

The Moroccan company at the time of the crisis and the practice of foresight: Choice or Necessity?

Pr BENATTOU EL IDRISSE AMINA

Laboratoire de Recherche et Études en Management Entrepreneuriat et Finance LAREMEF
ENCG

University Sidi Mohammed Ben Abdellah– Fez - Morocco

Abstract: Faced with the incessant changes in the environment, the frenetic acceleration of technology and the succession of crises, the entrepreneurial spirit of the future must acquire philosophical skills to understand the complexity of societies, to strengthen the capacities to engage in collaborative systems thinking, to make sense of the past and present, and to anticipate the future. Hence the advent of corporate foresight, a forecasting practice which finds its roots in the 1930s, and which, thanks to its invented techniques, has enabled so many companies to overcome unprecedented crises. This scientific paper aims to understand the position of the Moroccan company vis-à-vis the Foresight. Our objective is to provide, by means of a narrative literature review, elements of answers to the following questions: Where is the Moroccan manager with regard to these preferred scientific practices? how does he perceive them? Is the adoption of foresight envisaged or is it necessary in this globally unstable environment dominated by crises?

This paper shows the need to adopt foresight management, through a critical reading of the crisis exit plans proposed by many researchers to save the Moroccan VSME victims of the health crisis.

Keywords: Corporate Foresight, Strategic Foresight, Forecasting, Future Thinking.

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1. Introduction

1.1. Research context : Covid 19 ...when the world locked down!

2020, Morocco was tackling major restructuring projects, and concretizing a large part of its most promising investments, when suddenly an unwanted guest drove planet earth in a lockdown during weeks. A cursed visitor who has cost the economy dearly: some sectors have benefited from it, but others have suffered a severe ordeal. Companies fought to survive, some were able to blossom after the storm, but many others wilted.

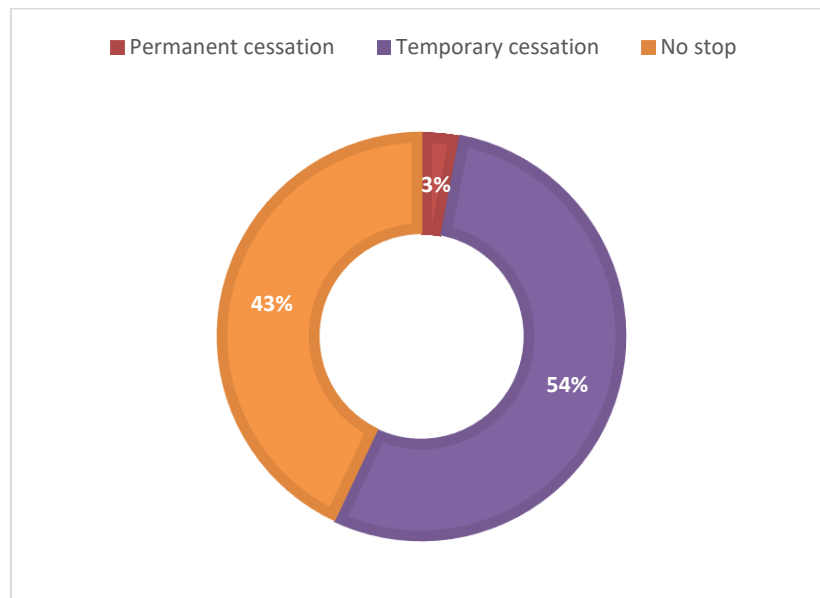


Figure 1: Business activities post COVID-19

Today, the country is doubling down efforts, and trying somehow to recover from the tedious episode of post-pandemic depression. According to the report on the impact of covid on Moroccan VSMEs, drawn up by the ILO, the AfDB and ANAPEC, in spite of the compensation granted to 950,000 employees in the formal sector, the decline in activity and the reduction in the mass of wages distributed, has resulted in loss of income for all workers, whether compensated or not.

