“Beyond”
An ambitious next-level talent development program
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EXECUTIVE SUMMARY
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In 2018, OCP Group – the Moroccan-based world leader in plant nutrition and phosphate industry, and one of the most important employers of the private sector in the country – was a decade into an ambitious transformation program to capture higher value-added downstream business opportunities. To achieve its growth ambitions, it needed to develop new talent and skillsets. The answer? The Beyond program, a 24-month talent development journey co-created by Morocco’s Africa Business School (ABS), IMD and OCP. Beyond aimed to develop talent by interweaving theory and practice to help OCP transform and accelerate its shift to the next S-curve.

Beyond’s first cohort of 50 participants alternated between off-the-job academic learning and on-the-job action learning projects. The knowledge and skills participants acquired in the classroom were immediately applied to 44 existing strategic initiatives aimed at improving how OCP exploited its mining and industrial operations and exploring new possibilities for growth (Figure 1). By developing the next generation of talent and accelerating company-wide operational improvements, Beyond surpassed OCP’s expectations. Its individual, business and organizational impact (Figure 2) was so significant that the company not only launched a second cohort but also created a separate program – Learnin’Pact (launched in 2022) – to mainstream the Beyond concept to all OCP employees. The focus on talent development strengthened OCP’s human resource department’s link to the business, resulting in the evolution from functional role to business partner.

Individual Impact

40% promoted to leadership positions

High completion rate (96%)

• Foundations of operational excellence
• Ambidextrous thinking
• Leadership capabilities (change agents, self awareness)

Business Impact

Impact on multiple transformational initiatives

• Reduced operating expenses
• Improved capacity
• Improved stock to port capacity and speed
• Solutions to reduce water consumption

Organizational Impact

• Extended approach to all OCP employees (Learnin’Pact)
• Embedded lifelong learning to enable transformation
• Developed new recruitment approach
• Shifted HR from functional organization to business partner
• Accelerated strategic initiatives and thereby results
• Developed change agent network

National Impact

Improve attraction of Moroccan talent abroad:

• 21 Moroccans returned to help reverse the country’s brain drain (first cohort)
• Over 30 European-based Moroccan candidates admitted to the second cohort
• Development of JESA Advisory and OCP Solutions subsidiaries, responsible for the Beyonders’ business coaching and getting them involved in the group’s strategic initiatives

1 The S-curve shows the evolution of industries as products mature and new ones are adopted.
INTRODUCTION
INTRODUCTION

OCP Group is a world leader in plant nutrition and phosphate industry and provides its 160 clients around the world with high added value phosphate products such as rock, phosphoric acid, and a wide range of phosphate-based fertilizers, with a 5.9 bn USD in 2021.

With around 21,000 people headcount, OCP is one of the largest private employers in Morocco and represents 5% of the country’s GDP.

An African company headquartered in Casablanca, Morocco, OCP builds on nearly 100 years of agricultural knowledge and expertise, and is committed to being a globally responsible company in all that it does, focusing on sustainable agriculture solutions that help Africa feed itself so the continent helps feed a growing world.

Seeing opportunities for growth in 2008, the company embarked on a far-reaching transformational journey with the goal of evolving from a mining and commodity fertilizer company into a player offering customized and farmer-centric agricultural solutions by 2030. OCP needed to develop its talent by building their knowledge base and enhancing their capabilities to achieve its ambitious goal.

Ten years on, Dr. Terrab, OCP Group’s chairman and CEO, wanted to accelerate the company’s shift to customizable fertilizers while developing its higher value-added downstream opportunities. To develop the necessary talent, Dr. Terrab contacted IMD because he appreciated its flexible, value-driven co-creation approach that stood in contrast to traditional consulting companies. He therefore asked IMD and ABS to co-create the talent development program Beyond, sponsored by Faris Derrij, OCP Group’s CHRO, and supported by key members from his Human Capital team: Latefa Zazi, vice president of talent management and the OCP Learning Institute, and Taoufik Samsam, head of talent management, who supported and advised during the co-creation with IMD and ABS. The OCP Learning Institute – the first African corporate university to be accredited by EFMD (2016) – provided funding and managed the OCP stakeholders, and ABS co-delivered the program with IMD, which also served as academic advisor.

