Unravelling the Managerial Impact: The Influence of Artificial Intelligence on Telecommunications in Morocco - Applications and Challenges

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Abstract

The sphere of telecommunications is going through changes on a great scale because of artificial intelligence. This article examines the main ways of using AI in telecommunication, as well as the challenges that stem from the implementation and integration of such technologies. Include the optimization of network security and customer experience at level, both of which are critical factors of competitive advantage. Among the challenges encountered by the industry leaders are data quality as well as their availability, AI integration into the existing frameworks, and acquiring relevant technical skills. The study entails interviews with dozen of senior and middle managerial executives garnering perspectives about integration of AI. The study will rely on qualitative data analysis to make an impression of the technical problems that operators have and their strategic and managerial implications in the process of evolution of the business to AI enterprises. Future performance of companies in this industry will largely depend on their ability to woo and address such challenging areas as the AI opportunities.

Keywords: *artificial intelligence, telecom sector, customer experience, network optimization, management, Morocco.*

JEL Classification : L96, O33, M15

DOI: 10.24818/RMCI.2024.4.699

1. Introduction

Artificial intelligence refers to the machines' ability to behave and think as humans do, it includes computer programs, algorithms or systems, which can be considered as smart (Huang et Rust, 2021; Shankar, 2018). In as much as AI applies computer technologies, it falls under computer science since its applications are practical in designing machines that can perform tasks and actions that were traditionally considered to be the work of a human being (Stashkevych, 2024).

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According to Shankar (2018), artificial intelligence provides an excellent opportunity for enhancing the relationship between businesses and their clients. The emergence of this technology has been exploding this last decade as a result of the growth and development of deep learning and machine learning, both two components of AI (Zouinar, 2020).

The thing is that since the introduction of intelligent algorithms in the 1950s, almost decades have passed. However, it is only now that technological drivers enhanced its primary functions. It's still a nascent technology but given its enormous potential combining many fields of applications; it appears to have been changing spheres of work and life in the modern world (Stashkevych, 2024).

And as data is increasingly shaping business value creation and competitive strategies, it has been predicted that artificial intelligence will add as much as $15.7 trillion to world economy by 2030 which is clearly an amount to think about (De Cremer, 2021). Given this and considering the current trends in the world, Zhang (2024) states that autonomous systems and other AI tools can assess the environment and determine the best course of action to accomplish business goals. Because of the implementation of both machine learning and deep learning, the performance and effectiveness of these intelligent systems are likely willing to improve more and more.

It is seen that through several use cases, artificial intelligence will generate about 2.96 trillion dollars in economic value according to a study conducted by Chui et al (2023) for a McKinsey Report. The research actually reveals that out of the 16 business processes within the sample units, 53 use-cases were available, wherein the technology could be employed to alleviate some blockages and challenges. These scenarios illustrate the ability of this new technology to broaden the scope of other businesses by being designed for marketing and selling, as well as for computer programming through ordinary speech (Chui et al., 2023).

Telecommunication companies implementing artificial intelligence has become a common trend that is transforming and providing additional value for the sector, improving their effectiveness and competitiveness. AI is not utilized only for customer service or for the network as support and management, but for the customers' distinguishing characteristics as well (IDATE Digi World 2023).

In today's world of fast evolving technology, customer services have put a premium on machine learning pointing it out as the center piece in addressing some of the issues that would not not require the intervention of a customer support agent. Which helps reducing costs on support centers and improving the clients general experience (Du Plessis, 2023). AI based such operators focus on understanding the netwoks' configuration and hence their performance allowing service providers to be more efficient in their operations at no additional costs. AI forces can help in congestion location identification, prediction of network failure, and management of traffic which all embrace bettering of the network and enhancing the satisfaction of the end users (IDATE Digi World, 2023).

According to Debbah (2018), applications of Artificial Intelligence create a natural benefit in the industry. The junction has however been reached where AI is transforming the sector that has already shifted from analogy to a more digital

platform. He notes that all operators are striving to implement networks that are able to learn and adapt to changing market demands automatically. Viot et Bressolles (2012) suggest that AI tools for customers' personal profiles allow for the assessment of customer satisfaction and other useful metrics for telecommunications companies aiming to self-improve their position in the market.

The study conducted by Chui et al. (2023) for McKinsey's last report, showed that almost 50% of interactions by telecom customers in the United States of America are addressed by this new technology among others. According to the same report, it is actually changing the whole industry with its potential for not only, more optimized networks but also, improved customer service. In fact, most of the usual requests made by customers are now being executed by virtual assistants and chatbots powered with AI which enables the efficient management of human resources (Van Heerden, 2023).