The risk of job loss in the formal sector, according to surveys conducted by the General Confederation of Moroccan Enterprises (CGEM), is obvious for nearly 1.6 million employees. Very small, small and medium-sized enterprises (VSME), which before the crisis provided 73% of jobs in the private sector, with a contribution of 36% of the added value, would only represent 46% of employment in the private sector. In the context of the crisis, the weight of the largest companies will tend to increase more quickly than that of the small (10 to 49 jobs) and medium-sized (50 to 199 jobs). Growth on the part of VSEs (less than 10 employees) is likely to be slowed down.

1.2. Research interest: the star of the entrepreneurial fabric in agony

In Morocco, the VSE is defined as being any industrial or commercial company which employs less than 10 employees permanently, and whose turnover excluding tax would not exceed 3 MMAD on the added value per year. the VSE “fulfills a certain number of socio-economic functions such as: job creation, support for innovation, improvement of competition and reduction of social inequality” (Kislina, 2007). In Morocco, VSEs represent more than 64% of the country's economic fabric, in comparison with SMEs and large companies which represent only 29% and 7% respectively. (HCP, 2019)

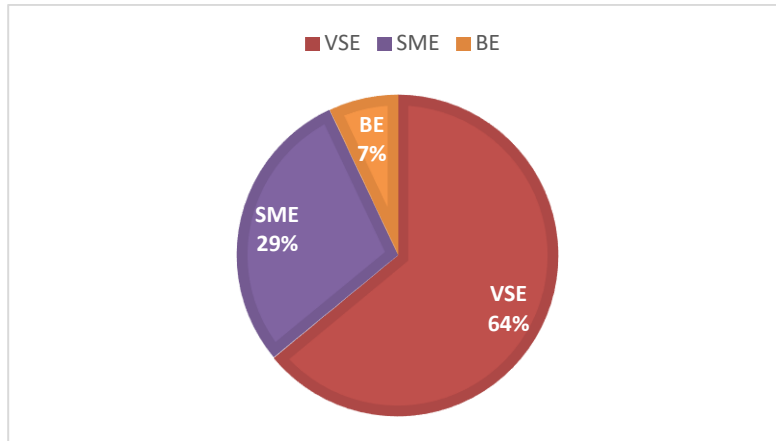


Figure 2: Composition of the Moroccan entrepreneurial fabric

Since the declaration of the state of emergency, the Moroccan economy has been shaken by a violent collapse. The crisis has cost Morocco a loss estimated at 10.9 billion dirhams. This deterioration of the economy has savagely exposed VSEs to partial or total paralysis of their activities, and to difficulties in the production of goods and services, as well as in terms of human resources. The study carried out by the HCP groups the impacts suffered into 4 categories:

- Impact on economic activity,
- Impact on employment,
- Impact on business production
- Impact on exporting companies and importer.

This importance of the VSME - 95% of the Moroccan entrepreneurial fabric - leads us to wonder about the exhaustiveness of the battle that this segment of companies had to lead during the COVID, on the decision-making practices of the surviving companies, and also on the relevance of the recommendations provided by the researchers, and the bailout plans proposed by Moroccan economists.

1.3. Purpose of the research: Where are we in the Foresight land?

According to (Bernard BARBERI, 2020), Edgar MORIN would affirm that: “we will have to get used to this unpredictability because we risk experiencing others, as well as climatic or demographic crises, with comparable consequences. We have to live with uncertainty.”

Based on this statement, we can see that the entrepreneurial spirit of the future must acquire philosophical skills to understand the complexity of societies, strengthen the capacity to commit in collaborative systemic thinking, in order to give meaning to the past and present, and to anticipate the future. In other words, it is time to learn about foresight.

This Morinian reflection triggered an avalanche of questions:

Where is the Moroccan manager with regard to these forecasting practices? How does he perceive them? is the adoption of foresight optional or necessary in this globally unstable environment dominated by crises?