“Turning an industrial phosphate mining giant into a customer centric agricultural company requires talent and a shift in mindset to deliver this transformation.”

Dr. Mostafa Terrab,
Chairman and CEO,
OCP Group

“The tight link between the strategic work with OCP’s top management and the talent program’s emphasis on learning and delivering strategic initiatives fueled a transformation that otherwise would not have been possible.”

Bettina Büchel,
IMD Professor of Strategy and Organization
### About ABS

ABS was founded by OCP as part of Mohammed VI Polytechnic University (UM6P) to respond to the most crucial challenges facing Africa and the world in general, by being dedicated to the development of the continent’s future leaders through training, research and innovation.

UM6P focuses on research and innovation in Africa and aims to position itself among world-renowned universities in its fields.

ABS’s holistic approach develops students’ analytical, cognitive, emotional, managerial and technological skills. A responsibility to society to develop culturally and socially responsible leaders is a cornerstone of its training. ABS delivers its programs in partnership with other international academic partners.

### About IMD

The International Institute for Management Development (IMD) is an independent academic institution with Swiss roots and global reach, founded 75 years ago by business leaders for business leaders. Since its creation, IMD has been a pioneering force in developing leaders who transform organizations and contribute to society. Based in Lausanne and Singapore, IMD has been ranked for more than 15 consecutive years in the top 5 of the FT’s Executive Education Global Ranking and #1 in the world for open enrollment programs for nine consecutive years. IMD’s custom programs are co-created with selected companies to help them build new capabilities and address their most significant business challenges.

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**Figure 3:** Beyond program partners
THE CHALLENGE
THE CHALLENGE

Founded in 1920 as a state-owned company, OCP had a deep-rooted tradition of mining and exporting phosphate, a key nutrient used in fertilizers. Drawing on more than a century of cumulative agricultural knowledge and expertise, the company’s transformation agenda, driven by the desire to grow, was to accelerate its shift to customized fertilizers and develop a multi-business- and innovation-focus. OCP was committed to playing a vital role in improving plant nutrition and soil fertility and developing more sustainable farming practices, with a specific focus on Africa and the global south. To achieve this, it needed to expand the knowledge and skillsets of its talent.

The next S-curve

The next goal was to capture more of the sector’s downstream value by increasing its ability to meet global fertilizer demand, given population growth. The company’s three-pronged strategy involved doubling mining operations, tripling fertilizer production and reducing costs. Its next investment phase prioritized shifting from fertilizers to farmer solutions and diversification into P-related byproducts (Figure 4).

“Making it to the next S-curve requires talent. And accelerating talent development through Beyond is key to our strategy execution.”

Dr. Mostafa Terrab, Chairman and CEO, OCP Group

Maintaining our lead by preparing for the paradigm shift

Figure 4: OCP’s ambitious 20-year transformation program
A vital need for new skills

OCP’s diversification activities required a different skillset and mindset among employees and leaders and highlighted the urgent need to develop OCP’s talent pool in both quality and quantity. The company needed to explore new business models that would help it diversify beyond mining and fertilizers into businesses that focused on phosphate-related byproducts while exploiting existing operations in mining and fertilizer production more efficiently and effectively.

OCP’s chairman, Dr. Mostafa Terrab, met with IMD’s president and faculty in October 2018. IMD presented its approach to co-creating programs and advisory activities (see Appendix) by combining theory and practice, while remaining focused on real-world problems. As a result, Dr. Terrab asked IMD to diagnose what OCP lacked to execute its strategic vision.

In December 2018, Professors Bettina Büchel and Tawfik Jelassi and Learning Manager Catherine Agamis traveled to Morocco for a week-long diagnosis phase. They visited three sites, conducted individual interviews with top executives and led three workshops with a focus on digital innovation and culture (Figure 5).

**Figure 5:** Diagnostic activities, December 2018

“At the start of this new decade, we are facing technological mutations, digital leapfrogging and the rise of artificial intelligence and machine learning, while the expectations of both employees and clients are changing. To cope with this increasingly complex environment, one must continuously build new skills.”

