

# The Invisible Power: Investing in the Intangible Revolutionizes Business Competitiveness

El Harous Nassiba

Research Doctor in Economics and Management, Faculty of Legal, Economic and Social Sciences of Tangier

**Abstract:** *The Impact of Staff Training and Skills Development on Business Performance and Competitiveness" highlights the critical importance of intangible capital in the context of ever - changing economic challenges. Intangible capital encompasses assets such as staff knowledge, brand reputation and innovation. By investing in intangible capital, companies can gain significant competitive advantages, enhancing their agility, creativity and responsiveness to market changes. This results in an overall improvement in business performance. This work highlights how a strategic approach to the development of soft skills can stimulate economic growth while fostering a culture of learning and innovation, thus contributing positively and sustainably to their economic and social environment.*

**Keywords:** Intangible capital, personal skills, strategic investment, human resources

## 1. Introduction

In an ever - changing world, businesses face increasing challenges to maintain their competitiveness and market relevance. Faced with this changing reality, an intangible asset is proving to be a key element in ensuring long - term sustainability and prosperity: intangible capital. The latter encompasses a range of non - material assets, ranging from the tacit knowledge of company employees to their brand reputation and their capacity for innovation.

Among these intangible assets, the training and development of staff skills occupy a prominent place. Indeed, companies aware of the strategic importance of their employees understand that investing in continuous training and enrichment of internal skills can generate significant competitive advantages.

Investment in intangible capital has become a major issue for companies wishing to strengthen their competitiveness and sustainability in the market. This intangible capital encompasses intangible assets such as brand reputation, innovation, staff skills and organizational culture. In this research, we will examine in detail the impact of investment on intangible capital, with an emphasis on the training and development of staff skills, and this at the level of three essential axes:

- 1) Costs and investment: We will discuss the financial challenges of setting up training and staff development programs. We will analyze how companies overcome these challenges to make a profitable and sustainable investment in their intangible capital.
- 2) Organizational culture and employee engagement: We will explore how the emphasis on training and skills development affects organizational culture and employee engagement. We will explore how this can contribute to the retention of qualified personnel and the creation of a working atmosphere conducive to growth and innovation.
- 3) Social and environmental responsibility: We will look at how investing in intangible capital, including staff training, can strengthen corporate social and environmental responsibility. We will see how awareness of social and environmental issues can be

integrated into business practices and contribute to a responsible brand image.

By studying these axes, we will be able to better understand the strategic importance of investment in intangible capital for companies, as well as its implications on their overall performance, their employee engagement and their positive impact on society and the environment.

### 1.1 Identification of essential intangible skills

#### 1) Intangible Skills Assessment Process

The intangible skills assessment process is an essential step for companies seeking to identify the key skills of their staff. This process usually includes several steps aimed at gathering relevant information on existing and required skills. First of all, companies can use various methods such as individual interviews, performance evaluations, questionnaires or specific tests to assess the intangible skills of their employees. These interactions make it possible to understand the knowledge, technical skills, innovative capacities and interpersonal qualities of employees.

At the same time, the company can clearly define its strategic objectives and its long - term ambitions. By aligning the skills identified with these objectives, she will be able to identify the soft skills essential to achieving her vision.

Once this initial assessment has been completed, the company can proceed with the skills gap analysis. This involves comparing the current skills of its employees with those required to achieve the objectives set. By identifying the gaps, the company will be able to determine areas where training and development efforts are needed.

In short, the intangible skills assessment process allows companies to make informed decisions about training and staff development. It offers them the possibility of developing targeted training plans to strengthen the skills necessary for their success, thus promoting the improvement of their overall performance and their competitiveness on the market.

Volume 12 Issue 9, September 2023

[www.ijsr.net](http://www.ijsr.net)

Licensed Under Creative Commons Attribution CC BY

## 2) Alignment with strategic objectives

Aligning soft skills with strategic objectives is a crucial process for companies seeking to optimize their performance and remain competitive in the market. This alignment involves closely linking the skills identified in employees with the overall vision and mission of the company. By clearly defining its long - term strategic goals, the company can identify the soft skills that will play a critical role in achieving those goals.

Alignment with strategic objectives allows the company to focus on skills that will have a significant impact on its future success. For example, if the company aims to become an innovation leader in its sector, it may identify research and development, creativity and knowledge management skills as key factors in achieving this goal.