1.4. Methodology adopted

In order to provide some answers to our questions, we will proceed with a Narrative Literature Review. Having spread in the introduction, the damage of the Covid 19 pandemic crisis on the Moroccan economy, and mainly on the VSME. We will devote most of the body of this paper to Corporate Foresight We will first spread out most of our readings concerning "Corporate Foresight", in order to unveil the concept and relate its evolution. We will then, explain the process of adopting “Strategic Foresight”.

This will be followed by a critical reading of the crisis exit plans proposed by Moroccan researchers and economists, in the light of the recommendations of futurist experts.

1.5. Description of data collection tools

Our literature review was based on the analysis of 20 references, including 16 written and 4 audiovisuals.

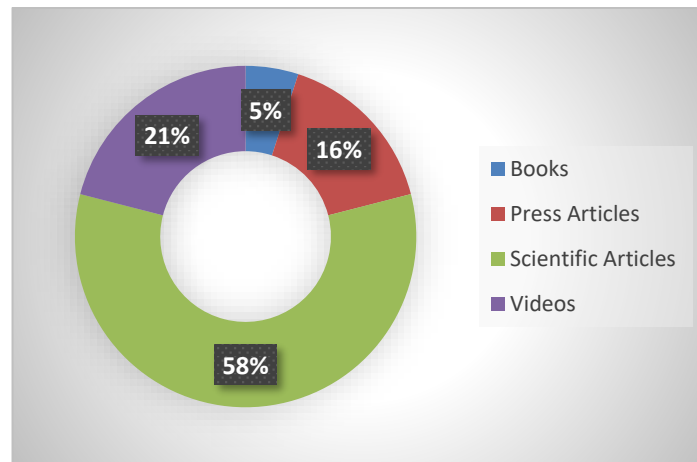


Figure 3: Graphic distribution of the media used

Written materials include a research report produced by government institutions, a manual prepared by experts, and a variety of scientific articles dealing with the impact of the crisis on Moroccan businesses, and foresight.

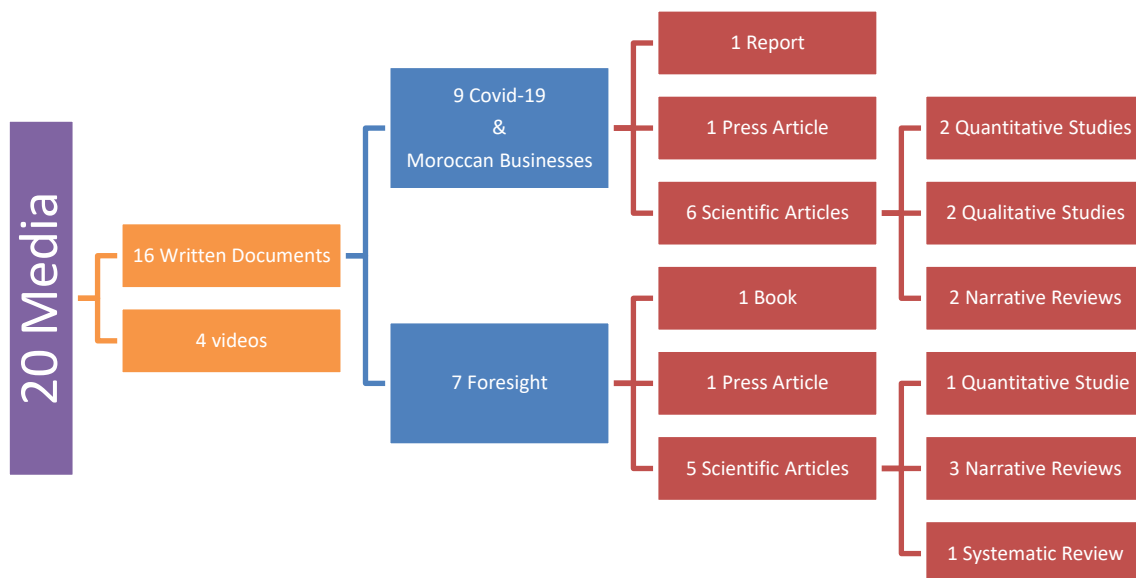


Figure 4: Schematic distribution of the media used

2. Corporate foresight: “The best way to predict the future is to create it”

Today we have a lot of methodologies and tools to explore not just one future but several, in order to better understand the rise of global uncertainty, hence the concept of -Futur thinking -, and -Foresight-.