Younes Kchia, Dean, Africa Business School

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**Interviews**
- 50+ leaders across OCP including all 14 Executive Committee members

**Workshops**
- Innovation
- Digital
- Organizational culture and leadership

**Site visits**
- Mining sites
- Largest industrial site
- Mohammed VI Polytechnic University (UM6P)
- Africa Business School (ABS)
Ongoing initiatives were organized into three categories, focusing on (1) building capabilities, (2) exploitation, and (3) exploration, which helped to identify the knowledge and skills OCP needed to develop to implement the transformation.

**Desired impact**

IMD recommended an approach alternating academic and experiential learning that would:

1. **Develop** OCP’s ambidexterity to exploit its phosphate operations efficiently and explore emerging opportunities to diversify into phosphate-related byproducts.
2. **Focus** on capacity building in domains such as innovation, digital capabilities and customer centricity.
3. **Expand** leadership and change capabilities and talent.

Although IMD identified six streams on which OCP should work, it determined that the Leadership & Change and Talent streams were critical to the success of the other areas (Figure 6). These required skill development in operational efficiency, problem solving, project management, building leadership capabilities, and better understanding customers and strategic thinking.

“Over a three-year period, we worked closely with a cross-section of OCP leaders at all levels. Understanding the organization and its stakeholders helped to drive impact that would normally be unachievable in the short term.”

Bettina Büchel, IMD Professor of Strategy and Organization

“The Beyond program is a key means for testing OCP’s “social contract” and our lifelong learning program (Tous apprenants à vie). Beyond serves as a bridge between academia (UM6P) and the professional world (OCP).”

Faris Derrij, Chief Human Capital & Services Officer, OCP Group
THE COMMITMENT

Although OCP was already working with consultants and other academic institutions, IMD’s customized and real-world approach appealed to Dr. Terrab. IMD was therefore asked to facilitate a series of retreats with OCP’s extended executive committee to create awareness and alignment as well as to accelerate progress on its transformation.

OCP commitment

To step up its transformation-related capabilities, OCP had to develop its internal high-potential staff and recruit external talent. From the outset, the chairman had high ambitions to quickly train 400 people, both internal and new hires, and then to scale the talent development program to all OCP employees. He was also concerned about Morocco’s brain drain, and given OCP’s national prominence, was determined to help reverse this phenomenon.

ABS commitment

ABS, the business school of UM6P, played a key role to co-create, direct, manage and deliver the program – Beyond. It committed to:

• Organize and source Beyond’s academic content from partners.
• Coordinate the participants’ experience (e.g. logistics, housing).

IMD commitment

To co-create Beyond, IMD combined academic and experiential learning methods to develop OCP’s talent, which would ensure smarter and faster execution of OCP’s strategy. The three partners – ABS, IMD and OCP – held several iterative design workshops in Morocco and Lausanne. They discussed Beyond’s principles, design and focus, and agreed that the program’s theoretical content and applied learning experiences should develop ambidextrous thinking, improve operational efficiency, and be a catalyst for the creation of the next generation of change agents. To do so, IMD committed to empowering participants by:

• Building the academic learning curricula and delivering core modules
• Helping to select exploitation and exploration strategic initiatives
• Coaching the initiative sponsors, business coaches and initiative leaders
• Participating in the academic commission that gave feedback to Beyond participants on the application of academic learning to OCP’s strategic initiatives.

In parallel, IMD committed to advising ABS on:

• Selecting external faculty
• Building program design capabilities
• Choosing the program’s coaches and mentors
• Sourcing other providers
• Recruiting staff

“From a design point of view, we wanted to develop an innovative program, in which short periods of classroom-based learning alternated with longer in-the-field application. The first round of projects focused on incrementally improving existing processes and activities, while the second round sought to explore and steer breakthrough ideas and disruptive innovations.

Yasmina Lamtiri,
Director Custom Programs
at Africa Business School

Tawfik Jelassi,
Professor of Strategy and Technology Management at IMD
OCP’s Human Capital talent team’s commitment

In consultation with IMD, the team:

• Developed an innovative recruitment process for internal and external talent (from the Moroccan diaspora) for Beyond.

• Co-designed the learning journey and developed the program’s communication strategy, including choosing the name “Beyond.”

• Coordinated with initiative sponsors to select and define the strategic initiatives that formed part of the on-the-job learning and selected the business coaches.