In the telecommunications field, AI technologies are being used increasingly, one of them being Vodafone's TOBi chatbot, which also works with AI. Dealing with common customer questions via this chatbot helps to spare human resources for more complex issues and therefore human representatives can provide a fraction of call center-type assistance (Du Plessis, 2023). No less remarkable is the IVA Telco AI ecosystem designed by the telecommunications giant Nokia. This AI ecosystem is aimed at optimizing network performance and minimizing the operational cost structure. The primitive functions of Artificial intelligence in the Ivanova AI ecosystem of Nokia are the prediction of network endpoint failures, detection of congestion, and traffic management leading to overall enhancement in user experience (Du Plessis, 2023).

As the telecoms sector matures, AI will be at the forefront of many firms, leading new developments, enhancing efficiency and improving customer experience (Viot and Bressolles, 2012). This study aims to illustrate the capability of smart algorithms in changing the operations of the telecommunication sector by emphasizing the challenges that the users may experience. Interviews with nearly two dozen senior and middle managerial executives provide invaluable perspectives on the multidimensional complexities of AI on this sector. Using the data collected during the literature and the interviews under an interpretive paradigm, this article seeks to address the issues around the operators who are going through the transformation into AI-companies in this industry. Additionally, it seeks to determine how these issues can be resolved and what artificial intelligence opportunities can be taken advantage of. In addition, the article will address the managerial and strategic aspects of the transformation in the fundamental visions of the AI-oriented companies. For the companies operating in this area, the ability to overcome these obstacles and exploit the potential of AI will be critical in the independence of the companies in the sector (Zouinar, 2020).

2. Theoretical framework

In the past few decades, artificial intelligence technologies have been developing at an increasing pace disrupting many industries including business operations (Stashkevych, 2024; Pélissier, 2021). Artificial Intelligence, which was

born in the 50s, has come a long way from the original concepts of Minsky and McCarthy (McDonald, 2019). In today's environement, it contributes significantly to different management areas, by facilitating decision making processes, relieving tedious task performance from human workforce, and enhancing service KPI's (Stashkevych, 2024).

According to Pan and Nishant (2023), AI is described as an advanced, sophisticated computer that emulates the functions of human. Furthermore, this technology is both a means of achieving set goals and also a driving factor in the business, reducing costs, enhancing dependability, and providing unique solutions to complex problems (Taddeo et Floridi, 2018). Sonawane et al. (2023) stated thatgs these systems kind of copy humans through their ability of making choices, doing repetitive jobs by themselves with a quick response time, and answering inquiries.

The philosopher John Searle (1980) was the first to differentiate between weak AI and strong AI; 'Weak Artificial Intelligence' regards computers as advanced cognitive devices that can aid in modeling and simulation; 'Strong Artificial Intelligence', on the other hand, argues that computers can possess typical attributes of human intelligence and would proceed in practically the same way (Ganascia, 2017; Collins, 2018; Zouinar, 2020).

2.1 Artificial Intelligence, its components upgrading aspects and sphere of origin

The developement of AI from its first ideas to its currents within diverse usages demonstrates that it is an efficient and robust tool for today's end future's economy. The ideas of Alan Turing, which were oriented to the theory of developing a machine that could execute tasks of human intelligence of any form, laid the historical base foundation for today's artificial intelligence tools. In the early stages which were around the 50's, John McCarthy, Marvin Minsky, and many others actively participated in those foundations, and it quickly became a discipline, outlining the concepts of machine learning and neural networks, which are still important composents for artificial intelligence (McDonald, 2019).

One of the interesting aspects about Machine Learning (ML) is that a system can learn by itself based on data provided without being necessarily being programmed to do so (Stashkevych, 2024). This technology is based on building architectures that can learn how to accomplish a particular task by utilizing an aggregate of data which we commonley call „Big Data" (Zouinar, 2020). As stated by Sulaiman (2022), the algorithms performing machine learning increase the quality of prediction based upon existing and collected data which allow the system to work independently without a serious amount of human programming.

