

Mohamed Elmanjra – Karim Amor

2<sup>e</sup> ÉDITION  
BEST SELLER  
AU MAROC

# Surprising Moroccan entrepreneurs

Les **12**  
secrets tirés  
de 27 réussites  
marocaines



Et si vous multipliez par 27  
votre capacité au succès  
juste en coupant ce ruban ?



# Surprising Moroccan entrepreneurs

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Mohamed Elmanjra and Karim Amor

# Surprising Moroccan entrepreneurs



*“A legitimately founded trust, which is neither gratuitous nor pretentious, a positive trust, stemming from our faith in the capabilities of our country, in the genius of its children and in our centuries-old civilizational heritage. This confidence is constantly nourished by the concrete assessment of the achievements that are accomplished on a daily basis, across the different regions of the Kingdom. »*

His Majesty King Mohammed VI, Anniversary Speech of the Revolution of the King and the People, Tetouan, August 20, 2006.

*To Yasmina, Ines, Lina, Yassine, Kamil, Rayan and Fatim-Zohra who make us sublime.*

*To our parents who give us life. To  
our brothers and sisters who accompany  
us. To our work colleagues who assist us.*

*To all aspiring Moroccans.*

*To all our inspiring guests. To  
Nada who accompanied us.*

*To this country that attracts us.*

In memory of the late Professor Abderrahim Harouchi, who left us some time  
after our interviews.

To the good recovery of Mahdi Saadi-Elmandrja and Larbi Sekkat.

Casablanca October 15, 2012

## TESTIMONIALS

**These testimonies were collected during a survey carried out among a representative sample of the Moroccan population, after reading the manuscript.**

**Here are some examples:**

“Well done, this book is a good idea, especially during this period. It is a great message to Moroccan youth, already that we use a lot of proverbs and the examples of people who have accomplished. I wish the whole team good luck and good luck. »

*Elhachmi E., 27 years old, Technical salesman*

“Success cannot be bought, you have to believe in everything you do, you have to be passionate and you have to give the best of yourself to succeed. The proof is that all the people interviewed in this book were able to achieve their goals despite their different backgrounds. This book will allow many people to question themselves, surpass their limits and get out of their comfort zones. »

*Wafaa J., 26 years old, General Director*

“Very good book, Good luck”.

*Hamid, 25 years old, Technical Manager*

“I learned a lot from this work through the examples of great men who suffered a lot before they could succeed. It's a breath of fresh air and gives you more will to continue fighting. »

*Younes N., 25 years old, Computer graphic designer*

“I have lots of ideas in my head that I would like to realize after reading this book. »

*Youssef E., 47 years old, Hotel Consultant*

"After reading the book, it's never too late, you have to persevere. There have been many examples like that of El Guerrouj and others. I learned a lot of things and you have to hold on to your dreams until the end and not give up. »

*Ayoub N., 20 years old, Student in 2<sup>nd</sup> year Medicine*

"Regarding the work, I would say that it is interesting to read. This reflects the testimonies of some successful people in Morocco. I advise every Moroccan to read it, to try to see what is going well and what is not going well and to take it as a model of people who have succeeded and to say to themselves that if they have succeeded, I too can succeed. I hope that the people who read it will have the pleasure I had reading it. »

*Houda A., 22 years old, Student in Commerce and Management*

"It's a book that will make a lot of noise in Morocco. It's a book that talks about success and it's a good time to change habits and mentalities. There is no reason in Morocco not to succeed, it takes perseverance, patience and will. »

*Othman H., 30 years old, Young Entrepreneur*

"A book that will allow us all to take a big step forward in cultural evolution and we hope that this message will reach as many Moroccans as possible. »

*Oatman A., 34 years old, Sales Director.*





## List of people interviewed

	First and last name	Age	Origin	Domain Activity
1	Mahdi Saadi-Elmandjra	77	Fez	Political Sciences and Foresight
2	Meriem Bensalah Chaqroun	48	Berkane	Industry
3	Ahmed Jamaï	63	Fez	Industry and Real Estate Promotion
4	Late Professor A. Harouchi	66	Fez	Medicine
5	Ahmed Marzouki	63	Rif region	Army (ex-convict)
6	Adil Douiri	47	Rabat	Government / Finance
7	Anas Sefrioui	53	Fez	Real estate
8	Moulay Hafid Elalamy	50	Marrakech	Insurance / Business
9	Larbi Sekkat	85	El Jadida	Textile / Agriculture
10	Hicham El Guerrouj	36	Berkane	Sports
11	Abdelatif Benazzi	41	Oujda	Rugby (Team Captain) France)
12	Amine Benkirane	47	Fez	Distribution
13	Ali Najab	67	AVERAGE-Atlas	Military aviation (ex-detainee of war)
14	Mohamed Berrada	69	Oujda	Publication and Press Distribution
15	Miloud Chaabi	81	Essaouira	Real estate
16	Othmane Benjelloun	79	Fez	Finance
17	Jamal Chaqroun	49	Rabat	Industry
18	Laila Marrakchi	35	Casablanca	Movie theater
19	Badou Ezzaki	51	Sidi Kacem	Football (coach)
20	Aicha Ech-Chenna	50	Casablanca	Charitable
21	Abdelali Benamour	69	Fez	Education / Teaching
22	Choumicha Chafaï	38	Sidi Kacem	Culinary Arts
23	Mohamed Benamour	65	Fez	Hospitality and Tourism
24	Laila El Garaa	33	Benslimane	Handisports
25	Noureddine Ayouch	65	Fez	Advertising, Charity
26	Najat Aatabou	50	Khemisset	Popular song
27	Mohamed Cheikh Maa El Ainine Taquioullah	58	Laayoune	Policy