The commitments from all three partners were mobilized to deliver Beyond’s three objectives:

• Embed participants with an industrial and customer culture

• Develop skills and provide the necessary methods and tools to build critical thinking and solve problems

• Create ambidextrous change agents able to challenge the status quo and shape the future of OCP by leading ethically and responsibly.

Because the design and delivery often occurred almost simultaneously, the co-creation process was challenging, fast-paced and dynamic. The team would implement one phase while developing content, identifying ongoing company initiatives that were a good fit for participants and organizing logistics for the next phase.

“We aim to stimulate students to become life-long learners, beyond the curriculum they go through at ABS and to move from a mechanistic view of the world to being comfortable with a world where change and uncertainty are the norm.”

Younes Kchia, Chief of Staff of OCP and Dean of Africa Business School

Figure 7: OCP engagement and co-creation timeline
ABS, IMD + OCP: Beyond: An ambitious next-level talent development program

THE L&D INITIATIVE
THE L&D INITIATIVE

Beyond’s final design resulted in an 18-month journey tightly linked to OCP’s strategic initiatives and its needs for new capabilities, such as customer centricity, and digital and collective intelligence. To demonstrate the program’s potential, the partners agreed to launch a pilot cohort of 50 participants. They were a carefully selected, highly motivated and diverse group that combined recent internal hires (54%) and external talent (46%) recruited from Tier 1 schools (Figure 8).

- 18 from Industrial Operations
- 3 from JESA
- 15 female
- Average age: 29 years
- Seniority: 5 years
- Seniority at OCP: 3 years

- Young graduates & professionals
- 9 based in France
- 4 foreign origin
- 9 female
- Average age: 26.5 years
- Seniority: 2.4 years

Behaviors game-based assessment
Assesses candidates’ emotions, thinking style, delivering results, and interpersonal style

Online personality test
Measures predictive potential and describes how individuals manage stress, interact with others, approach work tasks, and solve problems

OCP business case study
Assesses candidates’ problem-solving capabilities, ability to structure their ideas, written communication

Cognitive online test
Adaptive cognitive ability test that captures fluid intelligence and learning agility

Structured interviews
Opportunity for assessors to deep-dive further into specific attributes with clearly defined questions and scorecards

Group discussion
Observation of candidates’ collaborative spirit and openness to others

Figure 8: Beyond’s innovative selection process and participants’ profiles
Off-the-job academic learning

Cohort 1 launched in September 2019 with six weeks of academic learning, the so-called off-the-job phase, that built a foundation in complex problem-solving, operational research, project management, digital transformation and leadership (Figure 9).

During the first phase, participants lived on the UM6P campus. To help them bond, develop their OCP networks and broaden their perspectives, ABS organized extracurricular activities – sports activities, theater, off-site trips to industrial sites and the local community, and fireside chats with top executives and thought leaders from a variety of disciplines.

The second off-the-job learning phase exposed them to academic learning and tools to explore new products, markets and business models.

Since more than half of the program occurred during 2020, the global pandemic significantly disrupted Beyond. In response, the program design team extended the first, industrial on-the-job project phase from six months to one year. It also pivoted program delivery to remote on-the-job work and online learning for the second, off-the-job phase, while adjusting the content to the evolving situation.
In place of in-person instruction for some of the modules, the team rolled out Beyond liVe, which leveraged the digital intermediation capabilities that IMD had developed in response to the health crisis. The educational content was adapted for synchronous and asynchronous delivery and interactive learning for a week-long module. Faculty held regular office hours to answer questions and keep participants engaged. Even the extracurricular activities went online: keynote speakers, Python for non-technical professionals, conferences on philosophy and management and a design-thinking bootcamp, among others. The partners worked together to ensure that the participants were given the best learning experience under the circumstances. The interactions among ABS, the OCP Learning Institute and IMD – particularly during the strategy work outside the Beyond co-creation – facilitated a relationship of trust.

