



N° 90



February
2021

NEWSLETTER

Interview of the month - New members of Faculty - Alumni - ARTIREV -
Photo highlights - Publications - Media - Videos - Admissions -
Management research news - Health crisis: Alumni voices.

INTERVIEW OF THE MONTH



Interview with Professor [Gaëtan Mourmant](#), member of the [Business Science Institute](#) Faculty.

Aline : *Hello Professor, could you briefly introduce yourself to our readers?*

Gaëtan Mourmant : *Hello Aline, I'm what you might call a "researcher-entrepreneur". I really like to approach a question from a variety of angles while keeping in mind the importance of rigour in research, as well as its impact through a real-world use of the results.*

Aline : *So, you're a professor, a researcher and an entrepreneur. Could you tell us about the different stages in your career and what drives your work?*

Gaëtan Mourmant : *studied on a 5-year business school programme, specialising in econometrics/statistics. During my dissertation defence, I realised that the model I was presenting was excellent from a research and statistical point of view, but that I did not master it sufficiently due to my lack of practical experience in management and entrepreneurship - I was only 23 years old at the time :-). As a result, I delayed my ambition to pursue research in order to gain managerial and entrepreneurial experience. So, I worked for 4 years as a data scientist for a large financial group where I was involved in the creation of the "customer relationship management" department. At the same*

time, I set up my own company (www.xlerateur.com) in order to finance a thesis on the topics of information systems and entrepreneurship. It was during this thesis that I discovered the power of the methodology of grounded theory. This allowed me to publish numerous pieces of work (in conferences, journals and books). Following my thesis, a rigorous use of the grounded theory on secondary data resulted in my winning the "Best paper award" at a conference on "Computers and People Research".

This career path - which was a bit pioneering at the time - illustrates, in my opinion, the importance of managerial experience in the pursuit of research. And it is yet another illustration of the rationale behind Business Science Institute.

As an entrepreneur, looking for new opportunities and actively listening to customers are fundamental to the success of my business. The scientific and methodological knowledge that can be acquired on a doctorate programme such as the one run by [Business Science Institute](#) allows you to considerably develop this way of doing things. For example, when the grounded theory methodology becomes second nature, our brain constantly conceptualises all the information, which allows us to very quickly identify the main concern and find ways to respond to it. A recent book has been written on this subject by B. Glaser, one of the two founders of the grounded theory (Glaser, 2014).

Aline : Which research topics are you currently working on?

Gaëtan Mourmant : Recently, I've been working a lot on information systems management, entrepreneurship, decision making and grounded theory methodology.

I'm also supervising a number of students on a variety of topics ranging from the economics of the creative industry, artificial intelligence, and the impact of new technologies on the restaurant industry or real estate. Of course, the current health crisis has also reoriented many research topics.

The grounded theory methodology considers that "All is data" (Glaser, 1998). In fact, the classic distinction between qualitative and quantitative data becomes less meaningful, opening the door to a multiplication of viewpoints for a given question. This proliferation of perspectives makes it possible to have a global understanding of a subject without sacrificing the rigour of analysis. It also fits very well with the many types of data that manager-researchers and entrepreneur-researchers have already collected informally and which only need to be analysed to discover the underlying theories (interviews, reports, databases, etc.).

Aline : Could you tell us some more about your company www.xlerateur.com?

Gaëtan Mourmant : It's a site specialising in the use of Microsoft Excel. We have developed numerous training courses and tools to "XLérer" the productivity of our customers. In fact, a recent development will be presented as part of the grounded methodology course that I will be teaching this year.

Aline : What encouraged you to join [Business Science Institute](#) ?

Gaëtan Mourmant : [Business Science Institute](#) is an extremely dynamic, networked institution that allows us to take advantage of the full range of technological resources we have at our disposal. The network of experts involved in the DBA programme offers seamless access to the best in management research. The institution itself also corresponds exactly to my research philosophy as explained above.

Aline : Based on your experience as a professor and researcher, with a double PhD from Paris Dauphine University and Georgia State University, and as an entrepreneur, what do you think are the advantages of the [Business Science Institute's DBA programme](#) for managers?