## PREFACE

**V**You have in your hands a work that is, to say the least, atypical. Mohamed Elmanjra and Karim Amor carried out original work. How can we explain to as many people as possible and to the younger generations in Morocco that there are rules for succeeding in a period of societal change and increasing difficulties? I have often had to meet highly educated people who sought to convince me that we can only succeed in our environment by "piston", by luck or by accident. Obviously, like everywhere else, a child of "the rich" necessarily has more material advantages and comfort. The child of an intellectual benefits a priori from a context favorable to awakening and learning. But do one or the other have the will to achieve their goals? Are they aware of their personal aptitudes, their capacities, their faiths, their desire to move forward and build themselves by building their own projects?

How can we share winning concepts and solid values with readers without making a work that is a bland and personalityless response to the rich international literature? Our two authors have achieved an exceptional challenge: demonstrating the methods that lead to success in Moroccan reality. They met Moroccan personalities from different fields, from different social backgrounds, who have exceptional backgrounds and brought them to share their experiences with you.

You will see that these personalities have nothing in common. What binds an Olympic champion, a business leader and a fighter pilot imprisoned for 25 years is the choice each person makes to tell themselves that they are "doomed to succeed" in their own way and in their world.

These methods and rules that lead to success must apply to everyone who aspires to success. We can legitimately ask ourselves whether they are applicable



Moroccan realities and our cultural specificities. And this is precisely what the authors of this work have attempted to do through work and reflection adapted to our country and our environment. With all these testimonies and concrete illustrations, it is a tool at the service of those who want to know and apply these methods. Throughout the chapters you will notice that it is indeed our Moroccan identity; it takes just as much into account our faith, our beliefs, our social and human organization.

In this book “Surprising Moroccan Entrepreneurs”, I find Moroccans who wanted success and who desired it.

I admitted a long time ago that one of the particularities of an emerging economy or a country in transition like ours is the dialectic of opportunities. I summarize it by simply saying that the potential of the opportunities is matched only by the scale of the hostility of the entrepreneur's environment in the broad sense. Mohamed Elmanjra and Karim Amor show us through relentless demonstrations that everyone is capable of converting threats into opportunities.

Here is an anthem to those who believe in their abilities and in their future in Morocco. This work lifts the veil on the conditions for success; we often start from the results of a journey to make a judgment and we do not imagine the paths traveled, the constraints lifted and the complexities demystified. There are many lessons... starting with believing in one's potential and in each person's ability to act to shape their own future, and thus realize part of their dreams.

Thami Ghorfi, President of ESCA Group.  
Casablanca, October 2012.



## Chapter 1

# Each person is the master of their destiny

- Our culture, education and habits condition us to rely on external factors in our life, while we must learn to take responsibility for the events in our life.
- Events happen; the person must bring out the best in these events and use them to their advantage.
- We can work on our luck and we can encourage it.

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*"The glass has fallen!"*

*"Sleep betrayed me!" "The*

*bus fled without my knowledge!"*

(Expressions spoken in Morocco)

How many of us can attest that we have never used these magnificent excuses in our conversations!

Education also plays some tricks on us, because in Morocco, the system resulting from the school desired by Charlemagne, builds us a very full head rather than a well-shaped head. This "cramming", learning "by heart", distances us even further from an independence of mind which would make us think differently.

Our teachers and professors, themselves coming from the same system, are therefore not always well equipped to manage this "self-confidence" necessary for any open exchange, which respects our differences. School, with its system of checks and exams, could be summed up as "guess what the teacher thinks".



Our parents too, coming from the same mold, are often content to impose decisions, because that's how it is and not otherwise!

Religion, the reading of which can be simplified and reductive, could enjoin us to surrender our lives to destiny, and to respect the divine will of our condition.

But do you know a god who wants human beings to suffer poverty in all its forms all their lives? Allah is merciful in the Muslim religion. Ninety-nine Attributes attempt to qualify the only power that is above all qualifiers: God. This inevitability therefore only exists in lazy and resigned minds.

The common vocabulary that supports our everyday language is not left out. Take the dictionary, there are more negative words than positive words. Even more, between our birth and the age of 18, negative expressions or those which in one way or another could limit us, are pronounced more than 23 times than those which encourage us.

You therefore readily agree that the people with whom we are in contact since birth have strong influences on our future life. It is the same for the events we witness and which can mark our existence forever.

How were the people we interviewed able to survive in this jungle of words, events and encounters that shape our future? How have they twisted the preconceptions? How did they climb to the top of their dreams despite the obstacles that structure our society?

They met "gardeners with green thumbs" who fertilized their experiences and allowed them to realize that the first person responsible for their lives is first and foremost "themselves".

Let's take an extreme situation so that each of us feels that at our level, everything is possible, when we resolutely take responsibility for our own life.

Officer Ahmed Marzouki spent more than 18 years and three months in Tazmamart penal colony, following the tragic events of July 1971 in Skhirat. He recounts his ordeal experienced in total confinement, in the dark and without being able to communicate with the other prisoners. "Imagine you take someone, you put them in a dark dungeon and that's it." This is how he describes his long and trying night which lasted more than 18 years.

But what does Ahmed Marzouki have to do with success in Morocco, will you tell us? He did not shine with transcendent achievements, did not accomplish a

mission in the service of society, did not succeed in business....so?? Well Ahmed Marzouki has everything to do with success, even though it is a supreme success that is in question. You will see when reading this book that you are not at the end of your surprises.