On-the-job projects

Groups of two or three participants were assigned to 44 projects related to existing strategic initiatives. Initiative sponsors were high-level executives tasked with overseeing and steering the various initiatives; they provided the context, mentored participants and allocated project resources. Business coaches helped participants apply the academic learning, define an appropriate methodological approach and structure their deliverables. Initiative leaders had a more hands-on role, integrating the teams in the day-to-day work or assisting them in making connections from theory to practice. ABS’s academic director defined the overall structure, ensured the smooth functioning of the program as a whole and provided learning outcome evaluations (Figure 10). IMD onboarded the sponsors, initiative leaders and business coaches through sessions that explained the change management concept. These sessions also clarified everyone’s roles and responsibilities and defined the leadership position they needed to take with respect to the participants. All stakeholders provided participants with ongoing feedback on the projects, as well as on individuals’ behavior and team dynamics.

<table>
<thead>
<tr>
<th>Initiative Sponsor</th>
<th>Initiative Leader</th>
<th>Business Coach</th>
<th>Academic Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Create a sense of urgency &amp; provide big picture context</td>
<td>• Provide guidance on scope, expected activities and deliverables</td>
<td>• Lead weekly meetings</td>
<td>• Form team with IMD</td>
</tr>
<tr>
<td>• Formulate expectations</td>
<td>• Be accessible for the teams and meet on a weekly basis</td>
<td>• Structure project and advise on analysis &amp; frameworks</td>
<td>• Enforce rules for teams on commitment, behavior and norms</td>
</tr>
<tr>
<td>• Provide resources and support for the initiative</td>
<td>• Reiterate the ultimate goal and priorities</td>
<td>• Steer working rules (commitment, behavior and norms)</td>
<td>• Organize team and individual assessments</td>
</tr>
<tr>
<td>• Be accountable to top management for results</td>
<td>• Understand how the teams’ processes are moving forward and where the teams need assistance</td>
<td>• Flag and escalate specific internal/ team issues</td>
<td>• Evaluate the teams’ work and learning outcomes during commission</td>
</tr>
</tbody>
</table>

Figure 10: Roles and responsibilities of strategic initiative stakeholders
The initial projects focused on improving OCP’s operations at its industrial sites and enabled participants to develop a deep understanding of OCP’s products and production processes. In this first on-the-job first phase, the teams worked on 21 exploitation-related initiatives, many of which were part of the transformational program called ExplOI. In the second phase, the 23 initiatives focused on exploration. One of these tackled the issue of fluorine recovery and developed a market entry strategy for a new domain of activity.

Figure 11: On-the-job projects applied learning to 21 exploitation and 23 exploration initiatives.
The first on-the-job projects began three months before Covid and the subsequent worldwide lockdowns were introduced. Participants were able to begin their work on site but were forced to finish remotely. Their applied learning journeys (Figure 12) provided valuable, practical experience that complemented academic learning, while developing leadership skills, teamwork, managerial tools and the behaviors and attitudes needed by OCP’s future leaders. Participants applied frameworks, project management techniques and non-academic insights to solve OCP’s industrial challenges. Combining on- and off-the-job experiences led to a set of project-specific recommendations to improve company performance and competitiveness: Each project team proposed a series of recommendations that were immediately implemented, including visual management systems and defining new KPIs. During the second phase, Beyond participants identified a variety of new market opportunities.

Figure 12: On-the-job learning journey

“It was a truly collaborative experience. Together we created excitement about the future.”

Catherine Agamis, IMD Project Lead, Learning and Transformation Journeys
THE IMPACT

By contributing to OCP’s strategic initiatives, Beyond participants honed their business acumen and benefited from exposure to both leading-edge academic theory and high-level stakeholders. The Beyond pilot cohort exceeded OCP’s expectations in every way. As a result, the company approved a second cohort to begin in early 2022.

Rather than rolling out the program to another 400 participants, the company decided to design a novel program, initially called “Beyond Mainstream.” It adopted Beyond’s concepts – off-the-job learning, ambidextrous thinking, on-the-job projects – to target the entire organization and embed them into its culture. Therefore, in January 2021, while delivering the second half of the original Beyond program, the design team scoped out and defined the Learnin’Pact program, which would enable all employees to learn and contribute to OCP’s transformation. It was launched in 2022.

Individual impact

Beyond participants spent some 500 hours on face-to-face, online and extracurricular learning activities; they were assessed throughout the journey. Business coaches provided feedback on both acquired competencies and individual leadership behaviors shown throughout the on-the-job projects to deepen the link between theory and practice. They also helped participants understand group dynamics, their own strengths and weaknesses, and the required mindset and capabilities needed to further contribute to OCP as future leaders and change agents.