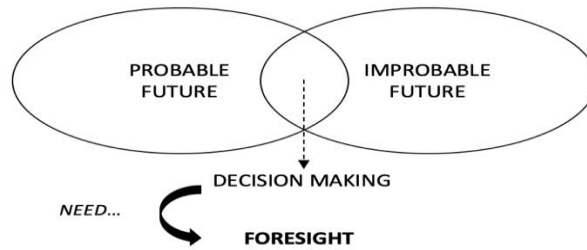


Figure 5: Futur thinking

Foresight is a set of techniques that help companies to overcome linear processes which offer a single course of action, and which may be the wrong one. Foresight considers trends and future problems to anticipate future changes and build options from plausible scenarios.

2.1. Definition of foresight

At the very beginning, Foresight was described as a capability: "Managerial foresight is the ability to predict how the actions of managers can create a competitive advantage" (Ahuja, Coff and Lee)

This managerial capacity was subsequently integrated into the decision-making process: "Foresight must be understood as a participatory process of collecting information on the future and developing a medium- and long-term vision that systematically attempts to examine the future of science, economy and society in order to support current decision-making and to mobilize joint forces to achieve them" (Becker)

"Strategic foresight is the ability to create and maintain a high-quality, coherent and functional forward-looking vision, and to use the resulting information in organizationally useful ways; for example: to detect adverse conditions, guide policy, shape strategy and explore new markets, products and services" (Slaughter)

Over time, the authors began to emphasize the importance of collecting and analyzing data from the environment rather than the creation of value.

"Foresight marks the ability to see through apparent confusion, to spot developments before they become trends, to see patterns before they fully emerge, and to grasp patterns relevant social currents that may shape the direction of future events. (Tsoukas & Shepherd)

We can therefore say that Foresight is the organizational ability to read the environment - to observe, to perceive - to identify subtle differences, in order to script several plausible futures.

2.2. Evolution of Foresight

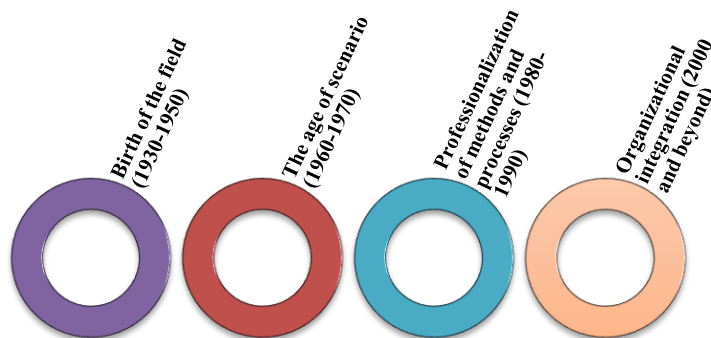


Figure 6: Foresight over time

The term foresight was introduced in 1930 by Alfred North Whitehead, in his book “adventures of ideas”. At that time, the author was talking about the entrepreneurial spirit of the future that all companies must acquire, in order to engage in collaborative systemic thinking, to give meaning to the past and the present, and to anticipate the future.

In 1950, we are already beginning to think about prospective methods that make it possible to involve the actors. For the “French Prospective School”, these methods will allow future-oriented meaning-making, and facilitate collaborative decision-making, the significance of which is highly conditioned by the involvement of decision-makers (Berger).

For its part, “Foresight school” also known as “Us strategic foresight school”, has worked on the development of several methods which are still used by contemporary approaches such as the DELPHI method.