Ahmed Marzouki's childhood is not particularly golden when he says: "When I talk about my childhood, I really was subjected to a hellish program. I had to travel 7 kilometers to get to the village school. Imagine 7 kilometers for a child who has to cross a river, something that was not easy, especially in winter. The river was rough and we had to cross it relying only on ourselves. »

This officer had "several gardeners". His father, a laureate Imam of El Karaouine University in the city of Fez, inspired him greatly and gave him this extraordinary mastery of the Arabic language through constant learning of the verses of the Arab poet Al Motanabbi and Koranic verses.

Literature, this little child from Douar has approached it since he was very young. It will become a remarkable escape for him during his incarceration. His mother, who ruled the house, was an extremely demanding woman and as his father often traveled, Ahmed was taken care of by his uncle, who took over when his father was away from home. This very tough man imprinted iron discipline on his nephew. "The discipline is that from dawn, we went to the mosque every day at a certain time and we returned at a certain time...my mother gave us orders through her eyes."

*"Nothing is impossible when you believe in it and have the will to achieve it."*

Abderrahim Harouchi

It is in these terms that Professor Abderrahim Harouchi, the first pediatric doctor and surgeon in Morocco in the sixties, opened the ball for these men and women for whom success begins with oneself. This success which is built from within each person and whose result, the one we will observe throughout this book, is only the residue.

Abderrahim Harouchi has forged a solid system of values, which has accompanied his daily life since he was very young. Once his studies were completed, he chose to return to Morocco to manage the first pediatric department in Morocco, a service that did not yet exist.

Days and nights with bare hands, calling on loved ones, friends and friends of friends, with whom, brick by brick, Professor Harouchi creates and gives

life to an embryonic pediatric department at the Ibn Rochd hospital in Casablanca, which will very quickly become the first center for child care and soon a national, even international reference.

He knew that his mission was to build this pediatric department and that nothing could stop him, not even his few moments of disappointment when the smallest thing became very complicated.

The dazzling career of this doctor, specialist, professor, researcher and expert in human sciences and pedagogy, minister and attentive husband, is a repetition of challenges always managed with this extraordinary British phlegm whose apparent nonchalance is proportional to his steely mind. .

His secret? Cultivate the notion of justice in everything.

*"The family environment where I grew up is important. It is a concentrated base tunnel of values. »*

Adil Douiri

Adil Douiri, "Quadra of the Istiqlal political party", in line with his father's political career, was first the precursor of finance in Morocco through the creation of the first investment bank Casablanca Finance Group (CFG ) in 1992. He became a member of the think tank formed by the late King Hassan II and then Minister of Tourism from 2002 to 2007 under the government of Prime Minister Mr. Driss Jettou. However, this brilliant polytechnician recognizes the crucial role of family and particularly that of his father in his way of seeing life. Very early on, Adil integrated the notion of excellence into everything he decided to do.

*"Excellence or nothing at all, there is no room for "approximately". »*

Adil Douiri

Adil forces himself to live up to the conditioning he has cultivated through his relationship with his parents. For him, success is a profession of faith, an unavoidable fact for which one must give oneself the means, through work, sometimes even relentlessly. Adil is on a permanent crusade and his attitude of apparent total relaxation is supported by an unshakeable warrior spirit. Adil goes to war to respect the standards he has built for himself, the objective of which is to be at peace and in harmony with his value system.

*"We had to make a mockery of our reality. Sometimes you had to do it to continue fighting. Humor is essential, otherwise we add a lot of bitterness and pessimism to this sad reality and we are finished! »*

Ahmed Marzouki

From our interviews with Ahmed Marzouki, we were both impressed by his extraordinary sense of humor. How can a man who has spent a third of his life cut off from everything still keep a smile?

The reality of the facts in his case was implacable, he was dead alive in a concrete coffin, far from everything, considered to have died in anticipation. His interpretation of reality was completely different and he knew he was going to get through it. Every time he woke up, he had to find the strength to last for hours, days, months and even years. Time no longer mattered and he no longer had the means to measure it anyway.

Successful people always find a favorable interpretation of events to serve their goals. Religion, their imaginations and the force of their passions dilute their pains, crush their sorrows and strengthen their temperaments. They see beyond the situation they find themselves in.

Imagine yourself behind the wheel of a rally car? At the turn of a bend your vehicle skids. What do you do to restore your trajectory and ensure efficient corner exit? The greatest drivers agree that you have to direct the wheels of the car in the opposite direction, that is to say on the trajectory of the next turn while looking towards where you want to go, rather than the situation in which we find ourselves at that moment.

*"You may curse a situation when it turns out to be better for you. »*

(Surah Al Baquara, Ayat 214, Hizb 4, The Quran)

References to a useful interpretation of reality are everywhere, but we systematically look for these adages when we are "in a situation".

Successful people have integrated this axiom as part of their genetic codes. They make it a habit and some of them even go so far as to play it.

As Marzouki recounts, remembering key moments from his childhood: "As a young schoolboy, when Professor Serghini told me to go to the blackboard, the whole class laughed. The students couldn't believe it. How is it that a "wimp"

written like this? I had to take my revenge! So I started working and working to reach the level of these people. It was extremely difficult but still, it was worth it. »

Have you ever heard someone say, "He succeeded because he was lucky!" ". For those interviewed in this book, luck is for casino players, because luck favors the prepared mind.