This alignment process also provides clear direction for training and development efforts. It makes it possible to specifically target the skills to be reinforced in employees so that they can contribute significantly to the achievement of the company's strategic objectives.

By aligning intangible skills with strategic objectives, the company creates a synergy between its global vision and the capabilities of its people. This fosters a cohesive and focused approach in managing talent and allocating resources to develop the essential skills that will support its long - term growth and success. Finally, this alignment strengthens the competitiveness of the company by allowing it to capitalize on the strengths of its employees to achieve its strategic ambitions effectively and efficiently.

## 3) Skills Gap Analysis

Skills gap analysis is a critical step in the process of managing soft skills within a company. This analysis aims to identify the gaps between the skills currently held by the staff and those required to achieve the objectives set by the company. To do this, it is essential to compare the current skills of the employees with the target skills necessary to support the vision and the strategic ambitions of the organization.

This analysis allows the company to determine which specific areas require training, development and improvement efforts. It highlights the skills building needs to fill the gaps identified, and helps to define priorities in terms of training and support programs.

By identifying these skills gaps, the company can tailor development plans for each employee or department to strengthen missing skills and improve individual and team performance. This helps to increase operational efficiency, foster innovation and strengthen the company's overall ability to adapt to market changes.

In conclusion, skills gap analysis plays an essential role in optimizing the company's intangible capital. By closing these gaps, the company can improve the competitiveness of its people and strengthen its position in the market, while being better prepared to meet future challenges and achieve its long - term strategic objectives.

## 1.2 Competitive advantages and increased performance

### 1) Impact of investment in intangible capital on business productivity and efficiency

Investing in intangible capital can have a significant impact on a company's productivity and efficiency. By strengthening the intangible skills of its personnel, such as their knowledge, their technical skills and their capacity for innovation, the company creates a sustainable competitive advantage. Well - trained and competent employees are better able to perform their tasks efficiently, which translates into an increase in the overall productivity of the organization.

When the company invests in continuous training and skills development, it also fosters a culture of learning within the organization. This encourages employees to constantly improve their knowledge and skills, thus stimulating innovation and adaptability to market changes. This proactive approach to skills development allows the company to stay at the forefront of its industry and quickly seize new opportunities.

In addition, well - trained staff are less likely to make errors, which reduces costs related to errors and operational inefficiencies. Skilled employees are also more self - sufficient, which frees up managerial time and resources to focus on other strategic aspects of the business.

Investment in intangible capital, especially in staff training and skills development, can significantly improve business productivity and efficiency. This allows the organization to maintain its competitiveness in the market, increase its capacity for innovation and more easily meet the challenges of the ever - changing business world.

### 2) Differentiation through intangible capital in the market

Differentiation through intangible capital plays an essential role in allowing a company to distinguish itself from its competitors in the market. By investing in intangible assets such as brand reputation, quality of customer service, innovation, corporate culture and the specialized knowledge of its people, a company can create a unique value proposition that significantly stands out from its competitors.

Brand reputation is a key example of intangible capital that can influence customer and stakeholder perceptions of the business. A strong reputation for product or service quality, ethical business practices, or commitment to social responsibility can create lasting competitive advantage.

Innovation is also an important pillar of intangible capital that allows a company to offer unique and differentiated products or services to the market. Companies that invest in research and development, encourage the creativity of their employees and embrace a culture of innovation are more likely to offer innovative and attractive solutions for customers.

Specialized knowledge and expertise of staff are also key elements of intangible capital that can differentiate a company in the market. Highly skilled and knowledgeable

employees can offer unique skills and added value to customers, strengthening the company's position as a leader in its field.

Differentiation through intangible capital is essential to give a company a significant competitive advantage. By investing in intangible assets such as brand reputation, innovation and specialized staff skills, a company can stand out in the market, attract loyal customers and thrive in a competitive business environment.

### 3) Impact of intangible capital on customer satisfaction

The impact of intangible capital on customer satisfaction is undeniable and plays a crucial role in the success of a business. By investing in intangible assets such as the quality of customer service, brand reputation, innovation and customer experience, a company can create a close and lasting bond with its customers.

An excellent quality of customer service is an essential aspect of intangible capital. Well - trained and knowledgeable employees who are able to understand and respond to customer needs in an efficient and friendly manner can generate a positive experience that results in increased customer satisfaction.

