

THE CHALLENGES OF BUSINESS MANAGERS IN THE DIGITAL ERA. CATEGORIES OF DIGITAL MANAGERS

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Abstract

Emerging digital technologies generate new business opportunities, competitive advantages and companies' development. The implementation of digitization, in today's digital age, also influences the application of enterprises management. Enterprises managers drive the digital transformation of the enterprises. They have to face both the general, classic challenges, as well as the challenges specific to the digitization period we are going through today. The way of recruiting employees, how to motivate them, how to train them in work, but also how to form effective teams that add value to the company's processes and the company in general depends on the skills of the company manager. Managers who implement digital transformation in any enterprise must know digital technologies to understand their potential to transform the enterprise; they must have digital skills, but also social skills. In this paper, the challenges of business managers in today's digital age are presented, along with solutions to some of the problems faced by managers, but also what are the categories of digital managers along with their requirements and responsibilities.

Keywords: *management, digital manager, digital transformation, challenge, requirements and responsibilities*

Clasificare JEL : *M40, M41*

1. Introduction

The COVID-19 pandemic has affected the economy and society globally [2]. Adapting to the new conditions also meant finding and implementing new ways of working and doing business. The new ways of doing business, of innovating, during the COVID-19 pandemic, have been perpetuated in the post-pandemic period; good practices have been preserved, but especially the desire to digitize businesses [3]. Digitization is an important catalyst for any organization, it means exploiting digital opportunities. The continuous increase in the level of digitization at the level of society has generated new opportunities but also accompanied by many challenges. In today's digital era, industrialization, but especially digitalization, has changed society, but also the nature of work [8].

An enterprise does not become digital unless it takes advantage of the opportunities offered by digital technologies and redefines its business. The challenge of these times is to innovate for the future, not just digitize the past [12].

The managers of the future are especially digital managers, who will make the transition from classic management to digital management [4]. Tomorrow's managers will need to be digitally savvy [5].

The need for business transformation led to the emergence of digital management, management implemented by the digital manager, who must lead the digital transformation within the organization [1], [7].

The challenges of the business manager in today's digital age are, among others: the overload of choices and the pressure offered by digitization [8].

2. The challenges of the enterprises managers in the digital age

In already digitized companies, managers are digital managers. Classic companies, however, need a digital manager to develop a digital strategy and then implement it [12]. This is where the great challenges of business managers begin, in this digital age. Thus, digital managers must face resistance to change, to the introduction of new digital technologies. Integrating new technologies into old systems is another challenge. Implementing data security management, but especially finding digital technology professionals, is perhaps the biggest enterprise management challenge in today's digital age.

A digital manager, to face the challenges, must also have digital intelligence. Among the main skills of a digital manager in this period full of digital challenges for any enterprise we distinguish [6]:

- the ability to learn, especially about new digital technologies;
- collaboration with the virtual environment;
- good communication skills, especially online;
- the ability to implement knowledge-based management, knowledge and online content management;
- the ability to access, understand and use existing information on the Internet.

The most agile organization that will implement digital technologies the fastest will win: competitive advantages, customers, resources, and, therefore, will develop. The current challenges of managers, the main problems faced by Romanian managers are [13]:

- lack of vision, strategies, strategic objectives, which would allow companies to develop;
- the impossibility of controlling employees, their actions, but especially the results obtained;
- inappropriate, toxic, uncontrollable working climate;
- disinterested treatment towards customers, towards consumers, and which can hardly be controlled by managers;
- lack of control over sales, over business growth;
- employee migration to other companies, which are usually better organized;
- the impossibility of recruiting professional employees who can be relied upon;
- fierce competition, without rules, unethical at the level of customers, consumers, suppliers, competitors;
- blockages in the development of business, due to: the approach to sales markets, the approach to business in the medium and long term, the approach to human resources.

The management of the 21st century faces several challenges as [14]:

- ✚ globalization that brings with it international competition;
- ✚ rapid technological advances, which contribute to the remodelling of business models;
- ✚ digitization that transforms the way organizations are develop, so that they remain relevant in an increasingly digitized world;
- ✚ the workforce is becoming increasingly dynamic, comprising more generations, remote employees, etc. and which managers must capitalize on by taking into account its diversity, encouraging collaboration, managing remote teams, etc.;
- ✚ the challenge of finding and retaining qualified employees (talents), of cultivating continuous learning in the company;

- ✚ organizations to demonstrate an ethical behaviour, of social responsibility, through the decisions they adopt, so that the values of the organizations correspond with society's expectations;
- ✚ the adaptability of organizations, their agility to adapt to the business environment where changes are fast, and where uncertainty and unpredictability rule;
- ✚ it is necessary to secure the data, to ensure their confidentiality, cyber security measures are necessary, because we live in an era increasingly dependent on digital systems;
- ✚ employee well-being, the balance between professional and personal life, which has become increasingly difficult to achieve in the modern workplace, and which managers must take into account for good work productivity;
- ✚ the only constant today is change that managers must manage for to minimize resistance to change.

