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The Role of Management Team Skills on Success of Digital Transformation Projects in Egypt: The Mediating Role of Corporate CultureAn applied study on several Egyptian organizations

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بالاكاديمية العربية للعلوم والتكنولوجيا

Abstract: This study investigates the role of management team skills in the success of digital transformation projects in several Egyptian organizations, with a focus on the mediating effect of corporate culture. The research examines organizations like Sidi Kerir Petrochemicals, Telecom Egypt, and Ezz Steel. The study explores how core management skills—communication, decision-making, and collaboration—impact corporate culture and, consequently, digital transformation success. Using a descriptive analytical approach, data was gathered through a tailored questionnaire and statistically analyzed. Results indicate that management team skills significantly enhance corporate

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culture and digital transformation outcomes. Corporate culture plays a crucial mediating role, amplifying the impact of management skills on project success. Recommendations include enhancing management capabilities, fostering a strong corporate culture, and leveraging digital technologies for optimal transformation success.

KeyWords: Egyptian,Organizatio**,** Success Factors**,**Management Team,Skills**,**Digital,Transformation,Projects**,**Digital,Transformation,Strategy**,**Digital,Technology**,**Employee,Digital,Skills**,**Organizational,Performance**,**Corporate,Culture**,**Collaboration**,**Communication**,**Decision,Making**,**Innovation**,**Adaptability**,**Accountability

ملخص الدراسة: تهدف الدراسة إلى تحليل تأثير مهارات فريق الإدارة على نجاح مشاريع التحول الرقمي مع عامل الوساطة للثقافة المؤسسية في عدة منظمات مصرية. تستخدم الدراسة نهجًا وصفيًا تحليليًا، حيث تجمع البيانات عبر استبيانات.

وتكشف نتائج الدراسة عن علاقات إيجابية بين مهارات فريق الإدارة، والثقافة المؤسسية، ونجاح التحول الرقمي. وتلعب الثقافة المؤسسية دورًا وسيطًا حيويًا، حيث تعزز التواصل، واتخاذ القرار، والتعاون الوثيق داخل فرق العمل.

توصي الدراسة بتطوير مهارات الإدارة، وتعزيز ثقافة مؤسسية مبتكرة، واعتماد التقنيات الرقمية لتحقيق تحول رقمي ناجح للمنظمات.

المستخرج: تتحرى هذه الدراسة دور مهارات فريق الإدارة في نجاح مشاريع التحول الرقمي في عدة منظمات مصرية، مع التركيز على تأثير الثقافة المؤسسية كوسيط. البحث يفحص منظمات مثل شركة سيدي كرير للبتروكيماويات، تيليكوم مصر، وشركة عز لصناعة الصلب. تستكشف الدراسة كيف تؤثر المهارات الأساسية للإدارة ـ التواصل، اتخاذ القرار، والتعاون ـ على نجاح مشاريع التحول الرقمي في إطار

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الثقافة المؤسسية وتأثيرها كعامل وسيط حيوي، وبالتالي، باستخدام نهج وصفي تحليلي، تم جمع البيانات من خلال استبيان مصمم خصيصًا وتحليلها إحصائيًا. تشير النتائج إلى أن مهارات فريق الإدارة تعزز بشكل كبير الثقافة المؤسسية وكذا نتائج التحول الرقمي. تلعب الثقافة المؤسسية دورًا وسيطًا حيويًا، مما يعظم تأثير مهارات الإدارة على نجاح المشاريع. تتضمن التوصيات تعزيز قدرات الإدارة، تعزيز الثقافة المؤسسية القوية، واستغلال التقنيات الرقمية لتحقيق التحول الأمثل.