Like the funny story where it is said that a man complained to his wife every evening: "Honey, I'm not lucky, I haven't won the lottery yet today". After a few months, his wife, exasperated by her husband's daily complaints, ended up responding to him: "You complain every night about not winning the lottery. But if you want to win, at least play! ".

For successful people, luck is not one of their tools. This does not mean that it does not exist. They consider luck only as an event to be exploited to go faster or to go even further. This attitude does not prevent them from fully appreciating it when it presents itself.

Even more, these men and women use the difficult events of their lives as an opportunity for their futures and lessons to serve their destinies. As the eminent university professor Mahdi Saadi-Elmandjra, known worldwide for his work with major international bodies such as UNESCO, the Club of Rome and the United Nations, says in the quote below: each event contains within it the seeds that will allow us to realize our potential.

*"I had two schools: prison and radio and television. »*

Mahdi Saadi-Elmandjra

Amine Benkirane, promoter of the largest furniture distribution chain in Morocco (Kitea) said about his studies in Arabic while his brothers and sisters benefited from schooling at the French mission: "It is a very great asset today and fortunately I went through that, it gave me great strength." "Tomorrow, you put me in Khmiss Zmamra, I will get through it. »

When we talk about a person saying that they are "like that". This explains why she acts constantly to the point that her interlocutors integrate her behavior as unalterable basic data.

Jamal Chaqroun, a young businessman approaching fifty, looks at us with his blue eyes piercing with sincerity and transparency. He could be 35 years old and could have replaced the son of American actor Paul Newman in any

what movie. His parents, both artists and actors, gave him a taste for reading and curiosity for everything at a very young age. Through his reading and passionate discussions with his family, he forms his own opinion on life, on what he wants and how he wants to get there.

The woman of his life, Meriem Bensalah Chaqroun, introduced him to “a gardener” who would continue to cultivate in him a sense of commitment and success through work: his father-in-law, the late El Hadj Abdelkader Bensalah, one of the most major industrialists in Morocco. A few years later, upon the death of her father, this “great lady” took the reins of the family group alongside her brother Mohamed Bensalah, keeping the family united and respecting the values that were established by her father. She will accomplish this task full of responsibility through heavy efforts and personal sacrifices as well as an unparalleled desire to succeed. Yet carrying out her mission, she will never allow herself to wallow in mediocrity and inaction or forget to fully assume her role as wife and mother. In addition, in 2006 it succeeded in being classified by the prestigious American magazine *Forbes* as one of the twenty-five most active Arab businesswomen.

Jamal began his collaboration at the age of twenty-four with the late El Hadj Abdelkader, quickly becoming his right-hand man. His professional days are hectic with more than fourteen hours of work per day. Through his hard work, Jamal Chaqroun further strengthens his convictions as well as the attitude to adopt to succeed in business. For him, it is therefore necessary to listen to others, remain humble in all circumstances and above all work a lot.

Jamal Chaqroun is a talented young businessman, who has always been curious about everything, has applied himself to reading and documenting himself to have a broader idea of life than that limited to the professions he practices and endowed with a keen sense of listening, which he cheerfully cultivated with his father-in-law, the late Abdelkader Bensalah, one of Morocco's greatest business visionaries from the time of the late King Hassan II.

On the death of his mentor, Jamal left the family group to naturally leave control to the heirs, he set up his own company GD Holding in 1995 which became in less than ten years one of the most promising diversified groups in the country.

Jamal always recognized that his success was first and foremost due to teamwork; and what a team since Jamal was at the head of a company of several thousand people which he then sold to a multinational.

In his speech and during the various discussions we had with him, the word “we” appears frequently. As a responsible and committed man, he himself recognizes the unfortunate effects of some of his decisions. In reality, everything starts with him, but nothing is about him.

*“Will makes every person successful. »*

Jamal Chaqroun

As our lives progress, we develop reactions to those around us, our parents, our teachers, our brothers and sisters, our spouses, our work colleagues, etc. We become, little by little, a set of conditioned reflexes which act and nourish our will.

Imagine the result after this process has happened several hundred times during our lifetime. Bingo!! We go there naturally, because not only have we learned to do it, but we have practiced these reactions over and over again until they have become... a part of us.

But if we are likely to be hypnotized in spite of ourselves because, being human beings, we react like human beings, that is to say with a dose of improvisation or even imperfection, with states of mind, mental ailments or ailments that undermine our morale from time to time. How in such conditions can we overcome reactions that we might have and which would distance us from our objectives?

The answer is simple because it is contained in the question. We found that in fact the answer depends on the question, because the most important thing is above all the questions we ask ourselves. But what questions are these?

When El Hadj Miloud Chaâbi, as a child, was “caught” on the train for not having paid his ticket, he told himself that this should never happen to him again. He could have left it there, but this reflection increased his motivation to never get caught again by saying to himself: “How should I lead my life so that this kind of mishap never happens to me again? ”. He led his life well by developing a conglomerate which today employs tens of thousands of people in Morocco and Africa in the fields of industry, real estate and distribution.

When Professor Harouchi was stunned by the state of advanced disrepair of the hangar made available to him as a hospital, he was not discouraged. Rather than complain about being faced with an impossible mission, he instead

said: "How could I bring together a team of volunteers to help me build a pediatric surgery department worthy of the best hospitals in the world? ". Through this seemingly innocuous question, not only did he open up a world of possibilities, but he also set a standard that he wanted to achieve. The future proved him right.