Different approaches are applied within Machine Learning namely Supervised Learning, Unsupervised Learning and Reinforcement Learning. In Supervised Learning the model is trained on a specific labelled set of data which makes it easier to make predictions on new data in the future. This is very common

in applications such as facial recognition or identifying someone's voice (Sulaiman, 2022). The opposite is the case with Unsupervised learning where there is lack of labelled data to begin with and attempts to identify naturally occurring patters within the data for instance establishing different groups of potential customers in advertising (Huang et Rust, 2020). Last but not the least is Reinforcement learning in which an agent is trained to make multiple choices sequentially by giving the agent rewards when it performs good actions and giving it punishments for performing bad actions, this algorithm is widely used in fields like robotics and games (Sulaiman, 2022).

Deep learning (DL) is another part of artificial intelligence, consistinf of neural networks that are trained to find patterns in data and make predictions based on these (Stashkevych 2024). It is a type of machine learning that employs a number of layered artificial neural networks to progressively reconstruct and refine certain features of the input data. Zouinar (2020) states that artificial neural networks exist within the field of deep learning and that they are modeled on biological neurons for the enhanced processing and comprehension of information within a more complex and layered structure. Velankar et al. (2024) said that deep learning facilitates further analytic and integrative processes in regard to how users interact with natural language through the analysis of deep learning networks.

Natural Language Processing (NLP) addresses a major component in artificial intelligence by enabling devices to understand, interpret and produce human language. As stated by Rathod (2024), different advanced NLP techniques such as tokenization, lemmatization, named entity recognition, and language modeling are applied in analyzing and processing user messages effectively to enhance interaction. NLP includes acquiring knowledge of machines or robots and understanding human language based on the hierarchical structure of natural language. This type of processing is, however, among the most complex in the area of computer science due to the natural language being processed. Sulaiman (2022) explains that there are several levels of understanding that a computer must achieve in order to comprehend natural language: it must grasp in addition to words and phrases, the concept as a whole.

2.2 The application of artificial intelligence technologies in management

Artificial Intelligence technologies change management in so many and different forms but it is also developing in a fast pace. Predictive analysis is one of the many tech tools used in this field using machine learning for data analysis and predictions what may possibly occur to help managers and leader orient their decisions: product development, ressources recruitment etc... (Stashkevych, 2024). They can also rely, in this case, on machine learning to be walked through a large volume of data and see clearly to come out with better conclusions (Stashkevych, 2024). For example in the telcom industry, Supervised Machine Learning can be

used as it is for mature markets that are stable, established and familiar to marketers (Huang et Rust, 2020).

Management can also benefit significantly from other tech tools like for example deep learning or even NLP. The data and informations out of images, videos or even social media can be processed and evaluated through deep learning to have a lot of insights that helps to understand market trends and consumer behavior. While NLP techniques allow to interpret the sentiments of the customers and process customer's complaints which helps decision makers to respond promptly to the customers views and adapt the marketing strategy as necessary (Stashkevych, 2024).

On another hand, Robotic Process Automation (RPA) deployment for performing activities can reduce costs and management productivity (Stashkevych, 2024). For instance, the application of artificial intelligence in chatbots and virtual assistants solving clients questions and concerns might allow human employees to attend to more intricate and value-add activities. AI can also be implemented to improve the operational system of the organization, such as managing appointments, overseeing inventory and optimizing supply chain activities which improves efficiency and productivity (Stashkevych, 2024).

2.3 Artificial intelligence in telecommunications

Telecom operators are utilizing artificial ontelligence for network operation automation, as well as for management optimization and service generation (IDATE Digi World, 2023). However, these last years have witnessed a remarkable transformation of the telecommunications industry for the better with the advent and inclusion of Artificial Intelligence (Van Heerdan, 2023). Focusing solely on conventional services, now telecom companies offer a wide range of sophisticated goods and services, which puts an emphasis on customer relations in a highly competitive market (Van Heerdan, 2023). In Morocco, Artificial intelligence changed the state of affairs within the sector with operational automation, data mining, and enhancing the level of network security of the systems (Creasy et al., 2024).

With the help of artificial intelligence and its parts such as machine learning and deep learning, it becomes possible for operators to analyze customer behavior patterns, improve network quality as well as automate interactions with customers using chatbots and predictive analytics (Scott, 2024). Generative artificial intelligence (Gen-AI) for example is likely to bring about a revolution in the structure of modern-day work by enhancing capabilities of individuals enabled by automation of some activities. Chui et al. (2023) substantiate that newly emerging Gen-AI and other instruments are capable of performing a range of occupational tasks that would otherwise take up to 60 to 70% work effort of today's employees. The expansion of automation probably can be explained by the progress in generative AI and the latter's capabilities to the automation of

perception of natural language, which is around 25 percent of the working hours (Chui et al., 2023).