الكلمات المفتاحية:المنظمات المصرية، عوامل النجاح، مهارات فريق الإدارة، مشاريع التحول الرقمي، استراتيجية التحول الرقمي، التكنولوجيا الرقمية، مهارات الموظفين الرقمية، الأداء المؤسسي، الثقافة المؤسسية، التعاون، التواصل، اتخاذ القرار، الابتكار، التكيف، المساءلة

المقدمة : في المشهد المتغير بسرعة غير مسبوقة للتحول الرقمي، تأتي هذه الدراسة لتتناول بالبحث التفاعل المتشابك بين مهارات فريق الإدارة والثقافة المؤسسية ونجاح مشاريع التحول الرقمي في المنظمات المصرية. من خلال فحص بعض الشركات ذات الأداء المعروف مثل شركة سيدي كرير للبتروكيماويات وشركة تيليكوم مصر، تقوم الدراسة بالاستقصاء عن تأثير كفاءات فرق الإدارة في التواصل واتخاذ القرار والتعاون الوثيق على فعالية مبادرات التحول الرقمي وذلك في إطار الثقافة المؤسسية، وبالتالي فمن خلال نهج وصفي تحليلي، يبرز هذا التحليل الشامل الدور المحوري للثقافة المؤسسية كعامل وسيط، مما يوفر رؤى ذات قيمة للقياديين الذين يهدفون إلى نمو أعمالهم وشركاتهم وازدهارها في العصر الرقمي.

Opening Word: In the rapidly evolving landscape of digital transformation, this study delves into the complex interplay between management team skills, corporate culture, and the success of digital transformation projects in Egyptian organizations. By examining key entities like Sidi Kerir

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Petrochemicals and Telecom Egypt, the research investigates how management competencies in communication, decision-making, and collaboration influence organizational culture and, subsequently, the effectiveness of digital transformation initiatives. Through a descriptive analytical approach, this comprehensive analysis underscores the pivotal role of corporate culture as a mediating factor, providing valuable insights for leaders aiming to navigate and thrive in the digital era.

StudyBrief: The study aims to analyze the impact of management team skills on the success of digital transformation projects with the mediating factor of corporate culture in several Egyptian organizations. The study uses a descriptive analytical approach, collecting data via questionnaires.

The findings reveal significant positive relationships between management team skills, corporate culture, and digital transformation success. Corporate culture plays a vital mediating role, enhancing communication, decision-making, and collaboration within teams.

The study recommends developing management skills, fostering an innovative corporate culture, and embracing digital technologies to achieve successful transformation.

1. Introduction:

Digital Transformation (DT) has emerged as a critical and ubiquitous concept in contemporary business discourse. Whether business leaders are navigating the turbulent waters of global

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economic uncertainty, engaging in conversations about business growth, or grappling with the aftermath of stagnant and failed technology projects, the term "digital transformation" consistently surfaces as a valuable and indispensable tool for advancing the business agenda (Vial, 2019).

In the context of global economic uncertainty, businesses face unprecedented challenges marked by constant fluctuations, disruptions, and uncertainties. In such circumstances, digital transformation serves as a strategic response, providing a framework for organizations to not only survive but thrive amidst the unpredictability of the global economy. It acts as a compass, guiding leaders in making informed decisions, adopting innovative practices, and leveraging digital technologies to enhance operational efficiency and agility (Bloom, et al., 2022).

In the aftermath of stagnant or failed technology projects, digital transformation becomes a corrective force. It offers a renewed perspective on technology integration, emphasizing the need for strategic alignment with overarching business goals. Digital transformation is not just about adopting the latest tools; it's about reimagining workflows, cultivating a culture of innovation, and ensuring that technology initiatives align with the broader organizational objectives. By doing so, businesses can salvage failed projects, learn from setbacks, and chart a more resilient and future-ready technological trajectory (Nadkarni, & Prügl, 2021).

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In essence, digital transformation is more than a buzzword; it's a strategic imperative that permeates various facets of business. It serves as a dynamic and adaptive framework that enables organizations to navigate challenges, capitalize on opportunities, and stay relevant in an ever-evolving business landscape. Whether in times of uncertainty, growth aspirations, or technological setbacks, digital transformation remains a guiding force for businesses seeking sustained success and relevance in the digital age (Pramanik, et al., 2019).

Facts state that in 2016, Forbes assessed the risk of failure in Success of Digital Transformation Projects to be 84%, according to McKinsey, BCG, KPMG and Bain & Company, the risk of failure falls somewhere between 70% and 95% in a global survey, and Gartner stated that 55% to 75% of all ERP projects fail to meet its objectives weather it is a few months or a many years' project (Forbes Coaches Council, 2022).