Gaëtan Mourmant : The opportunity for managers to complete a thesis using their own data and experience is a particularly important aspect in terms of research productivity and impact. It also fits in very well with the wealth of data that manager-researchers and entrepreneur-researchers have already collected informally and which only remains to be analysed to discover the underlying theories (interviews, reports, databases, etc.).

In my opinion, it is this relationship between the data and experience of the doctoral manager on the one hand and the productivity and impact of the research on the other, that will enable management research to make great strides forward. [Business Science Institute](#) has understood this perfectly well since such an approach is one of the pillars of the institution. The publication in book form of the best theses is yet more proof of this.

Aline : And to wrap up, given the current context and the experience you've acquired, if you could go back in time with hindsight, which topic would you have chosen for your doctoral thesis?

Gaëtan Mourmant : I think I would have chosen the same topic (how and why do computer scientists decide to leave their jobs and start their own business?). On the other hand, I could have saved 6 months on my thesis by using the classical version of the grounded theory - which I actually discovered at the end of my thesis - instead of the Straussian version (Corbin and Strauss, 2008) that I used in my work. This is one of the reasons why I really enjoy teaching the classical approach to grounded theory, as it is very flexible, productive and efficient in terms of results.

Thank you for your questions and this opportunity to share some of my experience.

I wish all doctoral students, current and future, an excellent time conducting their research, combining pleasure with intellectual curiosity and leading to interesting and impactful results!

Bibliography :

Corbin, J., & Strauss, A. (2008). Strategies for qualitative data analysis. *Basics of Qualitative Research. Techniques and procedures for developing grounded theory*, 3.

Glaser, B. (2014). Applying grounded theory. *The Grounded Theory Review*, 13(1), 46-50.

Glaser, B. (1999). G. (1998) Doing grounded theory: issues and discussions. Mill Valley.

NEW MEMBERS OF FACULTY

Christophe Elie-Dit-Cosaque

Christophe Elie-Dit-Cosaque is Full Professor in Management at the [University of the West Indies](#), Schoelcher Campus (Martinique). Before joining the University of the West Indies, he was Senior Lecturer at the University of Paris Dauphine-PSL (2009-2013), Full Professor at the University of Lorraine (2013-2016), then Full Professor and Vice-President in charge of International Affairs at the University of Paris Dauphine-PSL (2016 to 2020). With a PhD in Management from Paris Dauphine University and a Ph.D. in Information Systems from Georgia State University (USA), his research topics focus mainly on user adaptation to information systems (IS), the adoption of emerging technologies by organisations and individuals, and the analysis of social and human aspects when implementing IS in organisations. His work has appeared in the Journal of Management Information Systems, the European Journal of Information Systems, *Management et avenir*, *Réalités industrielles* (Annales des Mines) and has been presented at national and international academic conferences in the management and IS disciplines, such as the International Conference on Information Systems (ICIS), the American Conference on Information Systems (AMCIS), the Academy of Management Annual Meetings (AOM), and the Conference of *Association Information et Management* (AIM).



Stéphane Bourliataux-Lajoinie

Stéphane Bourliataux-Lajoinie has a PhD in Management (University of Paris Dauphine-PSL) and is qualified to supervise research (University of Lyon 3). He is a lecturer at the [Conservatoire National des Arts et Métiers](#) (CNAM Paris). Researcher at Lirsa (EA4603) and guest researcher at IRGO (EA4190) laboratories. A specialist in digital marketing, his work focuses on data tracking and consumer acceptance of technology. He has notably published research on the use of mobile services in



tourism, the impact of digital communication on tourism and the use of VR for the promotion of services. He has created and directed numerous international dual degree and offshore programmes. He currently heads the Master in E-business Management and Digital Marketing at the CNAM in Paris. Awarded the Research Chair of the French Embassy in Brazil in 2015, he regularly publishes in internationally ranked journals (ABS, ABDC, FNEGE, CNRS). He is a member of the international college of the French Marketing Association. Actively involved in academic life, he has been elected to several governing and steering bodies at his institution (Thesis Supervision Committee, Selection Committees, Recognition of Prior Experience and Prior Learning Commission).



