



## Reorganization of the Workspace in Tunisian Companies

Hanan Khanchel<sup>1\*</sup> and Karim Ben Kahla<sup>2</sup>

<sup>1</sup>Institute of Higher Commercial Studies of Carthage, Tunisia

<sup>2</sup>High Business School, Campus of Manouba, Tunisia

### Abstract

In this paper, we have chosen to study in particular situations of tension and crisis in Tunisian companies, not only because they seem relevant to the object of study, but also because they offer possibilities to reorganize workspace. Situations of pressure and situations of crisis push each other to explain their systems of representation. From then on, the image that the client perceives and the turnkeys clearly appear, and *vice versa*. Of course, we must be wary of the effects of context that push each other into excessive language that caricature their positions. But such situations force the turn keepers to be themselves, to forget the prescriptive speech of their hierarchy, to act in the emergency with the means of the edge. It is thus a privileged moment of analysis of the gaps between the speeches of the actors and their practices. Finally, the pressurization creates a tension that catches all the attention of the teller, who forgets much more quickly the presence, always disturbing the observer.

### Introduction

The architecture has a role to play in innovation processes and can contribute to performance. Yet many buildings are only spatial abstractions disconnected from the processes and work situations that take place there. Many specifications are limited to reproducing an organization chart, functions, services and proximity relationships in a static way. The analysis of the literature reveals a focus on the ability of individuals to deal with information overload [1]. The issue of time to process a task is little discussed. This seems to us to be an insufficient approach insofar as ICT reconstitute the temporal question in the firm [2]. Instantaneousness, reactivity, acceleration of processes, has consequence on the time an employee has to respond to a solicitation, to perform a task. Consequently, the temporal aspect of information overload seems to be decisive in the context of the generalization of ICT [3]. Indeed, there is a difficulty in managing the amount of information engendered by electronic exchange. Similarly, the abundance of mails to deal with when returning leave. Starting their work day by processing the received mails. The use of emails thus represents one of the cause of overflow with the time spent sorting and processing the information [4]. Being overwhelmed by this large volume of information is likely to contribute to the feeling of work overload [5]. We can conclude that there is a set of factors that vary from one person to another and from one organization to another. These factors may change depending on individuals and organizations [6]. They may be more or less flexible or constraining. This combined set of factors is likely to influence the relationship between managers' spheres of life [7]. It remains difficult or even unnecessary to measure the weight of each of these determinants, for it is their articulation that makes meaning. Information anticipatory is the monitoring of the publication of information relevant to a subject by means of research, processing and dissemination activities [8]; It is used for personal use: keep abreast of current business, a university research subject or in a professional manner: with a view to using the information collected by persons for whom it is useful; May represent a competitive advantage [9]. In this context, the purpose of informational intelligence is to optimize decision-making time [10]. This discipline is based on the observation and analysis of the scientific, technological and technological environment and the present and future economic impacts to infer threats and opportunities for development [11]. Business Analytics (BA) is the practice of iterative, methodical exploration of an organization's data with emphasis on statistical analysis [12]. Business analytics is used by companies committed to data-driven decision making [13]. The IMS method to enable the organization to act in a timely manner, at the right time, with maximum efficiency and minimum resources, with the aim of contributing to its sustainable competitiveness [14]. However, this method, which is relevant in the case of previously selected information, is defeated by the absence of appropriate information overload management tools [15]. This problem is felt in the phase of interpretation of the information and in particular in the

### OPEN ACCESS

#### \*Correspondence:

Hanan Khanchel, Institute of Higher  
Commercial Studies of Carthage,  
Tunisia,

E-mail: [Hanan.Khanchel@gmail.com](mailto:Hanan.Khanchel@gmail.com)

Received Date: 11 Dec 2018

Accepted Date: 16 Jan 2019

Published Date: 18 Jan 2019

#### Citation:

Khanchel H, Ben Kahla K.  
Reorganization of the Workspace in  
Tunisian Companies. *Ann Clin Case  
Rep.* 2019; 4: 1578.

