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DIGITALIZATION AS A LEVER OF INNOVATION FOR SMES: AN EXPLORATORY STUDY IN THE CAMEROONIAN CONTEXT

Keywords: digitalization, innovation, collaboration, stakeholders, digital tools.

J E L Classification: D24, O31, O32.

Abstract: The objective of this study is to examine the influence of digitalization on innovation in Cameroonian firms. For this purpose we used the main variables of digitalization, namely ICT and digital technologies, to better explain innovation, whether it be process, product or organizational. To achieve this, the empirical verification was carried out through qualitative data processing analyses such as: descriptive data

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analysis and MCA (Multiple Correspondence Analysis) method. This qualitative methodological approach enabled us to survey 20 Cameroonian SMEs with different characteristics during the year 2020. The study shows that digitalization has a significant influence, with positive externalities on the innovation of companies. The answers collected show that the adoption and introduction of digital tools in the exercise of the company's activities leads to the reinvention of the company's traditional management models. The originality of our work lies in the fact that the study attempts to use a qualitative method to question the relationship between digitalization and innovation in Cameroonian SMEs.

■■■ INTRODUCTION

New economic growth models place innovation at the heart of development. Nowadays, innovation is not only a matter for the state, but also for all other institutional sectors, which is why today's companies are increasingly interested in innovation by investing more in the design, creativity and research of new products to be launched on the market. This is a delicate process that they need to master, manage and continuously improve and in which digital transformation known as "Digitalization" or "Digitization" plays an important part. Digitization is arguably currently the single most important force in entrepreneurship and innovation (Berger, Von Briel, Davidsson & Kuckertz, 2021). Thus, in order to continuously improve the value/cost ratio and real-time management of companies, to improve the working conditions of employees or to increase their standard of living, several companies around the world have turned to cooperation and coordination of tasks by means of digital technology as a strategy for innovation and as a means of making their activities more profitable. As Porter and Millar (1985), quoted by Bello, (2019), point out, digital is a tool for coordinating different activities in the production and distribution chain, but also for developing competitive advantages and new strategies. It should be noted that digital transformation encompasses several elements, since it takes into account the changes induced by it, whether at the societal, industrial or organizational level (Majchrzak, Markus & Wareham, 2016; Parviainen, Tihinen, Kääriäinen & Teppola, 2017). In a world marked by accelerating technological progress and innovation, companies must both seize the opportunities and measure the risks associated with these changes. Continuous advances of digital technologies have led to the current, unprecedented transformation of economic and social activities (Berger et al., 2021). Thus, the accelerations induced by digital technology are challenging established business models, which is

why it is necessary today for companies, from the public to the private sector, to be at the cutting edge of digital technology (Peretti & Frimousse, 2019), if they want to innovate from time to time or at least accelerate their innovations.

All these elements constitute so many factors, facets and even motives that push us to question digitalization and the influence it can have in the innovation process of SMEs especially in Cameroon.

“Digital transformation”, “digitalization”, or “digital revolution” are terms that abound in the literature. However, they are rarely defined precisely and are used interchangeably, sometimes incorrectly. It is therefore useful to clarify the purpose of this research through terminological precision. Digitization is the conversion of analogue or paper data into digital format, and by extension, digitization can be associated with making already existing processes digital (Parviainen et al., 2017). Digitization, on the other hand, is a much broader concept. The authors are divided as to its definition, according to Albessart, Calay, Guyot, Marfouk and Verschuere (2017), digitalization is ‘the implementation of a series of computerized technical devices based on the codification of various information and the algorithmic execution of a series of commands and controls’. It would therefore include both the digitization operations mentioned, but also the phenomena of computerization and automation of tasks carried out by machines. For Brennen and Kreiss (2014), digitalization simply refers to “the adoption or increase in the use of digital technologies by an organization”. This “quantitative” vision of digitalization would lead one to conceive of digital transformation for a company as “a stacking of technologies” within it (Autissier, Johnson & Moutot, 2014).