ALUMNI CE QUE LE BUSINESS SCIENCE INSTITUTE PROPOSE À SES ALUMNI

- Testimonies to face-to-face groups

As part of face-to-face seminars (exceptionally at a distance because of COVID), it was requested, for the second time, that our DBA graduates speak to participants.

This year, Doctors [Thierry Lamarque](#) and [Frédéric Rozière](#) (Paris 1) will be speaking during the Paris 6 cohort seminars.

- Publication of a book in the [Business Science Institute Collection at EMS éditions](#) following the completion of your thesis. Eleven books have already been published by our DBAs.
- Publication of your thesis and the possibility of benefitting from the Business Science Institute Associate Researcher status. 10 graduates so far!
- Participation in the writing of a book to be published in September 2021. Our DBA graduates are invited to write a text on one of the following topics:

1. Why a DBA?
2. Choice of topic, research question and choice of research supervisor,
3. Research methodologies,
4. Thesis supervision,
5. Writing the thesis and final deliverables,
6. Thesis defence,
7. Life after the thesis.

Please send your final texts to [Caroline](#).

- Enrolment on the [Business Science Institute / FNEGE post-doctoral programme](#)
- Communication with other Alumni via the monthly newsletter: Through the newsletter, we invite doctors to tell us about the progress they have made

in their work, their writings, their aspirations, their achievements, etc.

Please feel free to contact the Alumni team:

caroline@business-science-institute.com

+33 7 60 73 42 15

We'd love to hear your news and your suggestions!

NEWS

In 2021, Doctor [Thierry Lamarque](#) Lamarque will be organising a series of 20 "ALTHEO Live" videoconferences on the subject of company takeovers.

Registration is free, compulsory and limited to 100 participants per session.

[Registration](#)

INTERVIEW OF THE MONTH

Interview with [Frédéric Rozière](#), [Paris n°1 \(2016-2019\)](#).



Aline : Hello Doctor, could you introduce yourself briefly to our readers?

Frédéric Rozière : I have an MBA followed by a DBA and 25 years of professional experience in France and abroad. I manage the [Aviséconseil.com](#) Group, which specialises in advice on the prevention of occupational risks and disputes; I am also a court-appointed mediator at the Paris Court of Appeal and in international organisations. At the same time, I have been a director of the CPME, advisor and section chairman at the Industrial Tribunal (Conseil des Prud'hommes) since 2008.

Aline : Why did you choose to do your DBA at [Business Science Institute](#)?

Frédéric Rozière : [Business Science Institute](#) offers a number of advantages for supporting doctoral students right through to the defence: a scientific committee made up of experienced professors who are well versed in the specific needs of doctoral management students, the support of a doctor in charge of bibliographical documentation, an international faculty of more than 120 professors who are experts in the field of management, the friendly and efficient programme support team and also the Saper and Praxis Alumni Association, which includes graduates and students from Business Science Institute.

The international recognition of the DBA qualification was also a criterion of choice for me: [Business Science Institute](#) is a member of [EFMD](#), AMBA accredited, ranked 4th DBA worldwide, 28 books have been published and are available in English, German and French. By working internationally in these 3 languages, [Business Science Institute](#) meets all my selection criteria.

Aline : Your thesis, defended in 2020 under the supervision of Professor [Françoise Chevalier](#), focuses on non-violent communication and emotional

intelligence. Could you tell us more?

Frédéric Rozière : From a managerial point of view, Professor [Françoise Chevalier](#) and I thought it was time in 2020 to update the notion of "human capital", seen no longer as a stock of knowledge to be interchanged between individuals, but as "emotional capital" to be taken into consideration for the development of individuals to serve the success of organisations.

More specifically, during my career, I have found that the communication and the handling of emotions are key aspects of management and particularly in dispute management. As Brandon Turner, researcher at the Department of Psychology at Ohio State University (USA) reminds us, "many of society's ills are linked to a lack of self-control". Professor Daniel Goleman, for his part, enlightens us on the fact that "Taking advantage of a dispute before it turns into a conflict requires a well-developed emotional intelligence". More specifically, during my career, I have found that the communication and the handling of emotions are key aspects of management and particularly in dispute management. As Brandon Turner, researcher at the Department of Psychology at Ohio State University (USA) reminds us, "many of society's ills are linked to a lack of self-control". Professor Daniel Goleman, for his part, enlightens us on the fact that "Taking advantage of a dispute before it turns into a conflict requires a well-developed emotional intelligence".