The project work was evaluated by ABS, IMD and OCP at the halfway- and end-points using the following main criteria:

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Average</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaboration</td>
<td>4.0</td>
<td>3.0 to 4.7</td>
</tr>
<tr>
<td>Problem analysis &amp; adoption of correct approach</td>
<td>4.7</td>
<td>3.5 to 5.0</td>
</tr>
<tr>
<td>Communication</td>
<td>4.6</td>
<td>4.0 to 5.0</td>
</tr>
</tbody>
</table>

The evaluations and rankings were used to determine participants’ post-program placement within OCP: The 20 best-ranked graduates who displayed the required maturity, autonomy and leadership behaviors were assigned to leadership roles. The others were promoted to roles that would enable them to acquire the necessary experience and tools to lead teams and all expanded their roles and responsibilities. OCP’s business leaders were initially skeptical about hosting Beyonders to work on their initiatives. However, once they heard that Beyond participants were highly qualified, eager to contribute and had helped to accelerate projects, they attempted to persuade the participants to join their teams.

Beyond graduates challenged the status quo and delivered high-quality work and support within the functions, which led OCP to step up its transformational efforts.

“The Beyonders were a unique resource. They were young leaders with an open mindset who became change agents. They came to the initiatives fresh from the first phase of Beyond and eager to learn about the strategic initiatives. They were hungry to learn and eager to apply while remaining humble.”

Nourridine Naim,
Head of COO Mission and member of the Transformation Office Taskforce

“Overall, the Beyond program broadened my ability to analyze situations. My biggest takeaway has been how to structure problem-solving, i.e., how to achieve optimal solutions without inherent biases. I even apply this to my personal decision-making.”

Shivam Goyal,
Beyond participant

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Nourridine Naim,
Head of COO Mission and member of the Transformation Office Taskforce

“For me, one of the program’s main success indicators was when, after a couple of months of on-the-job projects, many OCP business leaders called me and asked if they could host Beyonders in their teams. They had heard positive feedback from their peers about the Beyonders’ performance and the quality of their delivery. Even today, they call and say: ‘Don’t forget to involve me in the second cohort; I will be there for you.’ This really lends credibility to the program.”

Taoufik Samsam,
Head of Talent Management,
OCP Group
Business impact

Beyond participants’ involvement helped accelerate progress on 44 of OCP’s strategic initiatives, as well as the codification and transfer of how OCP functioned. For example, their contribution to the transformational program for Industrial Operations – or ExplOI – was critical in cutting operating expenses by 16% and increasing production capacity by some 10%. By applying their newly acquired knowledge and skills to these projects, Beyond participants contributed to delivering a wide range of direct results (Table 1).

During the second phase, Beyond participants identified a variety of new market opportunities that are currently in the pipeline.

“The Beyond participants were essentially internal consultants – they brought the same capabilities to bear on the initiatives with as good or better results than I would have gotten from an external consultant.”

Nourridine Esseni, Interim Vice President, Quality Management, PMQ, Initiative Leader

Table 1: Examples of key impact measures on OCP’s exploitation strategic initiatives