However, Parviainen et al., (2017) emphasize that digitalization is not simply digitization as it involves ‘rethinking current operations from a new perspective made possible by digital technology’. Digitalization, by promoting connectivity and the use of digital tools by companies, is changing the way they operate and the relationship with their customers in a sustainable way. It develops creativity, innovation and increases their impact on customer satisfaction and loyalty (Kenmogne et al., 2018 cited by Bello, 2019). The term ‘Digitalization’ which is an Anglicism comes from the word ‘digital’ which itself comes from the English word ‘digit’ meaning ‘number’ and means ‘digital’. In literature, it is used to designate the evolution observed in recent years in the functioning of companies thanks to the use of information and communication technologies or better still digital technologies. For Roulin, Allin-Pfister and Berthiaume (2017), “in business, the term digital transformation is often used

to translate, among other things, this rapprochement between the consumer, the partners and the company, initiated and achieved thanks to connected tools such as smartphones, tablets, laptops and all the connected objects abounding on the market today, as well as the dematerialization of relations”.

Admitting that SMEs are the spearhead of production in Cameroon, the bulk of national private initiatives, is a major source of employment, income and tax revenue for the state although insufficient, compared to the entrepreneurial reality elsewhere (Evou, 2020), Digitalization would promote entrepreneurship, and raise economies as well as living standards not only of its employees but also of the population. Developing the capacity of businesses and entrepreneurs in science, technology and innovation deserves the attention of policy makers (Bello, 2019). Therefore, the opportunity for African companies in general and Cameroon in particular is the possibility of making a break with the current management style, regardless of their current maturity (Frimouse & Perreti, 2017).

The rest of the article is organized as follows: the second section presents the theoretical background and the literature review, the third section presents the methodological framework, the fourth section presents the results obtained and the discussions and implications of the research.

LITERATURE REVIEW

Theoretical framework of the relationship between Digitalization and innovation

Several authors and researchers have developed various theories to explain the nature, role, objective and even the importance of innovation on the organization's strategy.

The ‘sender’ model of innovation (Shannon, 1948), conceives of the company, management and innovation in a top-down manner as in the Emission, Communication, Reception communication model. This is the mechanical theory of communication. The idea of a “sender” model of innovation, on the one hand, evokes the fact that innovation is situated in a Schumpeterian logic, which of the innovating entrepreneur, and on the other hand, introduces the communicational logic of innovation. More recently, Rogers’ model introduced communication into the heart of innovation (1962 and 1995). It shows that diffusion is

a process through which an innovation is communicated, spread through different channels to members of a social system. This theory is famous for its distinction of different categories of people adopting the innovation (innovators, early adopters, the majority, the lagging majority and the laggards). For Boullier (1989), Rogers' model presents a vision according to which the innovation is first completed and then the users, purely passive, will accept or not the innovation. Indeed, it appears that from an innovation, an epidemic spread more or less mechanically to the whole (or to a subset) of the population.

The "technology push" model has been the dominant model of innovation. This model sees innovation as dependent on industrial and scientific policies. Schumpeter is the key author behind such an approach. Throughout the twentieth century the Schumpeterian approach to innovation became dominant, or at least a simplified approach to Schumpeter's analysis emphasizing the technological aspects of innovations. This 'technology push' model was defined by Schumpeter in two versions. In the first version (Schumpeter, 1912), entrepreneurs, acting at the level of more or less 'family' enterprises, are the actors of innovation, whereas in the second version of the 'technology push' (Schumpeter, 1942), the actors of innovation are mainly the engineers of the research and development departments of large enterprises. In this model, new products or services are designed and developed in the R&D departments, with the classic distinction between basic research, applied research and experimental development.

In the same perspective, authors such as Galibert, Lepine and Pelissier (2012), describe how the web is becoming a new space for the democratization of innovation. Two dimensions are identified: that of an open collaborative infrastructure allowing distributed design, in the extension of the bottom-up innovation model (Cardon, 2005) with knowledge sharing and collaborative intelligence processes, and on the other hand project outsourcing, with the call for external competences in a logic of open innovation, described as use-assisted design.