This is why we were interested in emotional intelligence and how we could improve it through NVC training. Some results confirm mainstream thinking, others are unexpected and counter-intuitive.

Aline : What have the benefits of the DBA been for you?

Frédéric Rozière : On a personal level, I learned what the words rigour, discipline and patience mean. I have seen that my organisational skills are sufficient to manage both my professional activity and the thesis, and I am quite proud to have been able to successfully organise all my activities simultaneously. I have to say that my wife deserves 50% of the credit because without her I would never have succeeded.

I am immensely grateful to my thesis supervisor, Professor [Françoise Chevalier](#), and deeply grateful for her sound advice, which enabled me to leave behind the common sense that Christian Morel calls "ordinary knowledge" (Morel, 1992).

Professionally, the programme has brought added value to my professional career path. In the consulting field, I am now able to offer a dual expertise: one part comes from my experience just like any coach, but the other comes from my ability to take a critical perspective on situations, just like any researcher. In the consulting world, mastering both the "language of managers" and that of academia is a real differentiating factor.

Aline : Do you have other projects in the pipeline?

Frédéric Rozière : As Professor [Jean-Philippe Denis](#) put it at the end of my thesis defence, "At a time when society is turning wild", this topical subject and our managerial implications are of great interest to managers. We therefore

plan to publish our work in the form of books and articles, in English, German and French. To do so, I have enrolled on the [Post-DBA programme](#) offered by [Business Science Institute](#), [FNEGE](#) and [IAE Bordeaux](#).

The combination of professional experience in the field combined with the scientific contribution of my thesis, has allowed me to stand out in the field of consulting and to make presentations to executives and leaders of private, public, governmental and trade union organisations. I deliver conferences, webinars and training courses aimed at measuring and improving the emotional intelligence of individuals in organisations.

Aline : What advice would you give to managers who wish to embark upon the Executive DBA?

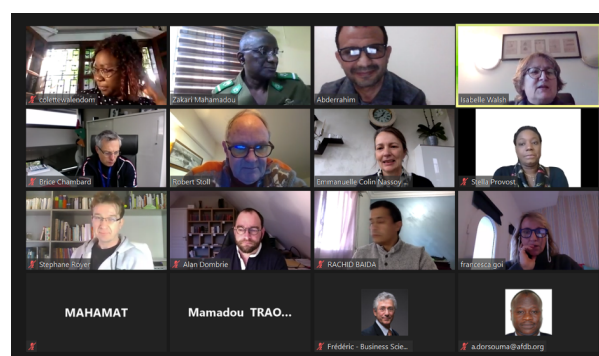
Frédéric Rozière : In fact, I recently gave a talk to the students in Paris cohort n°6 about my experience as an Executive DBA participant. I know exactly what they're going through and the path they're going to take. I gave 10 tips for success but also went into some detail about the internal support mechanisms at [Business Science Institute](#) (see above). I also mentioned some very interesting sources of financial aid, a secretariat service for transcribing the interviews and a company specialising in processing quantitative and qualitative data. I recommended that they use as many resources as possible. But at the same time, what is important to remember is that their best asset is themselves!

ARTIREV

Professor [Isabelle Walsh](#) hosted two training sessions on 20 and 21 January, in French and English, for first- and second-year doctoral students from across our cohorts.

Supported by Business Science Institute, the [ARTIREV](#) project (**ART**ificial Intelligence and Literature **REVIEW**), draws on networked human intelligence.

The aim of this spin-off software is to help practitioners and researchers produce a literature review based on just a few key words, and to identify the main currents of thought and research themes that have produced results, as well as their founding texts. [ARTIREV](#) applies bibliometric techniques and the algorithmic results of 10 years of research carried out by Professor [Isabelle Walsh](#). To date, some thirty doctoral students have already been trained.



The sessions on 20 and 21 January were recorded and will be available in Kit TUTO FR and ENG on Moodle for all doctoral students so that they can use the tool to help them in their literature review.