After the concept had found its place, a few years later, the authors began to be interested in what determines the future. In 1968, the Italian school "social forecasting", introduced human behavior as a variable determining future prospective. In this perspective, the study of foresight should pay more attention to human behavior, instead of focusing only on quantitative methods (Aurelio Peccei Eleonora Barbieri Masini).

One of the first companies to be interested in it was SHELL. In the early 1970s, SHELL's planning manager announced that the planning system was flawed, because it did not consider uncertainty and alternative futures. This led to the launch of the SHELL scenario program, which consists of planning and studying several plausible scenarios, not to predict the future but to create a platform for dialogue about the future and to help break down the dogma ingrained in companies, that the future will certainly resemble the present. Indeed, this program was successful with regard to the variability of oil prices during the oil crisis triggered by the war between Yom Kippur and the Arab embargo.

Inspired by Shell's success, other companies, such as Motorola, General Electric and United Parcel Service, have followed and installed scenario planning approaches, often in addition to their forecast-based business planning systems. After two decades of scenario planning, the method can be considered mainstream. Although the methodological toolkit of business foresight has come a long way since the 1960s and 1970s, scenario planning can still be considered the most prominent technique and one of the most powerful. Three major reasons are its strong foundation of systems thinking: its ability to create powerful and shared images of possible, plausible and desirable futures, and its ability to serve as an integrating platform for other foresight techniques such as trend analysis, -impact analysis and planning methods such as road mapping. The forecasting at that time consisted mainly of a long-term forecast based on a linear approach.

During the 1980s, innovation and organizational learning became imperatives for acquiring and maintaining a competitive advantage. And this is how the corporate foresight approach has been extended, to strategic decision-making, then to innovation management.

Since the year 2000, the implementation of the corporate foresight process has led to the creation of organizational routines that facilitate the development of future knowledge. That being said, a good number of firms are still unable to accomplish this organizational translation, which leads us to reflect on the duality of the foundations of this dilemma:

- On the one hand, the exploitation of the qualitative and quantitative data collected must be done, ideally, by senior managers
- On the other hand, these executives qualified for interpretation do not have sufficient time to manipulate this raw data.

Each firm finds a way to approach this dilemma:

- Subcontract pre-screening to internal or external analysts: important signals can be easily overlooked due to poor assessment of implications

- Use computer tools based on predefined algorithms to group and pre-process the signals and translate them into a problem. But these algorithms are standardized and therefore cannot be domain or industry specific, and are also available to competitors.
- Outsource all the data to management or strategy consultants who are responsible for analyzing and providing decision-making documents to top management. The latter only have to vote for the alternatives predefined, which undermines the creativity, originality and effectiveness of organizational responses

In short, corporate foresight helps to orchestrate and fill the gaps left by existing functions such as R&D, innovation management, strategic management and risk management.

Currently, foresight can be seen as an organizational skill (Haridimos Tsoukas and Jill Shepherd at the University of Strathclyde, 2002), which involves looking for weak signals not in the current company, but in adjacent companies and white spaces, away from current business operations. Influential strategic management scholars such as Sidney Winter have pointed to the need to build special-purpose sensors to identify discontinuous changes (George Day and Paul Schoemaker).

2.3. Strategic Foresight

Strategic foresight is an established discipline, which has been adopted by the US military, by entrepreneurs, and also by business leaders.

To better approach the environment, it would be better to adopt this foresight as a philosophy in the background of leadership development, executive development, strategy, innovation and change management.