Galibert et al. (2012) describe the existing tensions between the business processes of companies and those of communities. The tensions 'between bazaar and cathedral' are strong: on the one hand 'we observe a strong hierarchical prescription of the company, a vertical coordination of its organization. This verticality is characterized by rigid, formalized and hierarchical processes. On the other hand, web communities demand a freer, less ordered organization, with no formal hierarchy; a more horizontal organization leaving the activity of Internet users free".

Empirical: Interaction between Digitalization and innovation within the company

For Denervaud, Dupuis and Labrousse (2014), digital corresponds to a contrasting reality and issues with variable geometry like innovation. The latter is traditionally broken down into: offering innovation, whether ‘incremental’ (evolutions made to a portfolio of existing offerings) or ‘radical’ (a solution that is far removed from the company’s traditional business or processes); business model innovation; and process or architecture innovation (Calvano & Polo, 2020).

According to Benghozi and Vaast (2000) and Beaudouin, Cardon and et Mallard (2001), the success of companies in terms of productivity, competitive position, etc. seems to be closely linked to the uses they make of Information and Communication Technologies. Hugues and Charlier (1999) in his study on: “L’e-révolution dope le modèle managérial”, thinks that: “by the interplay of actors, by the increasing speed of exchanges, in particular those relating to information, markets are becoming increasingly large, decompartmentalized, with variable economic and political geometry, with the reshaping of sectors in view of integration manoeuvres, the transfer of activities and the appearance of new actors”. For Cazals (2015), the various technological developments have changed the economy, social and political relations. They point to the emergence of a new economy. He considers that Digitalization has enabled companies to question themselves and innovate. For management, it is no longer just a question of producing innovation in order to control the market but of developing agility by seizing opportunities. The relationship to constraints and threats has also changed.

Teboul and Picard (2015), explain that “jugaad” companies perceive constraints as opportunities to innovate” and that startups are thus part of “jugaad” innovation. Translated from Hindi, jugaad refers to the art of designing ingenious solutions. Consequently, for Baudoin et al, (2016), under the effect of digital technology, industry, the economy and society are undergoing metamorphosis and profound transformations are appearing in their organizations, their products and their uses. New technologies and digital technologies have generally contributed to the evolution of organizations. Even in the banking sector innovation improves their market value (Zouari & Abdelmalek, 2020).

According to Roux (2019), digital transformation leads to a change of scale and to an increased development of the digital in the practice of work, but also

in the product and services to be offered to customers. Behind this are the effects of increased performance in the use of production factors: labor productivity, capital productivity, energy and raw material productivity, but also an increase in the capacity to individualize the offer.

For Denervaud et al. (2014), digital transformation is having a profound effect on the way companies work. It has repercussions on workplaces: development of teleworking, open third places used by those seeking to optimize their time, modes of collaboration, corporate social networks, virtual platforms, or collaboration processes between employees who act in front of the customer in synchronous time in the front office and those who handle the operations necessary for the execution of the middle and back office service in asynchronous time. Similarly, the development of the use of new digital tools will first of all accelerate the phenomenon of collaborative working, remote collaboration, working from home or mobile working (Lecam, 2014). Thus, Concerning the reorganization effects of value chains. The irruption of new players who place themselves between traditional companies and their customers requires the reinvention of business and intermediation models, particularly on the basis of the new role played by people and the new assets derived from data (Baudouin, 2016). Indeed, technologies applied to management are accompanied by human considerations that are just as multiple and complex as their progress, the proper conduct of changes towards platforms is critical in that they can improve the integration of processes, facilitate the development of skills (e.g. e-learning) and mobilize human interaction in the creation of value (e.g. merchant-customer web platform; social media and intranet (Autissier, Johnson & Moutot, 2016; Brasseu et Biaz, 2018).