RETOURS EN IMAGES

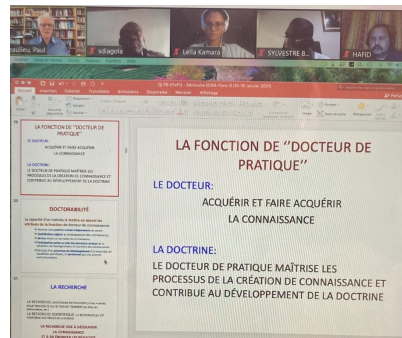
ABIDJAN

- **28-30 January** Face-to-Face Seminar 2 “Thematic Paradigms 1” for Abidjan cohort n°2 at our partner’s CAMPAC’s facilities, in the presence of Professors [Françoise Chevalier](#), [Fatou Diop Sall](#) and [Olivier Lavastre](#).



PARIS

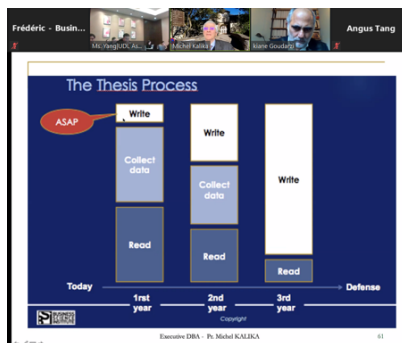
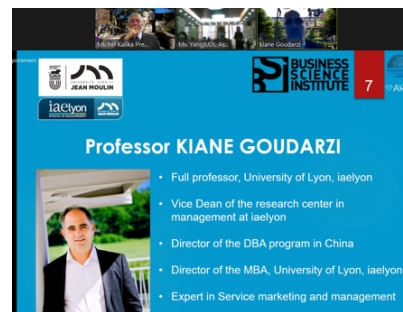
- **14-16 January**, Seminar 1 Paris Cohort n° 6 in the presence of Professors [Pierre-Jean Benghozi](#), [Paul Beaulieu](#), [Michel Kalika](#), [Christophe Torset](#) and Doctor [Frédéric Rozière](#).



SHANGHAI

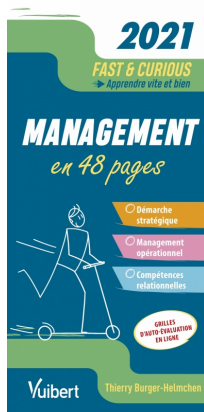
- **15 January**, launch of the 2nd Shanghai cohort (Shanghai n° 2 - 2021-2024).
- **16 & 17 January**, Seminar 1, Shanghai Cohort n° 2 “How to conduct your DBA thesis” in the presence of Professors [Kiane Goudarzi](#) and [Michel Kalika](#).

This new cohort is comprised of 12 doctoral students, including 5 females and 7 males, whose average age is 36 years old.



PUBLICATIONS

[Bourbon, Sébatien](#). (Jan 2021). [Exploring cognitive rent : A strategy for countering algorithms](#). *Management et Datascience*, 5 (1).



[Burger-Helmchen, Thierry](#) (2021). [Fast & Curious Management 2021](#), Vuibert.

Intended for shrewd professionals and entrepreneurs, this book presents, in the form of fact sheets, an aide-memoire covering the manager's key responsibilities, including: forecasting, planning, deciding, coordinating and controlling.

Hertrich, Sylvie & [Mayrhofer, Ulrike](#) (2021), [Audi à la conquête du marché mondial](#) (Audi out to conquer the global market), Paris, Centrale de Cas et de Médias Pédagogiques.



Hertrich, Sylvie & [Mayrhofer, Ulrike](#) (2021), [McCafé, une marque signée McDonald's](#) (McCafé, a brand by McDonald's), Paris, Centrale de Cas et de Médias Pédagogiques .

[Mayrhofer, Ulrike](#) & Roederer, Claire (2021), [Lyf Pay, l'application qui réinvente les codes du paiement mobile](#) (Lyf Pay, the application reinventing mobile payment solutions), Paris, Centrale de Cas et de Médias Pédagogiques.