In this age of digital innovation, where innovation permeates every aspect of contemporary life, individuals possess the ability to participate actively. Leaders are confronted with the challenge of aligning towards an innovative direction while involving the community in the process of change. Recognizing the complexity of these times, the understanding is that transformation is influenced by various factors, including leadership, contributions from the management team, business strategy, shifts in customer dynamics, competition, and technological advancements (Kraus, et al., 2021).

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While numerous global studies and reports have sought to address issues related to the success and failure of digital transformation, spanning from technical capabilities and project management practices to people-related competencies, such as preparedness and resistance, this study aims to focus on a fundamental aspect of any business challenge—the human element. Drawing on the concept of IDeaLs proposed by (Joseph Press, et al., 2021), Underscoring the imperative for businesses to pivot their information technology (IT) function toward a human-centered design, the "business existential" necessity to prioritize efforts that align IT with innovation, design, and leadership simultaneously is emphasized. This alignment is identified as a crucial prerequisite for achieving transformative organizational success, with the authors even framing it as an "existential question."

Furthermore, it is evident that the forces of globalization in recent decades have exerted growing pressure on businesses, compelling them not only to adapt but to excel in competitive environments. To navigate this landscape effectively, businesses must embrace digital processes and collaborative tools, as highlighted by White (2012). In response to these dynamics, the significance of digital transformation (DT) has escalated. Scholars emphasize that Digital Transformation (DT) should be seamlessly integrated into existing business perspectives, transcending its technological aspect (Bouncken et al., 2021). The impact of Digital Transformation (DT) extends across

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various business segments, and successful transformation involves both exploiting and exploring its capabilities to achieve organizational agility (Hess et al., 2016).

Digitalization, characterized by disruptive changes resulting from innovations in digital technologies, prompts Digital Transformation (DT) in diverse environments. These changes, often leading to the obsolescence of existing business models (Parviainen et al., 2017), introduce heightened levels of uncertainty. Industries and organizations respond by adapting to these new circumstances through various strategies, such as banks implementing e-banking to gain a competitive edge. Agile and innovative businesses proactively incorporate transformation requirements into their strategies to secure positions in competitive markets, responding to emerging opportunities and building resilience against risks (Bondar et al., 2017). This implementation underscores the crucial role of Digital Transformation (DT) in maintaining competitiveness within the digital economy (Liu et al., 2011).

Additionally, digitalization brings about productivity enhancements, cost reductions, and innovations that significantly influence Digital Transformation (DT) (Hess et al., 2016). Researchers from diverse disciplines have contributed to evaluating the opportunities and challenges associated with Digital Transformation (DT), as evident in the works of Burton-Jones et al. (2020) and Hai et al. (2021).

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In fact, Digital Transformation (DT) not only produces changes in industry but impacts societies as well. Therefore, as the importance of Digital Transformation (DT) becomes stronger and shaper, it is simultaneously accompanied by high expectations placed upon it, given the growing importance of Digital Transformation (DT) and its effects on business environment, organizations, societies and people, this research is intended to provide a comprehensive study for an essential success factor of Digital Transformation (DT) projects in Egypt, which is the required skills in management teams that affects the successful planning and implementation of Success of Digital Transformation Projects and initiatives, most importantly provide a scheme the helps management teams in navigating their way amongst the prevailing organizational culture.

Objectives of the study:

The study aims to achieve the following objectives:

- To study the relationship between management team skills and corporate culture.
- To study the relationship between management team skills and the success of digital transformation projects.
- To investigate the relationship between corporate culture and the success of digital transformation projects.
- To investigate the impact of management team skills on the success of digital transformation projects through corporate culture in the organizations under study (Sidi Kerir

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Petrochemicals, Ezz Steel, Arab Engineering Industries, Telecom Egypt, Commercial International Bank, Nile Pharmaceuticals and Chemical Industries, Misr City for Housing and Development, Jobs Company).