*"Kids my age went to the beach, while I worked during the three-month vacation. When I got home in the evening, I would run wearing the same clothes. »*

Hicham El Guerrouj

We cannot talk about the greats of sport in Morocco, without talking about him. When Hicham El Guerrouj, native - in 1974 - of the Berkane region, double Olympic champion and quadruple world champion, fell suddenly during the final of the 1500 meters event at the Atlanta Olympic Games in 1996, arriving at the twelfth place, he takes full responsibility for his actions. At no time does he blame this defeat on time, a puddle or a malicious competitor. On the other hand, he questions himself by asking himself how could he use this tragic event as a lesson for the future?

In 2000 at the Olympic Games in Sydney, the curse continued when he finished second, was not satisfied with this "meager victory" and promised himself to return to the challenge four years later. At the Athens Olympic Games in 2004, he ended his Olympic career in apotheosis with not a gold medal, but rather two medals, in the 1500 meters and the 5000 meters. An Olympic double that has never been achieved since the Paris Olympic Games in 1924.

This exceptional champion thus fulfilled the promise made to his parents when, at a very young age, he left his town of Berkane to settle in Rabat, declaring to them that it would not be one, but two Olympic medals that he would bring back with him!

If there are things we would like you to take away from our research, the following finding is probably one of the most important. Successful women and men in Morocco differentiate themselves from those who spend their time complaining, blaming or finding excuses by their extraordinary abilities to train, to ask themselves constructive questions at each stage of their lives. .

You must understand that all reactions to events, whether they are dependent or independent of your will and whatever their nature, must be voluntary, put at the service of your interests, your values and your objectives.



In 2008, the world experienced the worst economic crisis ever known. Did that mean everything was going to fall apart and the whole world was going to descend into chaos? No!

Just like previous economic crises, the world is adapting to a new form of commerce. States are uniting to put in place aid and regulation measures. Companies are painfully restructuring to see the emergence of a new breed of entrepreneurs, products, and consumption patterns that would never have seen the light of day otherwise. Should we blame the events that occur? Certainly, a gentle lull, after the euphoria of 2006 and 2007, would have been preferable to this explosion of repeated scandals, these resounding bankruptcies and these millions of people without resources. It is this human capacity for resistance and resilience that is strongest; capacity which is developed through good answers obtained arising from the good questions that we took the trouble to ask ourselves.

Successful people in Morocco do not need the agreement of others to pursue their ideals. They have the audacity to take initiatives outside of social pressures. They are more busy doing what they love rather than being loved by others. These people are hardly haunted by any of their defeats, by any of their failures and never look for a “scapegoat” to console themselves for not having acted differently. When the goal is achieved, they congratulate and congratulate themselves, often attributing the delicious news to their teams. When a failure temporarily slows down their journey, they take full responsibility for it.

## What we want: passion

- The person must be extremely clear and precise about what they want.
- Passion is the best fuel to stay on the path of accomplishment and achieve great things.
- The flame of passion must be constantly lit.

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*"We do not apprehend the future, we do not predict it. We work with trends, if you don't know where you come from, you're not going to know where you're going. »*

Mahdi Saadi-Elmandjra

He welcomes us very warmly in a small, very discreet villa in Hay Riad in Rabat. We sit in a small living room. Very quickly, we are struck by the number of books. Books in an office that we can see, books in a library next door, books that are starting to invade the living room. In short, books, books and more books.

Immediately and from the first questions, we feel an exceptional passion emanating from this man with a breathtaking life and international career. For him, each document, each event and each moment of his long professional and personal journey are recorded as witnesses of precious moments, full of passions, joys, happiness, triumphs and unfortunately in some cases, full of pain and tragedy .

Lists are compiled and documented of the various trips from a young age through his travels to more than a hundred countries around the world in the different positions he held, whether as the first director of Radio and Television Moroccan, Deputy Director of Unesco, Rector of the Mohammed V University in Rabat, Special Consultant to the UN or member of the very select and prestigious foresight organization "Club De Rome". In addition, photo albums retrace his history and his experiences, from his childhood in a Morocco in search of its political independence, including photos of his new grandchildren.

When we visit his website, we see a never-ending list of all his publications in specialist journals, his published books or the list of conferences he has given. Even the pirated DVDs, found at the flea market (Derb Ghallef), of some of his conferences attest to his excessively passionate presence when he speaks to defend ideals and principles that are very dear to him and to which he fought all his life, namely the right to respect and human dignity for everyone.

Everything counts in his life and everything feeds this desire that Professor Mahdi Saadi-Elmandjra has to experience things intensely, with the ultimate conviction that every event in life is precious, that it has its weight and its importance and that it must be lived fully, that is to say lived with "Passion".

This passion for life will be very quickly and constantly confirmed in the descriptions of the different stages of Professor Mahdi Saadi-Elmandjra's life.

*"Believe in your ideas, believe in yourself. Passion is nourished by letting it nourish you. It's true that when you go all the way with passion there is this "push" that makes you move forward. People see what we do out of conviction, but I can assure you that what you need to succeed is to feel the joy of surpassing yourself. When I'm not shaking, I'm not comfortable. »*

Mahdi Saadi-Elmandjra

What is interesting is that we find this character trait of passion in almost everyone we have met. Whether it is Moulay Hafid Elalamy who believes that in life we go nowhere without passion, passion for life and success which was noticed very early on by his teachers and with which he found himself from his first university years at teach at the same university where he was a student. Or whether it is Mrs. Meriem Bensalah Chaqroun who is constantly driven by a passion which takes the form of a rage to build,

to develop and contribute; and who in her presence, we feel that she knows what she must do and how she must act. All this with impressive humility and discretion.