<table>
<thead>
<tr>
<th>Strategic Initiative Name</th>
<th>Description</th>
<th>Key Impact Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stock to port transformation wave</td>
<td>Improve Industrial Operation’s cost &amp; capabilities</td>
<td>Increased: • Loading capacity • Speed</td>
</tr>
<tr>
<td>Fertilizer cost wave (2 teams)</td>
<td>Reduce the cost price of fertilizers</td>
<td>Decreased expenses compared to 2019 base</td>
</tr>
<tr>
<td>PAP cost wave</td>
<td>Optimization of Water and water vapor consumption Optimization of phosphate and sulfuric acid</td>
<td>Decreased cost of goods sold</td>
</tr>
<tr>
<td>Sulfuric acid cost wave</td>
<td>Identify the root causes of the imbalance of sulfuric acid production and optimize capacities</td>
<td>Increase in the daily production capacity</td>
</tr>
<tr>
<td>Benguerir mining cost reduction</td>
<td>Consolidate on going cost reduction initiatives and identify new ones</td>
<td>Annualized gains</td>
</tr>
<tr>
<td>Khouribga mining cost reduction (2 teams)</td>
<td>Reduce mine operational expenses of Khouribga, the largest phosphate mine in the world</td>
<td>Reduced washing and drying plant     Focusing on reducing 4 main costs of extraction: • Gazoil • Spare parts • Explosive and • Tires</td>
</tr>
<tr>
<td>Optimization of energy and water</td>
<td>Improve energy and water resource management</td>
<td>Energy savings                        Decreased water cost</td>
</tr>
<tr>
<td>Gantour logistic expenses rationalization</td>
<td>Increase flexibility of the value chain to better meet increasing customer demand in terms of volume and quality while optimizing the transport cost</td>
<td>Reduced operating expense Instilled cost culture in the field</td>
</tr>
<tr>
<td>Industrial standardization</td>
<td>Understand the impact of industrial standardization and what is the best strategy for OCP</td>
<td>The financial results of industrial standardization implementation confirm the opportunity for OCP to go forward with savings on project duration, engineering cost and failure and warranty costs</td>
</tr>
<tr>
<td>Fluorine valorization</td>
<td>Build a Common vision about AHF production within OCP Devise a go-to-market strategy Draft the roadmap for AHF production</td>
<td>Performed market dynamic analysis on three axes: climate, customers and competitors. Financial performance is encouraging and a new structure has been created</td>
</tr>
</tbody>
</table>
Organizational impact

After 18 months, OCP circled back to its original ambition and extended the concept of interweaving academic and action learning to the entire organization to help all employees build capabilities and contribute to OCP’s transformation. Starting in early 2021, ABS, IMD and OCP began co-creating Learnin’Pact, launched in 2022.

Learnin’Pact aims to foster lifelong learning by enabling all OCP employees to acquire new skills and contribute to the group’s transformation. It closes competency gaps to facilitate the move to the next S-curve and fosters a lifelong learning mindset throughout the company. It favors ambidexterity and openness to change. Learning curricula are based on OCP’s future capability needs – from both a knowledge and behavioral perspective.

Learnin’Pact is also the concrete translation of OCP’s social pact that enables each employee wishing to progress and contribute to the transformation to do so (Figure 13). Learning is indeed the new norm within OCP. If employees choose to contribute to a project, they follow learning pathways to become more efficient. They are guided by initiative leaders from other functions/activities rather than their direct bosses for a given period while still working in their posts.

“Beyond gave me the chance to transform myself into a change agent, as well as develop self-confidence. I am now more self-aware and embrace ambiguity. I have become a lifelong learner and know how to lead and be led with positivity. Most importantly, I am laser-focused on impact.”

Sanae Ouighmane, Beyond Participant

“Beyond” gave me the chance to transform myself into a change agent, as well as develop self-confidence. I am now more self-aware and embrace ambiguity. I have become a lifelong learner and know how to lead and be led with positivity. Most importantly, I am laser-focused on impact.

Figure 13: Learnin’Pact - life long learning

<table>
<thead>
<tr>
<th>Phase</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Awareness</td>
</tr>
<tr>
<td></td>
<td>LM self-assessment</td>
</tr>
<tr>
<td></td>
<td>Learn about development opportunities</td>
</tr>
<tr>
<td>2</td>
<td>Learn</td>
</tr>
<tr>
<td></td>
<td>Off-the-job</td>
</tr>
<tr>
<td></td>
<td>Get prepared to contribute by learning key concepts and tools and earn XP with micro-learning selected from a pathway (experience points)</td>
</tr>
<tr>
<td>3</td>
<td>Contribute</td>
</tr>
<tr>
<td></td>
<td>On-the-job action learning</td>
</tr>
<tr>
<td></td>
<td>Embed your newly acquired learnings to contribute effectively to strategic initiatives or day-to-day work activities</td>
</tr>
<tr>
<td>4</td>
<td>Be recognized</td>
</tr>
<tr>
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<td>Be recognized</td>
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ABS, IMD + OCP: Beyond: An ambitious next-level talent development program

This required the creation of an in-house digital platform – O’Talent – focused on providing a gamified learning experience at each stage of the learning journey. The platform gives employees access to a marketplace of contribution opportunities, an efficient application and selection process for contributors, as well as content on the learning management system. O’Talent also monitors participants’ contributions, builds a lifelong learning community and awards experience points and achievement badges. The badges open the door to further development and career opportunities. Moreover, employees will eventually be able to qualify for UM6P/ABS externally recognized degrees.