In this new context, the key factor for the success and performance of organizations is to recognize change and react quickly and intelligently. Therefore, new advantages are based on discovery and agility; in this environment, performance is driven by the ability to continuously exploit existing and new data sources to identifier patterns and opportunities (Davenport & Patil, 2012; Denervaud et al., 2014).

Methodological approach

In order to understand a phenomenon, one has to follow a multitude of paths, and consequently one can use various research methodologies. In this research

we aim to present the contribution of Digitalization on innovation in companies on the one hand and to discover its general impact on the development and growth of companies on the other.

Choice and justification of the methodological approach adopted

Digitalization is an old concept, but there is too much controversy about it in the various reflections that have been made so far. Moreover, there is no real consensus among authors about this concept. The concept of innovation is different from one author to another, only the context in which the author finds himself reveals his point of view. However, the relationship between the concept of Digitalization and the concept of innovation in the managerial literature remains very little developed. Therefore, in view of this lack of specificity in the literature and taking into account the objective of our research, namely “to understand the influence of Digitalization on innovation in Cameroonian companies”, we were led not to put forward hypotheses to be “tested” but to evolve in a qualitative analysis approach and an exploratory step, by being part of an epistemological perspective of interpretativism.

The qualitative method focuses on the meaning of phenomena. This empirical research strategy seems to be the most appropriate to respond concretely to the problem studied. In order to facilitate understanding and knowledge by answering the «how» and «why» questions, it is easier to draw lessons. We are in an intervention research. In the phenomenological logic, the world is socially constructed and subjective. Therefore, science is inseparable from human interests. Therefore, the researcher must be interested in the meaning of the phenomena and deduce his ideas from the data itself. In this study, it is the qualitative aspect of the data that is important, not the quantitative aspect. This approach seems to us to be specifically suited to the study of the contribution of digitalization in the innovation strategies of companies. Indeed, our study aims at describing and understanding what the mobilisation of digital tools can bring to the work system of companies.

In short, it is a question of understanding the importance of adapting an innovation strategy via Digitalization, and according to Kaufman (1996), qualitative methods aim to understand and detect behaviours, processes or theoretical methods rather than to describe, measure or compare.

The context of our research associated with the formulation of our theme essentially targets concepts that can be summarized as follows: Digitalization and Innovation. These were used to determine the nature of the information collected.

Table 1. Operationalization of concepts

CONCEPTS	INDICATEURS	INDICES
IDENTIFICATION OF THE COMPANY Characteristics of the company	– Size	Number of employees
	– Sector of activity	Trade, industry, service
	– Legal form of the company	SA, SARL, SNC
	– Origin of the company	Creation, takeover, inheritance
	– Age of employees	
Characteristic of the leader	– Position held	Number of years of existence
	– Level of education	Primary, secondary, university, self-taught
	– Gender	Male, female
DIGITAL ASPECT	DIGITALIZATION	ICT
		Digital technology
INNOVATION IN APPEARANCE	INNOVATION	Use of a new technique (process)

Source: prepared by the authors.

Data collection methodology, sampling and sample characteristics

For the constitution of the sample, we relied on the official definition of SMEs in Cameroon. According to the new Article 3 of Law No. 2015/010 of 16 July 2015 amending and supplementing certain provisions of Law No. 2010/001 of 13 April 2010 on the promotion of SMEs in Cameroon, an SME is any enterprise employing no more than one hundred (100) people and whose annual turnover excluding taxes does not exceed three (03) billion CFA francs.

In addition, we were interested in companies that do or do not use ICT in their operations. The choice of companies also took into account the availability of managers to participate in the data collection process. We wanted to interview as many companies as possible, but we were confronted with two limiting factors, namely, on the one hand, the state of health of the moment, since the interviews took place in 2020 in the peak of covid-19, and on the other hand, the reaching of semantic saturation.