The concern being to consider a new operating system of the environment, the “Strategic Foresight” wanted to be a key to the “VUCA”:

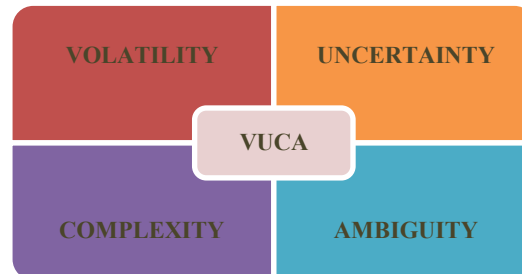


Figure 7: The VUCA

- Volatility: The durations between the eras become shorter and shorter. Previously it took decades to move from one era to another, today economic transitions are increasingly stealthy.
- Uncertainty: convincing ourselves that we are always aware of everything, makes us the last to be aware of changes, this is called "educated incapacity" (MONTERO, 2020). To overcome this illusion of certainty, we must learn to understand the environment differently, and to challenge our prejudices, and our assumptions around our expertise. And this is precisely the role of foresight.
- Complexity: complexity should no longer be perceived as a problem. It is more of an opportunity, a vast landscape that encourages us to create. The real problem is the confusion between complexity and complication.
 - Complexity: is the natural order of things. The more the objects/concepts grow, the more they become mature, and therefore, complex
 - Complication: is the result of what we do when we provide more processes, or steps, to manage complexity.

And precisely, the role of foresight is to help us update our state of mind, our operating system to better understand the complexity.

- Ambiguity: is a type of uncertainty

- Uncertainty: when you roll a dice, you don't know what number will appear, but you are sure it will be a number between 1 and 6.
- Ambiguity: we don't even know if our dice are cubic, or if we have dice at the base. In other words, we have no idea of the variables that determine the future

And with this in mind, our traditional methods of predicting or extrapolating the future, essentially from the past, become quite irrational.

Strategic Foresight allows us to create a new vision of the future. Foresight helps us make the decisions today that will allow us to better plan the next day.

To conclude, we can say that "Strategic Foresight" is the state of mind that allows us to imagine, from available information and observed trends, scenarios for an alternative future, in order to better trade with uncertainty. Scenarios, of a possible future, a probable future, and a preferable future.

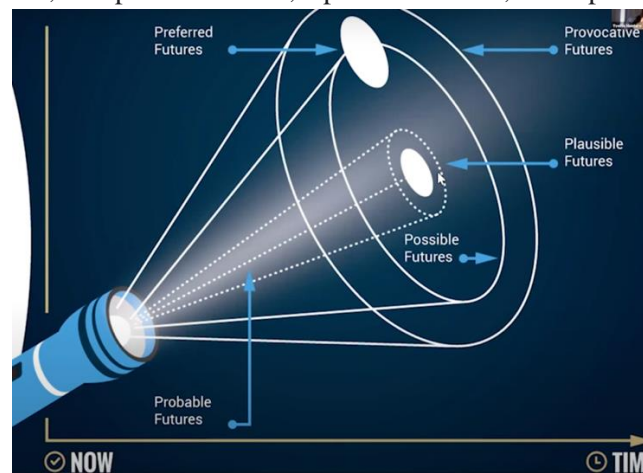


Figure 8: Future scenarios

There is certainly no proven method to know the future, but that does not mean that we cannot influence it (Jonjozuf Hadley, 2014)

2.4. The stages of foresight: forecasting

Rather than predicting the future, which is impossible, "strategic foresight" offers a framework for mapping the future, and drawing new ideas to guide strategies and inform decision-making. Our natural foresight framework follows the process below:

- i. **Uncover context and background:** Uncover personal and organizational assumptions around a central issue with tools such as:
 - Modeling of unconscious biases
 - Scale of Inference
 - Layered causal analysis (LCA)
- ii. **Explore future intelligence:** identify and interpret emerging trends, patterns and clusters with tools such as:
 - Environmental analysis
 - Qualitative predictive analysis
 - Probability/impact matrix
 - Creation of patterns and meanings

The global trend has become synonymous with the future, but the fact is that if you can see a trend, it is the present. The trend makes the bulk of the futuristic toolkit. We need to analyze it, understand its value changes that founded it, and the impacts and implications that will result.

It's about patterns and collisions of these trends to make sense of the emerging landscape of change. This is the difference between foresight and other methodologies such as competitive intelligence, and consumer knowledge. Foresight works from the outside.