ISSN: 2474-1655

Copyright © 2019 Hanan Khanchel.

This is an open access article  
distributed under the Creative  
Commons Attribution License, which  
permits unrestricted use, distribution,  
and reproduction in any medium,  
provided the original work is properly  
cited.

preparation of the session of collective creation of meaning which is at the center of the IMS method [16]. Collective meaning is defined as a group of people voluntarily agree to share their ability to detect events, to speak about them, to interpret them together and to draw useful lessons from them for action [17]. To do this, it is necessary to select from the many information (often 'raw data') collected by the company of the information between which it is possible to establish links. This will be called "monitoring information" [18]. In the face of information overload, how to select neighboring information? How can one measure the proximity (proximity) between two pieces of information? We will focus on textual numerical information [19]. We will define in the first part the context of this research as well as the problem. We will present in a second part the prototype developed to answer this problem and we will describe the experimentation of this tool as part of a strategic intelligence project. We draw some recommendations from the conclusion.

## Methodological Approach

The Process of Anticipatory monitoring and Collective Creation of Meaning is defined as "a collective and proactive process by which members of the enterprise track (perceive and choose) on a voluntarist basis and use information of an anticipatory and relevant nature concerning their external environment and the changes that may occur therein" [20]. By anticipatory information we designate information useful for designing anticipations of events that are likely to influence the future of the company.

The monitoring system, as proposed to the companies, is not only an effective tool for collecting, sorting, archiving and disseminating information, but it also makes it possible to analyze it, that is to say to reveal trends and dynamics from a corpus of documents, and this automatically [20]. This functionality is based on "semantic" algorithms: It is able to classify words and expressions according to their importance, in order to reveal concepts. Then, he knows how to determine the relative importance of these words in the different document that the application has in memory, and finally aggregate these data in graphs to reveal fundamental changes [21]. But as often in computer science, the user is never far away: it is he who guides the analysis, refines the results and even makes the application "smarter" by predefining important concepts and their possible relations *via* database knowledge [22].

## Case Study "Reorganization of the Workspace"

Customers are deeply marked by tensions and crises. They leave lasting traces in everyone's mind. Thus, a majority of them showed that counter clerks summarized their relationship with companies to a crisis situation. At the same time, some customers only remember the difficulties, the wait, the problems, the errors or the failures of which they claim to be perpetually victims. The problem is posed to the Tunisian companies, today, the most widespread organization in companies follows an extremely hierarchical model, whereby space is granted according to status: the higher one ascends into the hierarchy, the more offices occupy the upper floors, spacious, bright. Practices which, it seems to me, have no place to be today, at a time when the workspace has become a management tool. A collective reflection session of the steering committee was decided. The agenda is the following: "How to reorganize the workspace?"

The Director has decided to make more frequent such meetings of work called "Collective Creation of meaning or CCM" to interpret

the information of an anticipatory nature. But it requires that the time of preparation and manipulations of the FULL documents are as short as possible to reduce the administrative costs, increase the reactivity and not hinder the reflections: without a significant time saving the day before will be abandoned [23-29].

The search for value data directly exploitable, in total adequacy with the information needs but also the financial, technical and human resources of the company, in order to optimize the time of decision making and catalyze the action, renders obsolete any classification of information by nature [30]. The criteria of effectiveness, utility and value must therefore prevail in any attempt, action or policy of management of the information. However, even if this approach is absolute, it remains interesting to separate formalized sources from informal sources as they offer advantages and have very different and complementary disadvantages. The following nine criteria are therefore found: Ease of access to information: The more information that has a reduced access time and is accessible, the more your competitors can seize it, unless it is internal to the company. Likewise, the more accessible the information, the quicker your reaction must be so that it does not lose its relevance and interest.

The acquisition cost: The acquisition cost varies depending on the degree of formalization of the information. Thus, gross information represents a limited investment cost in the light of enriched, valued and worked information. Even if the cost of acquiring information is decisive, it is not enough, for two fundamental reasons: Any information acquired results in induced costs that it was assessed a priori and not once the acquisition was made. As expensive as it is, information must correspond to the needs of the company, as well as to its financial, technical and human resources. Indeed, what is the good of acquiring a sophisticated database if your real needs are less and no one is able to exploit it.