3. Categories of digital managers

Managers who implement digitization in enterprises are the digital managers. In Table no. 1, the categories of digital managers are presented, accompanied by the requirements that must be met to occupy these positions, but also by the responsibilities of each category.

Table no. 1 Categories of digital managers

No. crt.	Digital manager category	Necessary requirements	Responsibilities
1.	Manager of digital marketing [16]	<ul style="list-style-type: none"> - experience in e-commerce (minimum 3 years); -skills in developing and implementing strategies; -master's degree; - knowledge of website analysis tools (Google Analytics, etc.); - knowledge of the latest trends and practices regarding: social media marketing, search engine optimization, application-based marketing, etc.; - the ability to work in a demanding and constantly changing environment; - the ability to be proactive; - communication skills, positive attitude, orientation towards achieving results; - knowledge of the English language, advanced level, and Microsoft Office applications. 	<ul style="list-style-type: none"> -development and implementation of the general digital marketing strategy; - the development of digital marketing campaigns; - managing the activity within the technological marketing platforms: Google Ads, Google Analytics; -attracting customers in the digital environment; - development of online content in the form of videos, blogs, forums; -monitoring the success of online content; - analysing the competition and designing appropriate tactics.

Table no. 1 Categories of digital managers (continuation)

No. crt.	Digital manager category	Necessary requirements	Responsibilities
2.	Social Media Manager – Romanian Market [17]	<ul style="list-style-type: none"> - at least 5 years of experience working with social networks; -experience in audience building on social networks; -creativity in writing texts intended for social media; - developed aesthetic sense; -experience in entrepreneurship; -advanced knowledge of the English language and a very good knowledge of the Romanian language. 	<ul style="list-style-type: none"> - develops and implements the social media strategy, in accordance with the company's objectives; -participates in launching marketing campaigns; - creates and manage accounts on social networks (YouTube, Instagram, etc. or on existing social networks locally); - manages the budget related to social networks; - organize activities for fans and maintain communication with them.
3.	Manager Google Marketing Platform [17]	<ul style="list-style-type: none"> -Bachelor's or Master's degree in marketing or related fields; -work experience of at least 5 years in large corporate organizations; - project management skills; -the very well knowledge of the English language; -special presentation and communication skills; - software skills; - entrepreneurial thinking; - proactive approach; - high level of: creativity, empathy and enthusiasm. 	<ul style="list-style-type: none"> - to act as a manager, as an expert on the Google Marketing Platform; -supporting brands to maximize their value on the Google marketing platform; -conducting the activity and managing identity and access on the Google Marketing Platform; -ensuring confidentiality in accordance with the legislation.
4	Digital Delivery Manager [17]	<ul style="list-style-type: none"> - knowledge of a foreign language is a must (German, English); - excellent communication skills; - knowledge of the working framework of agile enterprises; -at least one year of coding experience. 	<ul style="list-style-type: none"> -manages profitability by managing the various variables that influence it; -proactive involvement in the relationship with the clients; -ensures the creation of value in the activity; - makes presentations for clients, proposals, to generate new opportunities.

Table no. 1 Categories of digital managers (continuation)

No. crt.	Digital manager category	Necessary requirements	Responsibilities
5.	Digital Operation Manager [17]	<ul style="list-style-type: none"> - at least 3 years of experience working with CMS (Content Management System); - skills in agile methodologies; - the ability to collaborate with teams from different fields, national and international teams; -experience in managing mobile applications; - successful management of campaigns; - excellent written and verbal communication skills. 	<ul style="list-style-type: none"> -implement campaigns and promotions in the digital environment; -manages digital platforms (websites, mobile applications); -create pages with articles; - prepare QR (Quick Response) codes for all materials and monitor the results; - builds links with stakeholders: digital managers, Platform Consultants, IT (Information Technology), to achieve the company's objectives.
6.	Media Manager [17]	<ul style="list-style-type: none"> -minimum 3 years of experience in the field; - organizational skills; -communication skills; -passion and curiosity for mass media; -willingness to adapt, evolve and improve one's knowledge. 	<ul style="list-style-type: none"> - is the main connection between the agency and clients; -develops communication strategies and media campaigns; - periodically communicates the company's progress, performances and offers recommendations; -monitors market trends, identifies opportunities and builds partnerships with media providers.
7.	Global Digital Analytics Manager [17]	<ul style="list-style-type: none"> - Master's degree in Marketing, Business, Communication; -5 years of experience in digital marketing analysis; - working with Google Analytics, Google Tag Manager. 	<ul style="list-style-type: none"> -develops data collection strategies; -harmonizes marketing campaign reports on all markets, globally; -customizes campaigns, offers and experiences; -create and monitor dashboards for periodic reporting, for: senior management, local marketing teams, etc.; -manages relations with suppliers and customers; -uses artificial intelligence to keep customers, to make them loyal.