From a sales and marketing perspective, predictive modeling can be used to estimate when a customer will buy a product (Sahota et al., 2019). In marketing practice too, predictive analysis is employed in forecasting the unpredictable market dynamics and differences in customers' tastes and preferences (Huang et al., 2020). The epoch of artificial intelligence has only begun. Excitement around this technology is evident and initial test projects are optimistic. But the advantages of the technology will take time in order for it to be harnessed fully and a lot of hurdles remain for business leaders. These involve dealing with the risks of this new technnology, identifying what skills and capabilities the workforce of the future will require, and addressing aspects such as reskilling and skill development processes (Chui et al., 2023).

2.4 The benefits of integrating AI in management

Artificial intelligence is, indeed, a breakthrough technology that holds the power to disrupt any area we know of management. Studies show thars its integration can enhance decision-making, save time and help with a better distribution of workforce , and even help in identifying patterns and predict trends that may not be immediately apparent to the managers and leaders. Given the actual pace going with, it is expected to mold the management landscape in the upcoming years (Stashkevych, 2024). He has also mentioned some of the strengths of incorporating AI technologies in management practices such as:

- Improved productivity: many repetitive tasks can be subjected to specialization through automation so that employees end up with more detailed work.
- Better decisions: the amount and scope of data available can be enormous and useful to managers.
- Economic efficiency: The fact is that only computer-based solutions can save time and even, on another level, manpower, since many tasks can simply be outsourced.
- Better customer service: Unlike before, these last technologies can be integrated to chatbots and other which means that interacting with customers becomes less demanding but in a more effective way.

There is a great change in how customers view the business they buy from today. Rather than being passive, they have become co-creators and expect personalized experiences to reach satisfaction and loyalty. It's obvious today that companies can no longer afford to take the usual set-it-and-forget-it approach when it comes to providing or offering a service. Which consequently made organizations face enormous challenges, including management and operational complexities from different domains from employees to customers (Blackader et al., 2024).

In recent developments and in a lot of industries, some aware managers have introduced smart algorithms in customer care and operations. The use of artificial intelligence in dealing with customer relations has been established, with automated live chats and other chatbots (Campbell et al., 2020). The thing is that they can also assist with strategy deployment, demand planning, as well as proposing specific offerings to individual clients which can make the experience personallizied and answer the problematic they're facing (Huang et Rust, 2021). Huang and Rust (2020) have gone further with stating that it can also help enhance supervision tasks and back-office functions.

Artificial Intelligence is also capable of deciding which consumer segments are likely to buy which products and determining the best times to offer exclusive deals to different customer groups (Campbell et al., 2020; Pan & Nishant, 2023). Amazon and Google are at the two tech giants in the forefront of the use of artificial Intelligence not only in product birthplace but also in marketing and art machine learning transformation according to Pan et Nishant (2023). The study states that algorithmic patterns such as those found in machine learning can be used to detect buying behavior through customer data analysis. In turn, these businesses can modify their products and services to answer the consumers' preferences more efficiently and precisely (Pan et Nishant, 2023).

Predictive analytics, one of the most important component of artificial intelligence, equips companies with anticipatory capabilities and it can encompass what's happening for example in the market, with ethe customers, or even the organization's processes and their implications. For companies, this means being able to act proactively rather than reactively (Campbell et al. 2020). This shifts the balance and competitive insight of organizations and how quickly they can respond to change in a dynamic market landscape (Campbell et al. 2020). Besides this, artificial intelligence can also improve management of supply chain by incorporating systems that improve stock levels, management of order and management of risks that might affect smooth operations (Pan et Nishant, 2023).

2.5 Case study: Vodafone Group

Costumer service improvement and network improvement are key aims for Vodafone, a global telecommunications company. Vodafone had the problem of keeping up with competition and managing a large and dense network. Vodafone set out to improve their efficiency, cut costs and improve service delivery by making greater use of artificial intelligence. The specific goals were to reduce and eventually operationalize some customer service functions in order to allow human agents to stand by on complex queries, upgrade the network's capability and dependability through predictive maintenance, get rich understanding of customers such that they can personalize services and promotional materials to the customer, and ensure overall improvement in operational effectiveness while still enhancing operating profits.