As stated at the outset, it is materially and physically expensive to contact the entire population, although this would be ideal in terms of the signifi-

cance and relevance of the results. Referring therefore to the difficulties stated above, the final step was to constitute a sample for the interview guide. In our study, the method of selection of small and medium-sized enterprises was non-random but targeted. We used purposive (or purposive) sampling to identify the companies. We based our selection on the legal form of the company, i.e: Our panel was made up of companies with an average age ranging from 2 to more than 10 years and operating in the trade, industry and service sectors.

Thus, twenty semi-directive interviews were conducted with SME managers in the city of Yaoundé. From a certain number of interviews, we believe that the threshold of semantic saturation has been reached. Indeed, by the eighteenth interview, we realised that saturation had been reached and the major elements were already known since all the information provided thereafter had become repetitive.

RESULTS, DISCUSSIONS AND IMPLICATIONS OF THE RESEARCH

Specificity and digital characteristics of Cameroonian companies

Digitalization has now become an essential element in the process of development and management of structures insofar as it contributes in some way to improving the profitability of the latter but also to accelerating innovation. Digitalization means using information technology on the one hand and digital technology on the other to ensure the acceleration of innovation.

Contribution of Digitalization to innovation in Cameroonian SMEs

It should be recalled that the aim of our study was to examine the relationship between digital transformation and innovation. For this purpose, we set ourselves two proposals.

Table 2. Proposals to be made by the study

RESEARCH PROPOSALS	VARIABLES	DESIGNS
❖ Proposition The main point is that digitization allows the traditional management models of the company that is the demiurge of innovation to be reinvented.	DIGITISATION, INNOVATION	<ul style="list-style-type: none"> – The process – The product – Information and communication technologies – Digital technologies
❖ Viral proposition: low-digital companies struggle to innovate.	DIGITALIZATION, INNOVATION	

Source: prepared by the authors.

Results and discussion of the exploratory study

These results are divided into variables of interest on the one hand and control variables on the other. The variables of interest are those that are directly linked to Digitalization, the variables that are specific to Digitalization and that make it possible to explain innovation within companies.

Table 3. Cross-tabulation between digital tools and innovation in companies

Digital tools Innovation	Application	Whatsapp	Facebook	Others	Total
Innovent	4	4	8	1	17
Do not innovate	2	0	0	1	3
Total	6	4	8	2	20

Source: prepared by the authors.

This is a cross-tabulation between digital tools and innovation in the company, in fact, of the 20 usable interviews, four (04) out of six (06) resource persons think that applications play a role in innovation, as do users of WhatsApp (04), Facebook (08) and the other tools (01) out of (02). The innovative companies are those that use Facebook and WhatsApp as 100% of these companies are innovative.

Table 4. Cross-tabulation between the variable digital perception and innovation in companies

Innovation \ Perception of digital	Very good	Good	Indifferent	Poor	Total
Innove	9	4	1	2	16
Do not innovate	1	3	0	0	4
Total	10	7	1	2	20

Source: prepared by the authors.

The table above relates the perception of digital in the companies to their influence on innovation variables such as process and product. Of the companies that innovate, nine (09) give a very good rating, four (04) a good rating while one (01) is indifferent and two (02) think that digital is not too important in the company. Thus, despite the fact that the tools are not totally present in the companies, the managers and their employees know that they will be of great help if they are introduced in their production, distribution and other mechanisms. Their introduction will help them to carry out some of their tasks and projects with great willingness, to solve easily some problems that could not be solved efficiently without digital.

The control variables are variables that indirectly explain digitalization, they are just secondary to it, but by their modalities, one could deduce and prove the use of digital devices in a company.

Table 5. Table between the variable Sector and Innovation

Innovation \ Sector	Trade	Industry	Service	Total
Innove	8	2	7	17
Do not innovate	1	1	1	3
Total	9	3	8	20

Source: prepared by the authors.

This table allows us to highlight the relationship between the control variables (sector of activity) and innovation, we note that of the enterprises that inno-

vate, seven (07) are commercial, two (2) are in industry and the rest in services. A comparative study shows that companies that innovate quickly are those that are in commerce and in services. We are convinced that this privilege is due to the ease with which these sectors allow entrepreneurs to set up in them, as they do not require huge capital.