MEDIAS

["Vaccins : le mépris français pour la logistique"](#) (Vaccines: the French contempt for logistics), **Le Point Sciences**, 5 janvier 2021.

For academics [Olivier Lavastre](#), a member of faculty at [Business Science Institute](#), and Blandine Ageron, logistics is the last wheel on the public service carriage. The vaccination strategy is further proof of this...



Chosen extracts:- In terms of logistics, what is your analysis of the current distribution of vaccines?

- **Olivier Lavastre:** In the "traditional" industrial sectors, such as agri-food or textiles, the things revolve around a triptych of cost, quality and lead time, it is simple and coherent. The vaccine is part of a sector where the supply chain (all the parties) is complex and very fragmented, involving a myriad of organisations with sometimes different objectives: the health authorities who advocate protection and information for the people being vaccinated, and who put the emphasis on getting their consent; the government which conducts a public health policy on a broad scale; the private laboratories which manufacture the vaccine; plus all the suppliers and distributors in the cold chain, and, at the end of the chain, those who will administer the vaccine, such as doctors, hospitals, nursing homes, whose needs in numbers of doses will increase as they go along. Supply Chain Management is not only a matter of transport, it is also about coordination achieved through information systems that link all the parties in the chain.

- What should we think in terms of logistics about the government's choice of two types of distribution, one by six platforms, the other by the hundred or so hospitals that Santé publique France has to supply with super-freezers for storage?

- **Olivier Lavastre:** The government has opted for an approach known as "omni-channel", using several distribution networks. This firstly involves a classic flow of supplies, which will go through the hospitals. But the pipe is too narrow in relation to demand. So, the government has put in place, to secure and facilitate supplies, a second type of flow of supplies, created specifically for the occasion and therefore less mature, which passes through the various platforms, and is a fragmented, differentiated flow, which will meet the needs of doctors and nursing homes. This is the consequence of the government's choice, which, unlike Germany, has not resorted to vaccination sites, where we know in advance that we will have to treat a massive inflow of patients every day.

(...) In terms of logistics, the government has not chosen to go for a bulk flow of vaccines, but a fragmented and more personalised flow according to the culture and the regional and medical characteristics of France. This fragmented flow is

by definition more complex to manage, because more parties are involved (as in the case of the approval of the super-freezers proves), with different cultures, information and decision-making systems, and different objectives.

- But do logistics experts have a say in the organisation of the distribution of vaccines?

- **Olivier Lavastre:** Both large and small transporters have worked hard to prepare the logistics behind the delivery of the vaccines, some even since last summer. It would have been imaginable, albeit within certain limits, that the public services might have entrusted vaccine logistics to a private operator, a specialist, but this was not the case. The State did not want to relinquish control, as it is undoubtedly considered a responsibility of government.

(...) As in any project management, it is important to give suppliers the information in time, upstream, so that they can prepare themselves as well as possible. The instructions on how to administer the vaccines, who is entitled to do so, were probably given a little late. In this affair, we didn't give the floor to logistics professionals, such as France Logistique or France Supply Chain by Aslog (which represent groups of logistics professionals).

VIDEOS



[Jeux vidéo, l'industrie culturelle du XXI^e siècle ?](#) (Are video games the cultural industry of the 21st century?)

Xerfi Canal spoke to [Pierre-Jean Benghozi](#), member of Faculty at [Business Science Institute](#) and Professor at École

Polytechnique, about the cultural industry of video games in the 21st century.

Interviewed by [Jean-Philippe Denis](#).

[L'enseignement de la gestion en France : identité, défis et enjeux](#) (Management education in France: identity, challenges and issues).

Xerfi Canal spoke to [Alain Burlaud](#), member of Faculty at [Business Science Institute](#) and Emeritus Professor at the Conservatoire National des Arts et

Métiers (CNAM), about management education in France.

Interviewed by [Jean-Philippe Denis](#).



[Manager l'expression religieuse au travail : une question de justice](#) (Managing religious expression in the workplace: a question of justice).

Xerfi Canal spoke to **Hugo Gaillard**, Community Manager at [Business Science Institute](#), Chairman of Université Populaire d'Allonnes, Doctor in Management



and researcher at Le Mans University, Argu'Mans Research laboratory, about managing religious expression in the workplace.