Vodafone has embedded various AI technologies in various aspects of its business. It is known as one of the biggest projects around these smart algorithms witnessed in the industry till now. The project englobed the deployment of AI-based chatbots on the operator's website as well as mobile applications for the purpose of managing basic customer queries. They are smart chatbots who exchanged with customers and performed basic functions like answering questions concerning the bill and invoices, providing information regarding the services offered and some mild technical support for complaints. This helped relive the burden on staff which enabled them to handle and add more value to the complex issues. The chatbots reached a number of growth targets through the automation of routine interaction, enabling up to 70% of customer cases to be properly answered and without any human intervention. This strategy resulted in a decrease in call queues and an increase in the perception of the quality of the service offered to the customers (IDATE Digi World, 2023).

And for the network operations, Vodafone put in place machine learning for a predictive maintenance strategy. This artificial intelligence was focused on investigating large datasets of network sensors and equipment analyzing their performance looking of possible technical issues to avoid. Thanks to these strategies, effectively they reduced the risk of unnecessary downtime by performing maintenance in the anticipation of possible failures. This proactive operation definitely helped in service availability and led to a decrease in network disruptions in addition to increasing the customers satisfaction. Other performance measures such as the Mean Time Between Failures (MTBF) and the Mean Time to Repair MTTR also improved significantly (Ali, 2024).

Because Vodafone also used artificial intelligence to research all customer data such as, usage statistics, preferred services or applications and received complains, the company was able to optimize its clientele structures and meet their individual needs more efficiently. The systems put in place also helped marketers and advertisers with more effective targeting which increased campaign effectiveness and customer loyalty. Customer satisfaction elevated due to personalized marketing campaigns and targeted offers based on these insights. Customer surveys showed that the participants were more satisfied with the specialized services and promotions (Sulaiman, 2022). Also since the scope of work for human operators was substantially reduced with the AI-chatbots the level of satisfaction got boosted with the quality of customer service.

Vodafone Group is reported to have record significant improvements in its operational efficiency across the automation of some of its functions such as invoice processing and supply chain management. Also, some machine learning algorithms for inventory management and forecasting were used in the need for various products and services.

These strategy changes through the implementation of artificial intelligence, led to cost reductions and efficient business for the company which has been said to have saved millions of dollars every year since then, as a result of these actions. With the automation of administrative processes, the time required to

conduct manual tasks and the number of errors associated with them have drastically decreased (Makarchuk, 2024).

Predictive maintenance helped with the network reliability by minimizing downtime and enhancing service availability. The sources of such operational savings were automation as well as optimization creating short turnaround times and frequent mistakes. Based on the case of Vodafone, it is showed that AI have a disruptive impact on the telecommunications sector and that it can be utilized as a tool to tackle sector challenges and boost growth (Chui et al., 2023; Umoga et al., 2024).

The management sphere has significantly started to change, just as various new industries have emerged, as a result of the rapid development of AI technologies. Artificial Intelligence has unequivocally demonstrated its effectiveness in decision making, recurrent activity performance, and even customer service from learning to practice (Stashkevych, 2024). The adoption of various AI-driven technologies such as machine learning, deep learning and natural language processing has contributed to enhanced performance of business processes, reduced costs as well as improved results value extraction (Sulaiman, 2022).

The telecommunication sector, among other industries, has also undergone significant shift because of artificial intelligence, enabling operators to streamline processes, improve quality of the network and enhance customer engagements. According to Chui et al., 2023, Gen- AI can literally change the way a person works by eliminating repeatable occupations as well as increasing capabilities of a person's job. The other areas to benefit from the use of AI include the management and include a better way of making decisions, increased efficiency, reduced costs, and improved customers' service (Stashkevych, 2024).

It is today possible to notice how one of the largest and global telecommunications groups adopted this disruptive technology to break new grounds, enhance the performances and stay ahead of their competitors. Significant improvements and customer satisfaction have resulted from their use of AI chatbots for customer service, maintenance of the network's predictive algorithms, and targeted / personalized marketing campaigns (IDATE Digi World, 2023; Ali, 2024; Sulaiman, 2022). Vodafone has clearly illustrated to the economic world the ability of artificial intelligence to improve business and enhance the overall satisfaction reducing manual effort and streamlining functionalities. (Makarchuk, 2024).

This case of Vodafone, as many other companies, definitely serves as a case study to understand how a one of the leading telecommunications companies has embraced the change and improve its metrics with maintaining its market strong position (IDATE Digi World, 2023; Ali, 2024; Sulaiman, 2022). As an organization, it has embraced the concept of artificial intelligence by automating repetitive tasks and streamlining processes, thus focusing on improving customer experience and overall business operations (Makarchuk, 2024).