Analyze the broad macro environment to detect changes in society/technology, economy, environment, politics. We make sense of weak signals, understand why they happen and what can happen because of them, and make better decisions today.

- iii. **Mapping:** it's more than scenario planning, it's about thinking as multiples. MAP World Building: Design sets of divergent and provocative maps using creativity, data, intuition, and research with tools such as:
 - Scenario fields
 - Futures wheels
 - Planning a scenario

- iv. **Create (action and results):** define, design, refine and reframe the strategy, results and actions by integrating them into:
 - Strategic planning process
 - R&D efforts
 - Change, management initiatives

2. Situate the Moroccan rescue plans, in a “foresight” reflection

We have chosen not to report the post-pandemic rescue plans proposed by the various Moroccan studies and authorities of research, only after having supported the concept of "strategic foresight" to try to see them under a futuristic lens.

In their article dating from 2021, researchers from the Laboratory of Social and Solidarity Economy and Local Development, of Mohammed First University, affirm that rescue plans for companies in difficulty must be built according to the origin of the crisis. With this in mind, Moroccan VSEs and SMEs must take advantage of the global health crisis, while restructuring their management methods and equipping themselves with strong unifying projects based on new visions allowing the increase in turnover through the achieving economies of scale, as well as through the search for cost reduction. In addition to the reorganization and the search for adaptation in the face of sudden changes. This implementation of reorganization and restructuring requires the existence of financial resources, and therefore preventive financial planning (BENTAHAR A., BOUAZZAOU R., 2021).

In the same way, researchers from the research team in economics and management at Ibnou Zohr University find that it is up to the public authorities to reflect by analogy on what they design for active individuals, on a system economic provident fund, able to respond in a crisis situation to the urgent needs of this type of company, in terms of emergency financial contributions. For them, the essential lessons to be learned from the universal health crisis, recommend a unifying support for SMEs within a fund, by means of periodic contributions in order to provide for their financial deficiency when the time comes. The insurance system, unable to cope with imponderable crises like the one we are experiencing today, is in turn heavily impacted by the resulting developments. First, the financial health of insurance companies deteriorated during the lock down period with the almost total freezing of insurance policies, considering that the bulk of revenue comes from private means of transport, private property, and private projects (insurance of premises for professional use, staff, pupils and students, works of art, travel, etc.). (BENLAMRABET F., 2021)

We therefore note that, according to the Moroccan vision, the rescue plans for companies, meaningfully rely on actions on the two dimensions, economic and social.

The economic dimension revolves around the establishment of VSEs and SMEs of specific internal rescue procedures, while anticipating and taking into consideration crises and unexpected events. In particular, the establishment of emergency plans allowing rapid and effective reorganization, pursuit of economic activities, and also preservation of jobs by adapting to crisis contexts;

It is clear that all the proposed solutions flow in the same direction: “foresight”. That being said, foresight here is apprehended by the past, and not by the aspirations of the future.

it is time to put forward new management models, based on the short term and the unforeseen, that is to say on the ability of companies to integrate unforeseen phenomena of instantaneous and more or less long-term questioning of their business model. We knew the forward management. Let’s invent management in the unexpected. (BARBERI B., 2020)

We then see that the objective is the same, but the methodology is completely different, even erroneous. According to the words of futurism expert Yvette MONTERO SALVATICO, the main reasons for the failure of Foresight to prepare for the health crisis are linked to the poor application of foresight, caused by a blockage in the spectrum of risk.

Indeed, according to her remarks at the Global Foresight summit in 2020, the futurist lists the reasons for the failure of foresight in the face of the fallout from COVID-19:

- The obsession with risk: there is no harm in using foresight techniques to identify risks, but when all foresight efforts go in the direction of risk management, it becomes problematic. To grow healthily, become stronger and more resilient, a business should be exposed to risk and volatility. Focusing on the problems of the present makes us weak. Aspiring to the future through foresight -Foresight- gives us entrepreneurial immunity.