Interviewed by [Jean-Philippe Denis](#).

[L'impact de la crise sur le management](#) (The impact of the crisis on management practice).

Xerfi Canal spoke to [Michel Kalika](#), President of [Business Science Institute](#) and Emeritus Professor at iaelyon School of Management, about the impact of the crisis on management practice.

Interviewed by Jean-Philippe Denis



[L'individualisation de la performance universitaire est une impasse.](#)

[La valorisation des marches académiques](#) (The individualisation of academic performance is a dead end).

Xerfi Canal spoke to [Eric Lamarque](#), member of Faculty at [Business Science Institute](#) and President of IAE France network, about the individualisation of academic performance and academic branding.

Two interviews by [Jean-Philippe Denis](#).

[Les grands auteurs en logistique et supply chain management](#) (The key authors in logistics and supply chain management).

Xerfi Canal spoke to [Olivier Lavastre](#) and Blandine Ageron, respectively member of

Faculty at [Business Science Institute](#) and professor at Grenoble IAE - CERAG - University of Grenoble Alpes; and professor at IUT de Valence - CERAG University of Grenoble Alpes about their book co-written with Valentina Carbone, called: "Les grands auteurs en logistique et supply chain management" (*The key authors in logistics and supply chain management*).

Interviewed by [Jean-Philippe Denis](#)



ADMISSIONS

[ILE MAURICE](#)



[Executive DBA Mauritius](#)

BAMAKO



Executive DBA - Bamako - Cohort n° 2 (2021-2024).

BANGKOK

Executive DBA - Bangkok - Cohort n° 2 (2021-2024).



CASABLANC

A

Executive DBA - Casablanca - Cohort n°1 (2021-2024).

DAKAR

Executive DBA Dakar – Cohort n°7 (2021-2024).



DOUALA

Executive DBA Douala– Cohort n°3 (2020-2023).

FRANCFORT

Executive DBA Francfort - Cohort n°2 (2020-2023).



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[9 January 2021](#) (in French)

[16 January 2021](#) (in French)

[23 January 2021](#) (in French)



HEALTH CRISIS : ALUMNI VOICES

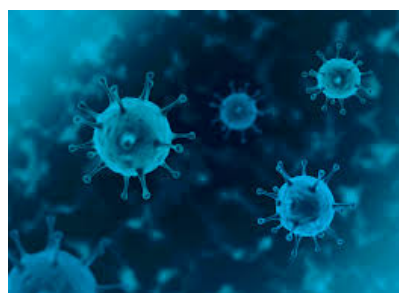
BENIN: Dr. [Charles Kouphin](#) (Dakar cohort n°4)

Benin, like all the other countries in Africa and the rest of the world, suffered the coronavirus pandemic at the beginning of 2019. Right from the beginning of this global crisis, the public authorities in Benin, like those of neighbouring countries, took drastic decisions to impose barrier gestures, strict hygiene measures, the use of masks, lockdowns at home, even the closure of places of worship and other public places, and also borders.

However, the devastating effects announced by the national authorities and by the WHO were not equal to the immense panic that had gripped, overnight, a population that was already living in extreme poverty that is well known to all.

In a demonstration of great public discipline, the populations have largely respected the prescribed barrier measures. The statistics of deaths and illnesses from Covid-19 to date remain relatively low: 3,400 cases detected, 3,245 cured and 46 deaths for a population of around 15 million.

For the most part, economic activities have resumed with a significant reduction in barrier measures. However, the population continues to wear their masks while waiting for the complete lifting of these measures. All in all, we can conclude that there has been "more fear than harm actually done".



GUINEE: Dr. [Guy-Laurent Fondjo](#) (DBA Distant cohort n° 2) and Dr. [Bernard Goumou](#) (Dakar cohort n° 5)

...Accompanying measures, combined with a national awakening, have helped Guineans who have made enormous sacrifices to overcome the common enemy. Even if it is too early to claim victory, the hope of winning is increasingly winning people's minds. This hope is reinforced by the recent order for a high number of COVID-19 vaccines by the Guinean government. The vaccine is currently being tested on 25 pre-selected senior government officials.