And as the evolution of artificial intelligence continues, its role in modern management is advanced, as it's a key in today's world to solve challenges and dive into the mindset of future. As a technology that completely transforms the way industries operate, business leaders must address the challenges of its integration and it includes for example risk management, workforce reskilling and business process redesign, if they want to earn from all its benefits (Chui et al., 2023).

3. Methodology

In order to better understand how artificial intelligence can be inserted into the telecommunications industry in Morocco, we applied a rigorous methodological framework aimed at collecting specifically qualitative data. The data was collected through semi-structured interviews conducted with twelve senior and middle managers from the companies operating in the sector (Maroc Telecom – Orange – Inwi).

The qualitative approach, in our case, provides a better understanding of the introducing artificial intelligence into the sector at a local level. Not just the numbers and metrics impacted but also the elements surrounding this implementation mostly the challenges and opportunities that are ahead of the operators. Under an interpretive paradigm, our analysis aimed to identify recurring themes, patterns and stories associated with the interest and practices of this new technology into this field. This methodological approach offers a sensitive perspective on the issues and challenges and addresses the general issues as well as the case-specificities that have shaped operators' experience so far.

The findings reached from this study and research, added with follow-up analysis, will help enable strategic decisions to be taken and appropriate policies to be put in place to address the challenges faced and the opportunities offered by this shift in telecommunications industry within the country. In the light of this article, operators can navigate through the integration process more effectively, leading to scalability, efficiency, and competitiveness in the rapidly evolving digital environment.

4. Results and discussion

Indeed, the introduction of these smart algorithms into the local Moroccan telecoms sector offers many opportunities for scale and improvement. However, there is a number of challenges that must first be overcome in order to make the best use and benefit from the advantages that this breakthrough technology has to offer.

4.1 Awareness and capacity building

It can be observed that awareness of capabilities should be a central point in the concerns of companies seeking to promote artificial intelligence. It is very important to offer simple and comprehensive training programs targeting specific

roles within the operator workforce. This breakthrough technology has advanced considerably and continues to develop and get bigger every day. Therefore, it is necessary to keep up with these developments by creating a culture of constant professional development mostly through workshops, conferences, or even online e-training. Such centers will help to improve research and development in artificial intelligence, as well as the dissemination of innovation. Organizations should also collaborate with the industry experts to navigate into the learning and create synergies that promote the use of this new solution in targeted training programs.

Artificial intelligence as a technology is a disruptive one and it can impact a fundamental facet of all spheres of an organization. The training programs need to be scheduled periodically in order to integrate them into the company's professional development plans. These programs will not only help to determine what technical skills are required, but also help understand how this solution can be integrated into the various business processes. Moreover, it is also essential to create an environment where ongoing training is a foundation. The economy is constantly changing, if the companies don't follow the advancements, they will be left behind. That's why employees should be encouraged to attend workshops, seminars, and conferences to stay relevant in this field and evolve in the same pace as the world is.

The creation of 'AI Centers of Excellence' within an organization can be an effective strategy in driving research, development, and innovation. These centers can use these cross-functional teams to implement projects. As the company will be able to leverage the capabilities offered by AI in its entirety. By focusing on capacity building and encouraging continuous learning, organizations will always have enough skilled human resources to implement strategies.

4.2 Strategic investments and partnerships

The integration of artificial intelligence can be helped by potential investments and strategic partnerships. It is essential to allocate sufficient financial resources to support initiatives, such as building a solid IT infrastructure, acquiring the necessary software, and employing the right workforce.

Even though, retaining and recruiting practitioners and experts in the field is still a global issue due to the skills shortage and high mobility. Some of these people will have to tackle the limited population of graduates who possess appreciable technical skills and knowledge, combined with competitive salaries and other attractive compensation packages.

The number of graduates with the right technical and disciplinary knowledge poses a real issue within the resources market. Additional efforts should be made to create well-defined career paths and sufficiently competitive salaries and incentives in order to convince these professionals. The skills shortage can be also alleviated by establishing partnerships with educational organizations that can develop courses and training tailored to today's market.

Another point is to establish strategic relationships with other stakeholders operating in the field of artificial intelligence. That would help to exchange knowledge, exploit innovation potential, and obtain external knowledge and expertise.