The hypothesis of the study:

The study is based on testing the validity or incorrectness of the following hypotheses:

There is an impact of management team skills on corporate culture in the organizations under study.

There is an impact of corporate culture on the success of digital transformation projects in the organizations under study.

There is an impact of management team skills on the success of digital transformation projects in the organizations under study.

There is an impact of management team skills on the success of digital transformation projects through corporate culture in the organizations under study.

Methodology:

This study relies on a descriptive analytical approach using both secondary and primary data to study corporate culture (as an intermediary variable) by measuring the extent to which the following dimensions are available: (innovation - adaptation - responsibility). It also examines the relationship between management team skills (as an independent variable) by measuring the extent of the following dimensions: (communication - decision-

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making - collaboration), and the success of digital transformation projects (as a dependent variable) by measuring the extent of the following dimensions: (digital employee skills - digital transformation strategy - digital technology). The study population consists of employees working in several Egyptian organizations. The study collects data through a questionnaire specifically designed to test the hypotheses, and the primary data collected using the questionnaire were processed with some statistical methods to summarize and describe the correlations and effects between the study variables.

Study Results:

The study reached several results, the most important of which are as follows:

- The current study found that there is a high level of attention to the management team skills in Egyptian organizations, from the perspective of the study sample, and the dimensions' ranking in terms of availability: (communication), (decision-making), (collaboration).

- The study found that there is a high level of availability of the dimensions of digital transformation project success in Egyptian organizations, from the perspective of the study sample, and the dimensions' ranking in terms of availability: (digital transformation strategy), (digital employee skills), (digital technology).

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- The study found that there is a high level of availability of the dimensions of corporate culture in Egyptian organizations, from the perspective of the study sample, and the dimensions' ranking in terms of availability: (innovation), (adaptation), (responsibility).

- The study found that there is a significant positive impact of management team skills on corporate culture in Egyptian organizations, with the results showing that communication, decision-making, and collaboration skills have a strong impact on corporate culture, which enhances the work environment and encourages the adoption of organizational values.

- The study showed that management team skills have a strong positive impact on the success of digital transformation projects in

- Egyptian organizations, as it was found that communication and collaboration skills, in particular, enhance the success of these projects by improving employees' digital skills and developing digital transformation strategies.

- The study found that corporate culture plays a significant role in the success of digital transformation projects in Egyptian organizations, as innovation, adaptation, and accountability contribute substantially to the success of these projects by improving digital skills and adopting technology.

- The study found that corporate culture plays a vital mediating role between management team skills and the success of

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digital transformation projects, with the cooperation between team members being the most influential factor on success, highlighting the importance of corporate culture in achieving digital transformation goals in Egyptian organizations.

Study Recommendations:

In light of the results of the studies, several recommendations have been proposed, the most important of which are:

■ **Supporting Management Team Skills by:**

- Senior management should continue to enhance effective communication between team members through active listening and impactful body language.
- Project management processes should be adapted to fit the characteristics of each project specifically, with continuous updates to ensure quality.
- Cooperation between colleagues should be strengthened to solve problems and make collective decisions, encouraging knowledge and resource sharing to support teamwork and achieve organizational goals.

■ **Supporting Corporate Culture by:**

- Employee skills should be developed to ensure competitiveness and meet the evolving business needs, with efforts focused on enhancing the values that form a strong organizational identity.

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- A culture of innovation should be embraced in the work environment by providing resources and opportunities that encourage employees to acquire the appropriate skills for digital transformation.
- Empowering individuals by providing authority and initiative, allowing them to manage their work, enhances their sense of responsibility towards the organization and fosters collaboration between departments to achieve common goals.

▪ Driving Success of Digital Transformation Projects by:

- Continuous learning of digital technologies is essential, and opportunities should be provided for employees to acquire digital skills that support the organization's digital transformation.
- Senior management should develop a comprehensive digital transformation strategy, allocating necessary resources to enhance employees' ability to adapt to technological changes.
- Advanced technologies such as artificial intelligence and the Internet of Things should be used to enhance operational efficiency and open new avenues for innovation and customer engagement

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