If the results of this test phase of the vaccine are convincing, the experiment will be extended to as many Guineans as possible.

[See the details of the situation in Guinee](#), as described by Dr. [Guy-Laurent Fondjo](#).

MOROCCO: Dr. [Abderrahmane Bellali](#) (Paris cohort n° 1)

You ask me about the year of pandemic in Morocco and how we have lived through it. The epidemiological situation in Morocco is not exceptional compared to what is circulating worldwide. Since the lockdown was lifted, there has been a resurgence of cases following the holiday period and then summer mobility, but also due to the speed of the spread of the virus and above all to the slackening observed in relation to precautionary measures.

All in all, the epidemiological situation remains under control, but vigilance is still required. One concern, however, is that the new strain that is circulating around the world is generating fears that it will infiltrate Morocco and lead to widespread transmission throughout the community.

Preparations for the launch of the vaccination campaign are still ongoing and we do not know when the campaign will start.

As things stand today, we do not yet have a precise date, the vaccine is "not showing any sign of life" for the moment. Morocco will receive 65 million doses of SINOPHARM and ASTRAZENECA vaccines. The objective is to vaccinate 25 million Moroccans following a two-injection vaccination schedule.

We will need to vaccinate the frontline population first, then will come people over 65 years of age, and later the campaign will be extended to the whole population.

At the office, half of my staff is working remotely. Our meetings are held via Zoom; Team-Viewer or Microsoft-Teams. We are trying to recover our lost orders. There are a few projects coming in. But it's nothing to get excited about, and we're living from hand to mouth. That's why I'm here at the office: to energise the team because it's good for morale. We're waiting for the recovery, which is likely to take some time. The automotive and aeronautical equipment manufacturers, our main customers, are at half-mast. We are either getting used to living with COVID-19 or it's the virus that's getting used to us ...

SINGAPORE: Dr. [Kian Chuan Chang](#) (Digital DBA cohort n° 2)

The Covid-19 situation in Singapore is stable. Every day we have about 10 to 30 cases, but most of them are imported cases due to the arrival of foreign workers such as cleaners, sea crews or construction workers. Some of these cases could be Singaporeans returning from foreign countries. Everyone in Singapore is required by law to wear a mask when leaving home, so everything seems to be gradually returning to normal. However, our government will continue to encourage most people to work from home, unless it is impossible to do so.

Dr. Guelmami gives us an overview of the epidemiological situation in Tunisia. He is himself infected with Covid-19 and writes to us from the hospital:

At the moment we have a Covid-19 outbreak with a person testing positive every 30 seconds and a death every 20 minutes. An alarming situation with a resurgence of the pandemic just after the 2020 holiday season, given the negligence of the population and the barrier gestures that are not totally respected.

The official situation announced by the Ministry of Health until 17 January is as follows: (cumulative figures):

- *Total number of tests carried out: 762,563*
- *Number of positive COVID cases: 181,885*
- *Number of recoveries: 131,019*
- *Number of deaths: 5,750*
- *Number of hospital admissions (cumulative) 8,150 of which 1,925 still in hospital*
- *Number of patients currently in intensive care: 385*
- *Number of patients currently requiring artificial respiration: 130*

The government ordered a 4-day total lockdown last weekend, which was strongly contested by the scientific committee given the ineffectiveness of this decision to break the circle of contamination which would require at least two weeks of lockdown. This would be difficult to apply at present in Tunisia given the socio-economic conditions that have even led to riots in recent days.

On the vaccination side of things, a commission is overseeing the implementation of a supply strategy from Pfizer for 2.2 million doses initially, then rising to 5 million doses. The objective is to vaccinate vulnerable groups, the elderly, health professionals, the armed forces and government clerks and to cover 25% of the population.

The delivery dates and the action plan for the implementation of this vaccination plan have not yet been finalised and several grey areas persist.

The Ministry of Health has not been very proactive in managing a third wave that was expected and a supply of vaccines that could have been anticipated. The Minister for Health has just been dismissed along with other ministers during a partial reshuffle this weekend. I don't know if the situation will change as long as we don't change governance mechanisms !!!!



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