Table no. 1 Categories of digital managers (continuation)

No. crt.	Digital manager category	Necessary requirements	Responsibilities
8.	Partner Marketing Manager [19]	<ul style="list-style-type: none"> -experience in marketing with marketing partners; -exceptional communication skills; -organizational skills and attention to details; -experience regarding Marketing Strategic Partnership; - the ability to think logically; -experience in performance management. 	<ul style="list-style-type: none"> -collaborates with internal teams, with partners to design and implement plans, both globally and locally; - manages funds for execution activities; -organizes, together with business partners, events, awards, etc.; -regularly updates the company's marketing results; -contributes to the external promotion of the company.
9.	Marketing Campaign Manager [20]	<ul style="list-style-type: none"> -Bachelor's degree in digital marketing, communication or other similar fields; -knowledge of the fields: marketing, business, e-commerce; - work experience of at least 5 years; -advanced knowledge of Microsoft Excel; -analytical thinking, creativity; -excellent communication skills; -the ability to work under stress; - project management skills. 	<ul style="list-style-type: none"> -develops marketing campaigns aimed at different market segments, to attract new customers; -monitors marketing campaigns, through budgets, market shares, sales increases; -coordinates the internal departments involved in marketing campaigns; -develops and implements communication campaigns; - coordinates the relationship with the creative team; -monitors cost efficiency; - prepares company evaluation reports and analyses the results.
10.	Product Marketing Manager IoT (Internet of Things) [18]	<ul style="list-style-type: none"> - passion for IoT; -the ability to think strategically; -skills in building relationships of trust in diverse teams; -necessary knowledge to prepare presentations and hold discussions with industry analysts or other interested parties; -the ability to continuously develop, to take risks. 	<ul style="list-style-type: none"> -planning and market launch of IoT products; - development of marketing programs and communication with clients; -collaboration with the teams that generate product demand, but also with other teams to plan events, webinars, to support promotion on social networks; -creating and publishing online and printed content; -monitoring the competition to identify the products that are differentiating.

The managers, in the midst of the pandemic, considered the fact that the digitization of enterprises brought with it new opportunities but also challenges. The obstacles to digitization were considered: the perception that they had no digital consumers, the too high costs of digitization, but also the high resistance to change. The benefits of digitization are perceived as: increased operational efficiency, simplified processes, lower costs, all of which lead to increased revenues and better visibility of the company's brand [9].

The digital transformation changed the structure of the labour force, reshaped the management of human resources [10]. Managers in the digital age face many risks, especially if they are early in their management careers. They often forget, being focused only on performance, to think, to take into account the people they work with [11].

Today's digital manager must be a technologist as well as a philosopher [15].

4. Conclusions

The client is demanding today, he is educated, he has access to a lot of new information, quickly, information that exists at a click away, in the online environment. Digitization means transparency, involvement. Digitization of organizations becomes a necessity, for them to prosper and develop. For this, products and services must reach as many customers as possible, and the online environment is an inexhaustible source of potential customers. The digital manager is the one who is meant to digitize an organization. He must make changes at the level of the organization, change the business model. The digital manager must understand how digital technologies transform society in general, the business environment, but especially the organization he manages. There are many challenges that digital managers have to face. From the lack of vision, strategies, strategic objectives that allow companies to develop digitally to fierce competition, without rules, unethical at the level of customers, consumers, suppliers, competitors or blockages in the development of business, due to: the approach to the markets, the approach to the business in the medium and long term, the approach to the human resource. There are many categories of digital managers, depending on the specifics of the company, starting from Manager of digital marketing, to Media Manager, Digital Operation Manager, Product Marketing Manager, or Marketing Campaign Manager.

The benefits of digitization are perceived as: increased operational efficiency, simplified processes, lower costs, all of which lead to increased revenues and better visibility of the company's brand.

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