Table 6. Table between the variable company origin and innovation

Innovation \ Origine entreprise	Création	Reprise	Héritage	Total
Innovent	10	4	2	16
N'innove pas	2	1	1	4
Total	12	5	3	20

Source: prepared by the authors.

This table shows that, on the one hand, out of the 20 exploitable interviews constituting our sample, twelve (12) are creations and among these creations ten (10) are innovative, five (5) are takeovers, four (4) of which are innovative, and finally three (3) are inheritances, two (2) of which are innovative. A comparative analysis shows that the enterprises that innovate are those that are created or taken over. The managers of the start-ups have seen their company evolve over time in line with the trends of the moment and those of the takeovers have studied the deficit of the previous owners in order to better establish and evaluate their next innovation strategy with a view to identifying the one that could take the company to the top of the competition.

Contribution of MCA to the Digitalization and innovation of companies

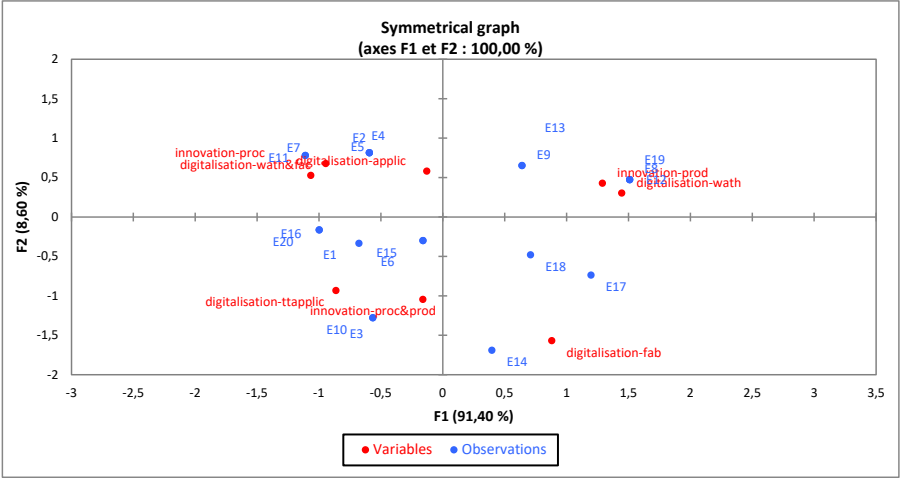
Multiple Correspondence Analysis (MCA) is a method that makes it possible to study the association between at least two qualitative variables. It allows us to produce representation maps on which we can visually observe the proximity between the categories of qualitative variables and the observations.

The objective here is to determine the existing interrelations between the Digitalization variables on the one hand and the innovation variables on the

other. The analysis focuses here on the indicators of digital transformation and those of innovation. For this analysis, we have retained the process and the product for the innovation variable on the one hand, and digital technologies and ICT for Digitalization on the other. The threshold for clearing the modalities is 10%. In fact, the threshold allows us to get rid of the small number of modalities that disrupt the analysis. The responses belonging to these infrequent categories will be randomly distributed among the other categories of the variable.

The following graph represents all the modalities of the variables concerning the link between Digitalization and innovation in the plane constituted by the first two axes. It allows us to explore the existing relationships between them.

Figure 1. Innovation, digital technology and information and digitalization technology



S o u r c e : authors based on XLSTAT software.

The analysis of this graph leads us to confirm the proposition that Digitalization can be considered as a lever of innovation. Indeed, several of their modalities are ‘close’ in the plan. Thus, we see that the modalities “Tech digit” and “tic” (digital technology and ICT) of the Digitalization variable, which are represented here by “app, fab, wath, ttapplic” representing respectively (other application, Facebook, whatsapp, all applications) are very close to the modalities “Prod” and “Proc” (representing respectively: the product and the process) of the “Innova-

tion” variable. This translates into the fact that Digitalization positively affects the innovation process, Digitalization does not prevent innovation, on the contrary it allows it to be improved, this is materialized in each of the frames of the graph, in fact, the closer a modality and a variable are to the factorial axis, the more their relationship or combination is conducive to innovation.