4.3 Governance and ethics

The integration of artificial intelligence into the businesses must be operated in the most responsible way as it is super sensible with all the data concerned, taking into account the governance and ethical implications of this technology. Policies and guidelines for managing the data used must be explicit, secure, and consistent with other legal and regulatory requirements.

AI ethics committees should be established and used to assess the consequences of specific initiatives, with the aim of promoting appropriate developments and uses of these systems. The existence of such committees within organizations would help to oversee the ethical scope of artificial intelligence projects.

Moral standards are definitely a matter in today's discussions and these foundations have to be put in place meeting the ethical expectations and governance frameworks so that it can gain rust of stakeholders and customers. Decision-making processes based on these smart algorithms should be considered as an opportunity for taking better decisions rather than a black box. It is important to note that explainable and accountable principles must be put in place in a clear way to make all the stakeholders understand how the forces behind the different systems work.

Data governance is one of the foundations of any business especially in today's environment and for cause… In an environment like todays, where almost every system is integrating data, it is absolutely necessary to have clear guideline of policies and procedures around how to manage it in order to protect sensitive, confidential, and regulated data. Operators must have a clear ethical foundation and set of rules around the acquisition of these informations, their storage, their processing, how they intend to use it and why. But this won't be enough. In addition, they must install regular monitoring to help identify and avoid potential vulnerabilities, allowing rational and cost-effective use of the resources.

4.4 Infrastructure and adoption

Local cyber equipment must be upgraded to meet the computing power and data processing requirements of artificial intelligence. The integration and the usage of these new solutions need to be effectively managed. To make it possible, businesses need to make the right choices and adopt a flexible and scalable cloud architectures. Also in this case, especially that it's still a new technology, it is important to test the solutions in practice through some pilot programs for example and only then, when it's well fixed, to replicate them on a bigger scale to fully integrate it to the operations. And as mentioned before, understanding how it can

be beneficial to customers and developing new AI-based products and services could ease their adoption and usage.

Talking about scalable and flexible cloud computing architectures, they sure need to be developed. The properties of cloud computing provide the necessary compute and storage features for AI, allowing companies to easily manage the practices that meet their needs at any given time. Large-scale programs for deploying these modern technologies can only be developed once realistic practices have been carried out to estimate effectiveness, identify possible complications and refine use cases in a pilot environment.

It is also crucial to the businesses to encourage customers to the use artificial intelligence. It's their role to educate customers about its benefits and how its use can enhance their interaction with the operators. Some customers may be reluctant to use advanced AI systems because of the lack of warm or human contact. Therefore, encouraging the use of advanced systems at the cutting edge of technology can encourage customer growth and usage. By openly demonstrating how they successfully implement these systems, companies could build trust and thereby facilitate their use.

4.5 Communication strategy

At the operator level, a clear communication strategy can help elevates the awareness of the benefits of this new technology among the employees and staff. Through dialogue and conversation, adopting a communication strategy should also aim to address the fears faced by the workforce and help build its trust with operator and its systems. Companies also need to reach out to other stakeholders, such as customers and policy makers, to demonstrate how they are practicing the usage responsibly and what the benefits are for all the parts.

Employees' concerns and fears about artificial intelligence also need to be addressed in detail as part of the overall communication strategy. It is known that the automation and all this cutting-edge approach may likely eliminate job opportunities. By communicating and sharing with them clear processes, strategies and structures that can help to overcome it, the fears can be reassured, and people can embrace the change as it comes. Moreover, through the implementation of this technological innovation and in order to gain the employees trust rather than lose it, key successes and positive outcomes must be presented and shared with them.

Companies need to recognize the importance of all the external stakeholders as well. For example, the operators should explain their commitment to ethical artificial intelligence and highlight the role that it can play in the local and global economy to the customers and the economy's other agents.

4.6 Industry engagement and collaboration

By playing an active role in industry forums, conferences and working groups, companies can keep abreast of the latest innovations and advances in artificial intelligence. This participation allows operators to exchange experiences,

gain knowledge from their industry counterparts and play a role its development in telecommunications. It is true that collaboration with the wider artificial intelligence community should lead to the acquisition of knowledge, the stimulation of creativity and the enhancement of competitive advantage.

In this era, it is imperative to connect with the field and work together with others to lead in technology and trends. Organizations that are willing to be active in industry forums, attend conferences and participate in working groups at least, are able to share practices with their counterparts in the industry. This engagement can also help in identifying trends such as best practices, emerging threats and opportunities which are crucial in the dynamic world we live in.