*"The goal is to do something in your life so that it has meaning."*

Moulay Hafid Elalamy

Born in the Marrakech region and from a bourgeois family, Moulay Hafid Elalamy found himself confronted at the age of ten with untimely responsibilities following the death of his father, a banker at the Bank of Morocco. He is forced to "grow up" quickly and assume the role of "man" of the family alongside his mother to preserve the family heritage. This tragic and sudden loss of his father triggers in him a rage for survival for which he never really had a choice. He will excel in everything he does. He first began with brilliant university studies in Canada, then joined the Ministry of Finance of the Province of Quebec at the age of 22. Returning to Morocco, he joined the prestigious ONA group, working directly with its president in 1989. A few years later, he founded his own Saham group which operates in insurance, distribution, telephone call centers, services and real estate. In the process, he was acclaimed by his peers and became president of the CGEM (General Confederation of Moroccan Enterprises). He also contributes in the charitable field through his efforts within the Lala Salma Association for the Fight against Cancer (ALSC).

*"I have always done everything with passion. »*

Larbi Sekkat

For Larbi Sekkat who strongly attributes his professional success to a passion characterized by an extraordinary will and a constant desire to seek perfection. Moreover, despite his state of health and his advanced age, we sense behind the man who speaks to us humbly and gently, an enormous strength of character and an unwavering passion.

When he welcomes us into his home in the presence of his elegant wife Mrs. Leila Sekkat, we quickly deduce the role and the primordial importance that this great lady played in her husband's success. Moreover, throughout our interview, she will be of great assistance by shedding light on certain events which made her spouse's journey great. Despite his advanced age and his state of fatigue, Larbi Sekkat will still give us the honor and pleasure of sharing

with us the key elements of his very enriching journey through a breathtaking interview. We come away dazzled by the humility, integrity and simplicity of this man.

He is a great man who has been nourished throughout his life by a passion for things well done. Especially since he describes that he had the habit of “swallowing” the way of doing things from people who interested him so that he could learn as much as possible.

*“It was in the Bazaars that I received my education and I even learned the French language in the Bazaars. »*

Larbi Sekkat

Having left school at a very young age to support his family, Larbi Sekkat was sent to Sweden by his employer, the owner of a bazaar where he worked, to trade. Arriving in this country and despite his young age, he uses his ease with foreign languages and quickly manages to set up a business and integrate perfectly into this world different and strange to his own. Later, he returned to Morocco to embark on other adventures which would make him one of the pioneers of modern agriculture in Morocco, not hesitating to bring in the greatest agronomic experts to learn the techniques and the most advanced agricultural methods. He also embarked on the textile adventure, opening several production units and establishing a new management style. He will be the first textile manufacturer to put music in his factories and be proud to sit at the table in the canteen with the workers.

*“Achieving the goal is a passion”*

Anas Sefrioui

As with Anas Sefrioui, his passion is first and foremost to achieve his goals. With an attitude like this, work becomes a pleasure and therefore the possibilities to achieve are enormous. We add to this a superb capacity for work which means that for him passion and work are intertwined.

Anas Sefrioui is one of the largest real estate developers in Morocco. He owes his success to the inspiration of his father, but also and above all to an unfailing desire to succeed in everything he does. As he says: “I bought my very first piece of land in pain, the pain that hits you in the gut because you are perhaps the only one who thinks it will work, and you put everything you have into it. » He knew that purchasing this land was a real obstacle course for him, but he also knew that this land would allow him to do his first major business.

*"I have a philosophy that I would like to leave to my children which is that of achieving. In my opinion, doing it yourself is more important, because even if you have the power to have someone else do it and it's not you who does it, it's not the same thing. It seems to me that the most important thing is to achieve a result. It's not the work that motivates me, it's the act of accomplishing. »*

Amine Benkirane

We know him as a goalkeeper and then as a football coach. We followed him from Wydad to Casablanca to Majorca in Spain. We know him for his integrity, for his discipline, for his seriousness and for his rigor. We know him for having thrilled us all during the Football World Cup in Mexico in 1986 as goalkeeper for the Moroccan national football team. He is also known for leading the Moroccan national football team to the final of the African Cup of Nations in 2004.

Badou Ezzaki, known as Zaki, is above all someone who knows exactly what he is doing and where he is going. Born on April 2, 1959 in Sidi Kacem, he began his professional career in this city, briefly passing through the city of Salé, where he joined the AS Salé Club in 1976, before settling in Casablanca in 1978 to join the ranks of the prestigious Casablanca club Wydad.

His prizes, his rewards and his distinctions would be too long to list in these pages, let us mention in passing, among others, that the prize of the African Ballon D'Or in 1986, Best Foreign Player in the Spanish League in 1987 and best goalkeeper in the Spanish League in 1989, 1990 and 1991. The Confederation of African Football went even further in its praise of Zaki, making him the best African goalkeeper of the 20<sup>e</sup> century.

Recognized for his qualities as a disciplined and rigorous person, he will quickly be selected as Captain of the team of *Majorca* and Captain of the Moroccan National Football Team.

Feet on the ground, as he says, he knows that he must start at the beginning: observe, gradually raise the bar of his demands on himself and always continue to improve his ambitions. Even once his career expands internationally, he continues to keep his head on his shoulders and strive to excel. Just as his sense of anticipation and the clarity of his objectives were undoubtedly determining factors for his success.