Brand reputation is another key factor of intangible capital that influences customer satisfaction. A brand known for product quality, reliability and commitment to customer values will inspire trust and loyalty.

Innovation is also an important element of intangible capital that can impact customer satisfaction. Companies that invest in research and development to deliver innovative products or services that meet changing customer needs can generate strong interest and increased satisfaction.

Finally, the overall customer experience, shaped by corporate culture and interactions with the business at all levels, contributes to the impact of intangible capital on customer satisfaction. A customer - centric culture, active listening to feedback, and continuous process improvement based on customer feedback can enhance customer satisfaction.

The impact of intangible capital on customer satisfaction is key to building and maintaining strong customer relationships. By investing in service quality, brand reputation, innovation and customer experience, a company can not only meet but exceed customer expectations, thereby building customer loyalty and promoting growth and the long - term success of the business.

## 2. Challenges and impact on sustainability

### 1) The financial challenges of investing in staff training and skills development

The financial challenges of investing in staff training and skills development can be manifold. First, the costs associated with setting up training and development programs can be significant, especially for small and medium - sized businesses with limited resources. These

costs include training costs, trainers' fees, expenses related to the necessary infrastructure and equipment.

Furthermore, investment in intangible capital, such as staff training, is a medium to long term process. It may take time for the benefits of these investments to fully materialize.

The focus on staff training and skills development has a significant impact on organizational culture and employee engagement. By highlighting these initiatives, the company sends a clear message about its commitment to the professional development of its employees. This creates a culture of continuous learning and improvement, where employees are encouraged to develop their skills and progress in their careers within the organization.

This learning culture fosters a high level of employee engagement. Workers feel valued and supported in their personal and professional development, which increases their motivation and dedication to the company. They are more likely to be invested in their work, to share their knowledge and ideas, and to actively contribute to the achievement of company objectives.

In addition, the emphasis placed on staff training and skills development also contributes to the retention of qualified staff. By investing in the development of their skills, employees feel more competent and better prepared to meet professional challenges. This reinforces their sense of accomplishment and their attachment to the company. Employees are then more inclined to stay with the organization, knowing that they have opportunities for development and growth within the company.

By creating a culture of skill development, the company also fosters an atmosphere of collaboration and knowledge sharing. Employees are more likely to work together, help each other and learn from each other, which builds team spirit and cohesion within the organization.

The focus on training and skills development has a positive impact on organizational culture and employee engagement. This creates an atmosphere conducive to learning and professional growth, encouraging employees to be more invested in their work. This approach also contributes to the retention of qualified personnel, by strengthening their attachment to the company and offering them development opportunities. Ultimately, this leads to a more dynamic, competent and resilient organization in the face of market challenges.

### 2) Organizational culture and employee engagement

The focus on staff training and skills development has a significant impact on organizational culture and employee engagement. By highlighting these initiatives, the company sends a clear message about its commitment to the professional development of its employees. This creates a culture of continuous learning and improvement, where employees are encouraged to develop their skills and progress in their careers within the organization.

This learning culture fosters a high level of employee engagement. Workers feel valued and supported in their

personal and professional development, which increases their motivation and dedication to the company. They are more likely to be invested in their work, to share their knowledge and ideas, and to actively contribute to the achievement of company objectives.

In addition, the emphasis placed on staff training and skills development also contributes to the retention of qualified staff. By investing in the development of their skills, employees feel more competent and better prepared to meet professional challenges. This reinforces their sense of accomplishment and their attachment to the company. Employees are then more inclined to stay with the organization, knowing that they have opportunities for development and growth within the company.

By creating a culture of skill development, the company also fosters an atmosphere of collaboration and knowledge sharing. Employees are more likely to work together, help each other and learn from each other, which builds team spirit and cohesion within the organization.

In conclusion, the focus on training and skills development has a positive impact on organizational culture and employee engagement. This creates an atmosphere conducive to learning and professional growth, encouraging employees to be more invested in their work. This approach also contributes to the retention of qualified personnel, by strengthening their attachment to the company and offering them development opportunities. Ultimately, this leads to a more dynamic, competent and resilient organization in the face of market challenges.

### 3) Social and environmental responsibility

Investment in intangible capital, including staff training, can play a significant role in strengthening corporate social and environmental responsibility. First, by training staff on ethical and sustainable business practices, the company can promote a culture of social responsibility within its organization. Employees are made aware of environmental and social issues and are encouraged to integrate these considerations into their decisions and professional actions.