The same can be said of working with the AI community as this can help in fostering and creating new solutions. Organizations can outsource skills and capabilities to augment their resources and accelerate strategies. Companies working with the AI community can also play their part in ensuring that the future of the telecommunications sector is well shaped and that there are drastic changes that meet the aspirations and needs of the sector.

4.7 Innovation labs and incubators

When it comes to progressive organizations, the idea of launching innovation labs or incubation hubs fosters risk-taking behavior among stakeholders. These spaces can assist in testing new concepts and projects in artificial intelligence in that units will be able to construct, try and enhance the systems in a secured place. It is also evident that most organizations have from disjoint departments in their innovation labs for matrix management purposes.

For that reason, innovation labs and incubators can be viewed as centers for design and development. They will enable management to design the ideas and develop the practical projects in a more-less risk environment. The emergence of tools like rapid prototyping and iterative design pays off because such methodologies allow validating AI solutions and identifying flaws at earlier stages of its life-cycle. This way, organizations have the opportunity to upgrade their approaches and develop their technologies in advance of the competition.

4.8 Regulatory and legal considerations

It is important to adopt intelligent measures to how the policymakers and the regulatory authorities are reached out for the voice pertaining to understanding AI and the necessity of precise functions. Industry norms and frameworks are of crucial importance in facilitating the development of a regulatory regime that encourages artificial intelligence and its associated evolution but pays attention to data protection and security, philosophy and social issues. Engagement with regulators is useful in ensuring that the companies are operating above the existing laws creating a platform for less legal and reputational risk exposure.

There should be relevant engagement with effective policymakers and regulators who will assist towards creating a legal framework which does not curtail accountable creativity. Because of the disruptive nature of AI, companies should work closely with their key influencers – technologists, marketers, and legislators in devising efficient plans. Such policies would include, data safety, data protection and moral issues that companies would wish to promote safe regulations.

An active partnership with legal authorities decked the organizations with an opportunity of complying with the preset rules and guidelines. It is prudent for companies to keep track of the policy developments and adjust their operations as deemed fit. Regular assessments and reviews may help in identifying potential legal and PR risks in order to ensure that systems are developed and deployed in a responsible and ethical manner.

4.9 Performance measurement and advanced analytics

The second factor is development and implementation of the goals metrics or key performance indicators (KPI's) which can help measure impact from the implementation of the AI initiatives. The constant performance assessment enables problem areas to be pointed out together with the development of strategies on how to improve them and impress important parties on the effectiveness of the technologies. Enhancing these techniques, including investing in advanced analytic and data management capabilities, allows for a fuller realization with better understanding customers, operations, and markets.

Moreover, it is explained that there is necessity of performance measurement pertaining to an initiative since it is believed that such firms have performance measures to be the key smart objectives besides metrics that have a likelihood of meeting the said strategic goals. For example, goals such as increasing the productivity of the operations sector or increases in customer satisfaction and revenue will be considered essential indicators. In this respect, as time passes, and output is monitored, corporations should be able to lobby for innovations and strategize on the utilization of the new technologies effectively.

Also, it should be stressed that in order to extract the maximum potential, the operators should pay attention to these functions. It can provide for a better grasp of customer behavior, business processes and the whole market. These, among others, can assist in the formulation of strategic plans and facilitate the organization of systems in the most appropriate manner possible.

Conclusions

n Morocco, the telecommunications sector is going through a period when AI integration must be strategically planned and executed rather than considered optional. The potential benefits include better customer and operational efficiency as well as the capacity to generate income and maintain a competitive advantage

but only if the threats and opportunities presented by smart algorithms are appropriately controlled.

To realize this shift smoothly, companies have to adopt it in their culture, employ and develop experts, exercise robust data management, good financial management and be in tune with the evolving needs of customers. telecom operators which choose to adopt true as the business strategy and provide relevant frameworks throughout its operations will be well positioned to guarantee their growth, innovation and market dynamics in the fast-growing present.

It is worth mentioning that even as the change to AI led businesses poses considerable challenges to the local telecoms' entities, the benefits in terms of operational efficiency, profitability and customer happiness make the transformation worthwhile. With the right approach, they will succeed in seizing the opportunities that are available to them.

Developing an innovative culture as well as skills and capabilities for the organization's future can be achieved through investing in people, building a proper infrastructure, seeking strategic partnerships, and adhering to the ethical and legal requirements.

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