Current criterion: The relevance and value of information is obviously linked to its "freshness", its actuality or its recency.

## Result

A collective reflection session, involving various directors (steering committee), was decided. The agenda is worded as follows: "Reorganization of the workspace" [31]. The facilitator has 300 FULL documents which can correspond to the agenda, but it is out of question that the facilitator reads them all in the short time that he has data overload: the facilitator must therefore extract the most relevant and the number of these must not exceed the fortnight in order to be exploited at the meeting.

For the meeting, the facilitator must therefore put himself in condition:

- Present the selected FULL documents as visually as possible,
- To respond rapidly to the demands that could be formulated, "on the run", the participants,
- To accompany the progress of the interactions, without breaking the rhythm of these, between the participants by projecting the FULL documents possibly capable of helping the collective reflection,
- To respond, as and when promptly, to possible questions such as: "Is this information reliable? Do we have information that would complement it? Do we have information that would contradict

or disprove...?".

It was in order to provide efficient aid, to meet such conditions, that was designed and built the prototype presented if after. It was the subject of a first experiment which serves as a support for the case presented below. During the preparation of the next working session, scheduled for the next day (time pressure), the first task of the facilitator is to discover the contents of the 400 FULL documents. It has very little time for that. Here are the rest of his operations. The prototype displays the illustrated visual representation in the form of a global "galaxy" in which the 400 FULL documents are identifiable by their number. The animator observes three types of graphic forms: double arrows; Small local constellations centered on their nucleus (the double arrows) (one of them will be commented on below); Arms of the local constellations, arms consisting of the sequences of FULL documents connected together by a single arrow.

Thanks to the properties of the neighborhood measure and the obtained graphs, it may suffice to read only the text of the nucleus:

- Either to decide to abandon the reading of all the FULL documents of the constellation (saving time, reduction of the overload)

- Either to be alerted on the usefulness of reading at least the FULL documents of the first crown of the nucleus: increased attention.

The facilitator's approach was as follows. To begin, the animator clicks on a local constellation that we will note CL. He gets a page with the representation of the local constellation, a table with the cloud of CL words and a table containing the clouds of words for each arm of the constellation. CL's word cloud allows the facilitator to have a general idea of the topic addressed by CL. The word clouds of the branches give the animator an insight into how the subject of CL is approached by each branch.

## Conclusion

The experiment carried out in the case of these companies shows that the hypothesis of research is validated: it encourages replicating the approach on the other processes. The aim was to help overcome the information overload caused by large volumes of digital data and, consequently, to reduce the administrative costs of informative early warning and cognitive overload. The experimentation carried out makes it possible to observe.