The focus on staff training and skills development also enables the company to implement more sustainable and environmentally friendly business practices. For example, by training employees on eco - responsible production methods, waste management and efficient energy consumption, the company can reduce its environmental footprint and contribute positively to the protection of the planet.

Additionally, by training staff on social responsibility, the company can engage more with external stakeholders, such as local communities and non - governmental organizations (NGOs). This can lead to more targeted and meaningful social responsibility initiatives, such as volunteer projects, community support programs, and partnerships with NGOs working for social and environmental well - being.

By taking a responsible approach to training its staff, the company also sends a positive message to its customers, investors and business partners. It thus strengthens its

reputation and credibility as a responsible player committed to society and the environment.

In conclusion, investment in intangible capital, in particular staff training, offers the company an opportunity to strengthen its social and environmental responsibility. By training its employees on sustainable practices, fostering a culture of social responsibility and actively engaging with stakeholders, the company can play a positive role in society and contribute to meaningful change in sustainability and social well - being.

### 3. Conclusion

Investment in intangible capital, including staff training and skills development, plays a crucial role in business growth, competitiveness and sustainability. Intangible capital encompasses intangible assets such as brand reputation, innovation, staff skills and organizational culture. By leveraging these assets, companies can create a sustainable competitive advantage by responding to changing market needs and differentiating themselves from their competitors.

Investing in staff training and skills development improves business productivity and efficiency. Well - trained and competent employees are better able to perform their tasks efficiently, reducing costs related to errors and operational inefficiencies. Additionally, it fosters a culture of learning and innovation, encouraging employees to actively contribute to the achievement of company goals.

Additionally, the focus on training and skill development positively affects organizational culture and employee engagement. Employees feel valued and supported in their professional development, which increases their motivation and dedication to the company. This contributes to the retention of qualified personnel, thus reinforcing the stability and cohesion of the team.

Moreover, investment in intangible capital can also strengthen the social and environmental responsibility of the company. By training staff on sustainable and ethical practices, the company can promote a culture of social responsibility and integrate environmental considerations into its daily operations.

In sum, investment in intangible capital is an essential pillar for companies wishing to succeed and prosper in a competitive and constantly changing business environment. By focusing on staff skills, innovation, corporate culture and social responsibility, companies can create a solid foundation for their future development, while contributing positively to the society and environment around them.

### References

- [1] Abeysekera, I. (2006). Intellectual capital. F; nandal Management, London: Mars, p.38 - 39.
- [2] AAMOUM, H., & NAKRI, S. (2021). The study of voluntary disclosure of information about intangible capital in the light of agency theory and signaling theory: Which determinants for which objectives?. International Journal of Accounting, Finance,

Auditing, Management and Economics, 2 (6), 211 - 224.

- [3] Anne GoujonBelghit and StéphaneTrébucq, "Proposal for a measurement of human capital: between organizational behavior, competence and creativity. The 3C model of the Bordeaux human capital and global performance chair", *Vie & sciences de l'entreprise*, 2 (2), 2016, p.145 - 165.
- [4] Bessieux - Ollier, C. & Lacroix, M. (2005). Intellectual capital, human capital: the challenges of measurement. Communication at the international conference on the teaching of accounting research (IAAER day), Bordeaux.
- [5] Bounfour A. (2000), "Knowledge management and incentive systems: between "Hau" theory and "Ba" theory", *Information Systems and Management*, Vol.5, no.2, pt2 - 40.
- [6] Ciccone A. (2002). *Human capital in a global knowledge economy*. Report for the European Commission.
- [7] Depoorter, P. (2015). Intangible heritage in family business. Syllabus. ICHEC, Brussels.
- [8] ID BOUFAKIR, A., AKRICH, S., & AAZZAB, A. (2022). The impact of intangible capital on the commercial performance of Moroccan companies: Case of SMEs in Greater Agadir. *International Journal of Accounting, Finance, Auditing, Management and Economics*, 3 (4 - 3), 79 - 97
- [9] ZOHEIR, A., & EL ARABI, A. (2022). Intangible capital and the creation of wealth: between scientific knowledge and the epistemological maze of a paradigm. *International Journal of Accounting, Finance, Auditing, Management and Economics*, 3 (3 - 1), 158 - 170.