*"The secret to success is work and hard work, without waiting for the reward. »*

Badou Ezzaki

Very few football players in Morocco can claim to have a statue of them in the city where they played for a sports club in Europe.

*"If people see me today as I am, they will be jealous of me, but if they knew what I went through to get to this point, they will say yes, yes, it's true, it's not is not easy. I had to work and show the best of myself, because you have to make sacrifices, a very hard lifestyle, etc. It's actually becoming a robot. »*

Badou Ezzaki

By researching different articles about him, we learn that an American journalist estimated that Hicham El Guerrouj is the best thing that happened to Morocco after couscous.

But El Guerrouj had to fight and above all condition himself mentally. First of all, sport inspired him to the point that he considers that he was born to run and that running is above all for pleasure. With a very clear vision, each day and each training session are pleasures which, with running, give birth to a great love, "like with a woman", as he likes to say so well. He finds on the competition grounds a space and a universe where he can express himself. All this with extraordinary determination.

*"I was born to run. »*

Hicham El Guerrouj

*"I fight until the last minute for my ideas, my conviction, my passions; not giving up, that is to say giving the maximum until the end, commitment, responsibility, it connects me to all my "drivers", that's how it is. Me, I tell myself that what pushes me is passion, there is a real passion, so I have what I need, personally, materially, but it is this passion which oxygenates me and which nourishes me every day. »*

Meriem Bensalah Chaqroun

## Chapter 3

# Do a lot of work on yourself. Be very demanding of yourself. Be constantly improving

- A lot of work must be done on oneself.
- Constantly seek to improve.
- Be accountable and demanding of yourself.

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*“There was a trainer who told me: if you train very hard, on the day of the exam it will be three times less difficult, if you don't train, if you don't give yourself the means to do so. training, the exam will be impassable; so hurt yourself in training and you will see on the day of the match, on the day of the exam, that it will just be a simple formality. »*

Abdelatif Benazzi

Born in the Oriental region of Morocco, very early on, he felt a penchant for rugby given his imposing physique. He excels, very quickly, from competition to competition to reach the pinnacle of his field of activity. As if playing for the Quinze de France (the French national rugby team) was not an insurmountable enough challenge, he managed to rise even higher by becoming the captain of this team and being decorated by the president of the French Republic.

How does a rural man from the Oujda region find himself leading such a prestigious team and facing the best teams in the world in the biggest rugby competitions?

The answer to this question is both very simple and very complex. Very simple, because it requires an iron will. Very complex, because it requires work on yourself



permanent and constant. For Benazzi, success is first of all being more demanding of ourselves than others are of us.

*“I was doing more than I needed to by training every day for two hours. So the eighty minutes of the match were like training for me, it was easy. »*

Abdelatif Benazzi

For Benazzi, you have to give yourself the means to learn even when you don't win; This is what makes you successful in the long term. The impossible does not exist for him. He doesn't look for the easy way out. He also seeks to associate with the best, because he believes that through contact with wise people we become wise, through contact with intelligent people we become intelligent, through contact with the best we become better. So for him, it is not pretension or copying from others, but rather learning and enriching himself from their journeys and experiences.

What is also important for Benazzi is that work and individual monitoring are the bases of all success. For him, each person has their adversary within them. We must not linger or boast, but tell ourselves that we will be up to the task whatever the events that take place. So from the start it is necessary to go into the field. We must never, as he insists and repeats, consider ourselves a champion, because at that moment, we will lose everything. For Benazzi, we must let others bear witness to our merits and our achievements. Winning your own fight means conditioning yourself and never getting fired up, while accepting the principle that success requires great effort and great personal sacrifices.

All this mental conditioning and this effort to work on oneself are essential ingredients of the success that we were able to observe during our interviews. For example, we can cite the case of Jamal Chaqroun who, before the age of 18, read almost 300 books and continues his reading with an annual average of around a hundred books. For him, his readings, which constitute his ongoing self-education, allow him to oxygenate his mind, to be constantly on the lookout for new ideas, new trends and above all to discover new opportunities. For the record, Jamal sleeps on average between 4 and 5 hours a day. This ability to sleep so little while being in good physical health allows him to go even further in his education and permanent development.

*“Physical conditioning is one of the factors of resistance. »*

Ali Najab

Of all the people we had the privilege of meeting during our research, two people deserve special mention for their courage and the difficulty of the ordeals they endured. Through the interviews with them, we emerged greater for having listened to them and smaller in front of people of such great humanism and courage.

The first of them is called Captain Ali Najab. Born on December 20, 1943 in Maghraoua near Bou Iblan in the heart of the Middle Atlas, Ali Najab completed his primary education then flew to Casablanca where he obtained his baccalaureate diploma.

He is passionate about the job of fighter pilot. He joined the Air Force on November 1, 1965. He was immediately sent to the United States to become a transport pilot. *Randolph Air Force Base* in Texas. He graduated top of his class with Congratulations from *Training Air Command*.

On his return to Morocco, the Command sent him to the French Military Air School. He leaves with a diploma and the rank of lieutenant. Following which he was chosen to be an instructor pilot at Aulnat in France. During his training his instructors detected qualities of a fighter pilot in him and recommended him to attend the French Fighter School in Tours.

Back in Morocco, he was assigned to the 2nd Air Base of the Royal Air Forces in Meknes where he assumed several responsibilities: Operational Squadron Commander, Photo Reconnaissance Squadron Commander and Base Flight Safety Officer. He is also designated by the General Staff to act from time to time as Aide-de-Camp during the time of His Royal Highness Crown Prince Sidi Mohammed.