## References

1. Almeida FC, Lesca H, Canton AWP. Intrinsic motivation for knowledge sharing – competitive intelligence process in a telecom company. *J Knowl Manag.* 2016;20:1282-301.
2. Blanco S, Lesca H. Environmental scanning: designing a collective learning process to track down weak signals. Indianapolis, USA: Association for Information Systems; 1997.
3. Blanco S, Lesca H. Developing capabilities to create collective intelligence within organizations. *J Competitive Intelligence Manag.* 2003.
4. Blanco S, Lesca H. Business Intelligence: integrating knowledge into the selection of early warning signals. France: Pierre Mendès-France University; 1998.
5. Basset H. De la veille à l'intelligence scientifique: définitions et concepts de base. 2012.
6. Chapus E, Lesca H, Raymond L. Collective learning within an environmental scanning coalition of small regional firms: towards a modelization. 1998.
7. Drevon E, Maurel D, Dufour C. Veille stratégique et veille informationnelle dans un contexte d'organisation durable. 2016.
8. Delengaigne X. Organiser sa veille sur Internet: au-delà de Google... outils et astuces pour le professionnel. Paris: Eyrolles; 2014.
9. Deiss J. L'art de faire des recherches et de partager l'information : pratiques et techniques de veille et d. 2015;1:158.
10. De Montmollin P. Utilité de la veille stratégiques au sein d'institutions culturelles: l'exemple du Musée d'histoire naturelle de Neuchâtel. (Mémoire de Certificat en gestion de documentation et des bibliothèques). Neuchâtel (Suisse): Université de Fribourg; 2013.
11. De Vincenzo, Ilaria Giannoccaro, Giuseppe Carbone. The Human Group Optimizer (HGO): Mimicking the collective intelligence of human groups as an optimization tool for combinatorial problems. 2016.
12. Freitas P, Freitas H, Janissek-Muniz R, Brodbeck AF. Tools for Anticipative Strategic Intelligence (ASI). 2008.
13. Gallo J, McGivern M, Williams S. BI Experts' Perspective: Keep SaaS From Sinking Your BI Program. *Bus Intell J.* 2016;21(39):41-6.
14. Griffin CR, Scott M, Golden W. Exploring factors that influence the knowledge worker in a business environment. 2014.
15. Kamoun-chouk S. Environmental scanning in Tunisian manufacturing SMEs. *J Inf Knowl Manag.* 2007;6(1):57-67.
16. Lesca H, Lesca N. Weak signals for strategic intelligence, anticipation tool for managers. USA: Wiley; 2011.
17. Lesca H, Lesca N. Strategic decisions and weak signals. anticipation for decision-making. Iste Wiley. 2014.
18. Lesca N. Marie-Laurence Caron-Fasan. (2008) - Strategic scanning project failure and abandonment factors: lessons learned. *EJIS.* 2017;17:371-86.
19. Lesca N, Caron-Fasan ML, Falcy S. How Managers Interpret Scanning Information?, *Cahier de recherche du CERAG.* 2008.
20. Sadok M, Lesca H. A proactive scheme for the reduction of security costs and risks in virtual supply chain management, *Cahier de Recherche.* 2007.
21. Lesca H. Business Intelligence for strategic management : state of the issue and research program. CERAG, ESA, série recherche. 1996;96-14:15.
22. Lesca H, Caron ML, Tardif F. Strategic observation: creating collective intelligence within the company. CERAG, ESA, série recherche. 1996;96-10:21.
23. Lesca H, Rouibah K. A proposal approach for strategic probe: a support structured scanning information. In business process modelling, sous la direction de SCHOLZ-REITER, R. et STICKEL, E., Springer. Proceedings of the International Conference on Intelligent technologies in Human-relat Sciences. 1996.
24. Leszczynska D, Lesca H. Strategic scanning: usefulness of " in-the-field" information for small and medium-sized businesses and industries looking for new outlets product/market . Working Papers 2014.
25. Rouibah K. Environmental scanning, anticipatory information and associated problems: insight from Kuwait. *Communications of the IIMA.* 2003;3(1):48-62.
26. Rouibah K, Ould-ali S. PUZZLE: a concept and prototype for linking business intelligence to business strategy. *J Strateg Inf Syst.* 2002;11:133-52.
27. Rouibah K. et Lesca H. A proposal approach for business intelligence: concept and prototype. Hawaii International Conference on System Science. 1997.
28. Rouibah K, Lesca H, Malek S. Business intelligence: a processing heuristic for weak signal. 15<sup>th</sup> Annual international conference of Association of Management and International Association of Management (AoM/IAoM)

- , Montréal, Québec, Canada août 6-9, in Proceedings supplemental. 1997;15:97-106.
29. Rouibah K, et Lesca H. Decision support for strategic probe. Advances in industrial engineering applications and practices I. 1996.
30. Sadok M, LESCA H. A business intelligence model for SMEs based on tacit knowledge. CIBIMA. 2009;7:20.
31. Sadok M, Benabdallah S, Lesca H. Collective intelligence process for risk reduction: theory, implementation and practical application to security incident response. HAL-SHS. 2004.