The entire journey required OCP’s human resources to evolve from a functional organization to being business partners advising on learning. HR now promotes lifelong learning, connects with the ecosystem, manages the pipeline of contributions to strategic initiatives, identifies developmental opportunities, analyzes learning needs and sources new development content from UM6P or other partners. Managers encourage and support employees in their development while translating the group strategic priorities into specific initiatives for their department.

National impact

Beyond contributed to Morocco’s brain drain reversal by bringing 21 qualified Moroccans back into the country. It also helped accelerate the development of ABS. Its innovative pedagogy – the mix of action and academic learning – is currently being applied in a number of degree, certificate and doctoral programs. Finally, it gave ABS the opportunity to experiment with implementing a partnership approach, interweaving theory with on-the-job action learning and using business coaches.

“Through Beyond and Learnin’Pact, we build capabilities which have brought learning and development to new heights.”

Latefa Zazi, VP Talent Management and OCP Learning Institute

National

Improve attraction of Moroccan talent abroad:
• 21 Moroccans returned to help reverse the country’s brain drain (first cohort)
• Over 30 European-based Moroccan candidates admitted to the second cohort
• Development of JESA Advisory and OCP Solutions subsidiaries, responsible for the Beyonders’ business coaching and getting them involved in the group’s strategic initiatives

Organizational

• Extended approach to all OCP employees (Learnin’Pact)
• Embedded lifelong learning to enable transformation
• Developed new recruitment approach
• Shifted HR from functional organization to business partner
• Accelerated strategic initiatives and thereby results
• Developed change agent network

Business

Impact on multiple transformational initiatives
• Reduced operating expenses
• Improved production capacity
• Improved stock to port capacity and speed
• Solutions to reduce water consumption

Individual

40% promoted to leadership positions
High completion rate (96%)
• Foundations of operational excellence
• Ambidextrous thinking
• Leadership capabilities (change agents, self-awareness)

Figure 14: Overview of Beyond’s impact
REFLECTIONS
REFLECTIONS

Beyond was an ambitious long-term investment in OCP’s talent. The company accelerated its growth agenda by prioritizing its strategic initiatives; building a foundation of academic learning that addressed gaps in knowledge, skills and mindset; and then having participants apply their learning on 44 strategic projects. This tight link to OCP’s transformation agenda was fundamental to Beyond’s success and underpinned the decision to launch a second cohort and to extend the concept across the entire organization.

“In more than two decades of executive education, I have not seen a learning design with such a wide impact. It affects not only individuals, but the entire organization as well as the community. This is a realization of IMD’s purpose to develop leaders who transform organizations and contribute to society.”

Bettina Büchel, IMD Professor of Strategy and Organization

“Orchestrating the transformation is above all a change of the mindset and learning philosophy of the Group that puts talent at the center.”

Dr. Mostafa Terrab, Chairman and CEO, OCP Group
THE TEAMS
THE TEAMS

**IMD**
- Bettina Büchel, Program Director, Professor of Strategy and Organization
- Tawfik Jelassi, Professor of Strategy and Technology Management
- Catherine Agamis, Project Lead, Learning and Transformation Journeys

**ABS**
- Younes Kchia, Dean of Africa Business School
- Benoit Aubert, Head of Academic Affairs
- Yasmina Lamtiri, Director Custom Programs

**OCP**
- Faris Derrij, OCP Group's CHRO
- Latefa Zazi, Vice President of Talent Management and the OCP Learning Institute
- Taoufik Samsam, Head of Talent Management

Case prepared by IMD Professor Bettina Büchel and Research Associate Nancy Lane.
APPENDIX

IMD’s Co-creation Approach

Since IMD was founded by the business community and continues to share ties with it, it has a deep understanding of the individuals and organizations it works with. When co-creating the journey with OCP and ABS, IMD took a blank-slate approach and designed Beyond based on the client’s priorities and the strategic and organizational context in which the learning would take place. The final program design came together through a creative, iterative process. In consequence, the design of the program evolved during a structured engagement and development process with the L&D partner.