value defended within Moroccan companies. There may be some influence of the industry as Hmizate is an internet-based company. In this industry, the autocratic management style would not be appropriate, as a high level of collaboration, cooperation and interaction is needed among employees and their managers in such industry. Anyhow, it was very brave of Kamal to take this risk and set up an unusual management style in the Moroccan context, which has paid off in the end. Nonetheless, while it is hoped that Kamal holds on to this participative leadership style until it is well-established in Morocco, a major question emerges and reads as follows: To what extent would the Menaclick Company sustain this leadership style which seems to be at odds with its external environment?

Conclusion

Kamal Reggad is a fitting example of an innate leader who introduced a new leadership style to Morocco. Kamal took a colossal risk by targeting a new and unexplored market in Morocco, namely, the e-commerce business. Positively, his risks have paid off; in part, we can presume that his leadership skills helped him achieve his goals and dreams. Furthermore, Kamal is an emotionally mature leader who understands that it is not only impossible to know everything about everything, but a good leader and manager accepts the fact that they do not necessarily need to know everything. In fact, he does not even

need to be the smartest person in the room! By accepting this fact, he puts his ego aside and focuses on creating a competent team that would excel in any situation and live up to any challenge.

As Kamal had already had experiences with software applications and online implementations and has acquired broad knowledge of the industry, launching a start-up was more of a pleasure than a chore. He prudently selected an unexplored market in a context with an active young population that spends most of their time connected online. Kamal already knew what a Moroccan equivalent of Craigslist would entail; thus, he made well-informed decisions for his project and understood adequately the implications of his decisions. His extraversion was demonstrated when he met with a potential investor and openly discussed his project, and owing to his passion and enthusiasm, he was able to secure a large amount of money; he was also able to attract other investors through word of mouth. Among his employees, Kamal created an environment that is active and creative in which his extroverted nature has helped to keep his employees dedicated and motivated while accomplishing their daily tasks. Presently, Kamal is getting ready to transfer his Moroccan experience to French-speaking countries of Africa (Damera, 2015).

Keywords:

Leadership,
Entrepreneurship,
Hmizate,
Kamal Reggad,
Menaclck

Note

1. The plane had a 2-h delay, and to redeem itself, the airline upgraded Kamal to the business class where he met the first investor who had the most important financial impact on Hmizate.

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