- See only the top of the iceberg: trends certainly make up the essentials of a futuristic entrepreneur's kit, they provide information about the future, but do not represent it. Analyzing trends is only the beginning, it would be necessary to detect their phase of maturity, and detect the elements with which they interact.

- Isolate itself from the rest of the ecosystem: In isolation, foresight can only provide information that reinforces what leadership believes or wishes to be true, rather than useful information about the future. Sequestering foresight efforts in just one part of the organization ignores the importance of culture development and results in an environment that itself creates a roadblock

- Focusing too much on the future: in today's environment, a quarterly deadline will always take precedence over thinking about the future. We need a new breed of thinkers in our organizations: those who look to the future, who can create a new map for innovation, possibilities and opportunities. When we approach change from today's landscape, we tend to automatically and unconsciously filter any new information through the prism of our current perspectives and constraints. Approaching change from the perspective of alternative futures frees us to think well beyond our current obstacles. The idea is to aspire to unseen opportunities we can gain rather than known products we can lose.

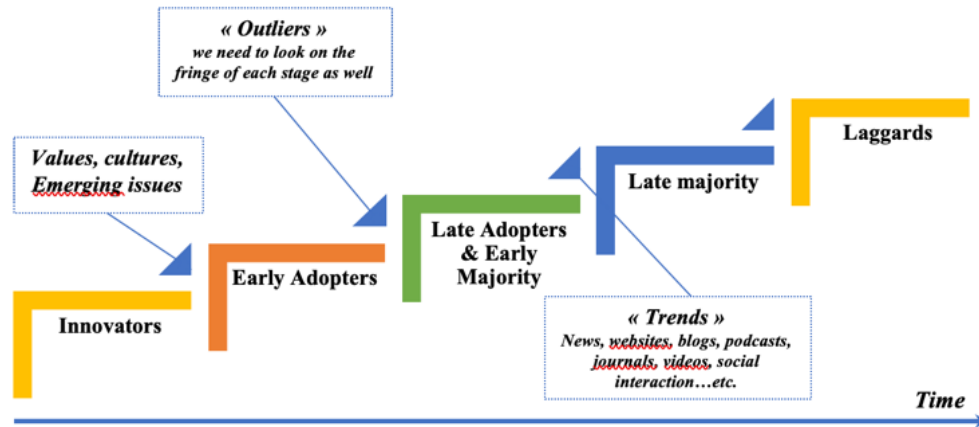


Figure 9: Stages of development/adoption of innovative ideas

Before talking about adopting Foresight, or at least situating our way of thinking about the future, in relation to Foresight, it must be emphasized that current thinking is based on a vision: "out of the crisis". This vision is either imprisoned in the past, or imagines a future that reproduces the past. Far from being futuristic, we already make the majority of the mistakes that cause the failure of foresight.

3. Conclusion

Strategic turbulence is the essential ingredient of development. They refer to singular and unexpected events that resist traditional responses and that have a direct impact on the company's profits (ANSOFF, 2007). the turbulence of an environment is defined by four characteristics:

- The significance of the change, which corresponds to the direct effect of the new characteristics of the environment,
- The speed of change, which corresponds to the speed in the succession of variations,
- The unpredictability of change, which may mean an event that does not follow an extrapolation of a series of previous events,
- The renewal of the type of change, which refers to an environment that will impose new situations on the organization where the usual response models will no longer be effective (Gueguen, 1997).

It is time to abandon the entrepreneurial vision of survival, and adopt the lens of foresight, and integrate it into the organization as a philosophy, a culture.

The initial ambition of this scientific paper was to conduct an exploratory study on "strategic foresight" with companies -VSEs- that had survived the crisis. But a first contact with the field made us cautious about the outcome of the study in the time allowed. The planned approach has therefore been revisited in order to be the subject of a future scientific contribution.

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