■■■ CONCLUSION

Digitalization occupies an inescapable place nowadays in companies that want above all to innovate. Thus, by studying the influence of digitalization variables on the innovation of SMEs, we were able to shed new light on the types and modes of operation of Cameroonian companies. This study was guided by two main objectives: to show that digitalization allows the reinvention of traditional management models of the company as a demiurge of innovation on the one hand, and on the other hand, to show that companies with low levels of digitalization struggle to innovate. These objectives are the summary of the central research question: “How can digitalization be considered as a lever of innovation for Cameroonian SMEs? To answer this question, we conducted a literature review that enabled us to highlight the contribution or effects of digitalization on innovation in Cameroonian companies. The discussion on digitalization and innovation led us to put forward two research proposals. The exploration of these research proposals was done through an empirical study by means of interviews carried out in certain companies in the country. It was clear that digitalization is a real lever for innovation in a company, because it allows not only to improve archaic management models, but also to review the working conditions of employees.

Digitalization is becoming a very effective and significant device for making a place for itself in the current entrepreneurial market, as it is important firstly for increasing the performance of companies, since it allows the disappearance of spatial and temporal barriers through the optimization and coordination of work with partners, collaborators and other stakeholders. Translating or defining what is meant by process innovation. Secondly, they contribute to the decentralization of decision-making, transforming closed horizontal structures with rigid decision-making into open vertical structures with flexible and agile decision-making. Similarly, digitalization invites better communication within the various actors surrounding the company and also strengthens the custom-

er relationship. Digital technologies supplement or complement human behavior for tasks with high mental or physical demands, which has a considerable influence on organizational or managerial innovation. Digitalization is therefore considered to be a slope that leads to the development of companies, as technology has undergone considerable development in recent years, placing it at the center of concerns for both users and companies.

The literature review conducted during the conceptual phase of our writing provided information on various aspects of our study: From a managerial point of view, our work will enable companies to position themselves on the international market through their virtual image, creating added value and thus contributing to improving their performance and economic situation. Empirically, this research will provide a database or model that can guide and support other researchers and practitioners in their work on similar research areas.

The recommendations that we can bring to Cameroonian SMEs are the following: In order to accompany change in organizations and adapt to the new situation, organizations should apply change strategies, adapt to new managerial practices and integrate new technologies, generally digital, into their daily activities, because the culture established in companies must support and facilitate change, while ensuring the technical implementation of new strategies so that employees can adapt to them. Also, given the current health situation of Covid-19, this form of work should be of interest to the majority of Cameroonian entrepreneurs. The State should also be able to put in place all the mechanisms at the legislative, regulatory, judicial and administrative levels to enable the development of the digital economy. It should also show the way forward because as the country's leading company, it must be the driving force behind the adoption of innovations and digital technology.

However, it should be noted that the value of the lessons learned is subject to the limitations of this work. Firstly, the lack of complete control over the prioritization of our ideas represents the first limitation of this study, secondly, the responses obtained during the interviews and the size of the sample. Indeed, we will not be able to fully verify the veracity of the interview responses and validly estimate the error we make in generalising the results to all companies. A more in-depth study involving a considerable number of companies could give more weight to this work.

Therefore, new avenues of research can be suggested. Indeed, the perspectives implied by this subject are considerable, and other case studies would seem more promising in order to better understand the workings of digital transformation

and innovation in companies. The latter could raise the limits of its managerial practices, measure the financing capacities of companies in the adoption of such a support process or underline the difficulties encountered by these companies in the digitalisation of their structures and work systems. In sum, further research efforts are necessary and beneficial to foster the evolution and growth of economic institutions and a strong rise in digital economies.

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