In 1976, Captain Ali Najab was transferred to the Sahara as head of the F-5 aircraft detachment and a few months later head of Base Operational Means. He takes part in operations by carrying out more than 120 operational missions. He was decorated with the war medal and received a letter of congratulation from the Chief of Forward Staff of the Southern Zone.

His career will take a tragic turn. During an aerial reconnaissance mission in 1978, his plane was shot down by an anti-aircraft missile. He will be imprisoned for twenty-five years where he and his companions will experience torture, humiliation and all kinds of inhuman treatment. This is how he describes his first hours of captivity with great emotion:

"When ejecting from my plane, I had separation problems with the ejection seat from which I had to separate and at the same time open the parachute manually. As soon as I arrived on the ground, I walked for 35 minutes in the direction

from a friendly unit which was located not far away, approximately 10 kilometers away. At one point, there were bullets whizzing to my right and left. I turned around and saw three jeeps coming at me at full speed. I very quickly understood that it was the Polisario. I still wonder to this day why I didn't raise my arms. I will be asked the same question later: *"Why didn't you raise your arms? We almost killed you"*. I simply told them it was because I didn't have any weapons. So as soon as these three jeeps arrived, six of their soldiers jumped on me. So it was hell. They started beating me everywhere. Then they tied me up, so to speak: my hands tied behind my back and my feet too, and they threw the four of me into a Land-Rover vehicle and, curiously enough, onto my airplane seat, which they also recovered. I kept getting hit and then I don't remember anything. I regained consciousness the next day late in the afternoon. I remember very well the sun was setting when they captured me, it was almost dusk. They then took the ropes off me and started interrogating me."

This captivity of Captain Ali which lasted a quarter of a century in the harshest conditions that even the imagination cannot conceive. Living in a hole in the desert, experiencing the climatic hazards of a difficult place and enduring the unbearable heat during the day and the freezing cold in the evening.

*"You know what these holes are. Initially, they were dug to make bricks to build walls. These holes were either circular in shape with diameters of 3 or 4 meters or rectangular in shape with 6 meters in length, 3 in diameter and 2 meters in depth. When they were large holes it was to put 140 to 150 prisoners piled on top of each other. To sleep, when possible, we lay down on pieces of cardboard, when we found them, with two small thin blankets which we used to provide a little shade during the day and to cover ourselves in the evening."*

Ali Najab

Despite all these difficulties and the harsh conditions of his captivity, this brave and courageous captain continued to condition himself mentally and, above all, not to lose his humanism. He knew that in the midst of this hell, in the midst of the difficulties he encountered, it was imperative to continue to hold on, not to lose hope and to maintain his human dignity.

This is how he describes a strong gesture of generosity:

"When I started having more contact with the Red Cross, things started to get better. All the diseases were already established among the prisoners. From there, and despite the great support of the Red Cross packages, only 1 in 3 reached us. One day, I don't know how we came across an orange. A prisoner gave it to an officer. This officer comes in and tells us: "I have an orange", we tell him that we have to give it to a sick person. He told me: "no, because that's not how we're going to do it." He proposes to divide it into 42 parts, to mark the spirit of solidarity, so that it serves as a lesson for everyone. Here everything is shared and everything belongs to everyone. So, when I received the first packages, I said to myself, the lion's share must go to the sick soldiers, so their shares first. Even if it doesn't do much for them, it should at least make them happy. One day, a guard who came to see me said to me:

- (Guardian): Najab you received a nice package, where is my share?
- (Najab): Are you asking for your part as a guardian or as a person?
- (Guardian): I'm asking you as a person, no more!

So I gave him boxers and underwear even though my classmates reproached me for it. This is where I told them:

- (Najab): Listen. This is the amount of future that must be invested in the present. Our fate is in the hands of these people. This gesture can make him think and perhaps convince him to reconsider his opinions about us. »

Captain Ali also knew that mental conditioning was a key factor in the success of his challenge, namely his survival and the survival of his comrades. This is how one day he recounts how a friend laughed when someone brought him lentils in a dish for ten people with spoons or rather halves of spoons. It was then that Ali Najab turned to him and replied: "With imagination we can overcome anything. Imagine that right now instead of lentils, you are in front of couscous or a good tagine. With imagination you can make anything happen." He ends this story by mentioning that all the comrades laughed for a while before coming back to reality.

*"How can a person who, after a year of leaving the prison of Tazmamart, pass his baccalaureate, while he was exhausted and sick? »*

Ahmed Marzouki

The second is Ahmed Marzouki. He spent more than 18 years in the prison of Tazmamart and the first of the things that he undertakes immediately upon regaining his freedom consists of doing a great deal of work on himself through the resumption of his studies and the publication of his famous book "Tazmamart Cell 10", a very successful work which relates his prison journey.

*"In my head I always told myself that we had to hold on and we must never give up. You should never consider yourself beaten. As long as there is life, there is hope. I was sure that I had to survive as many days as possible. »*

Ahmed Marzouki

For Marzouki, those who were able to survive this hell and this atrocious ordeal were the country people, the overwhelming majority of whom had received a very harsh education and had lived in very, very harsh conditions.

*"There are levels in intellectual terms, not in the education sense, but in the strength of character sense. It's interesting to see each person at a certain level and to move to the next level, you have to work on yourself. »*

Amine Benkirane

Many people who shared their experiences with us, through their failures and their successes, very quickly understood that to achieve something you need more than will, you also need the energy necessary to support and maintain this will. We derive this energy mainly through physical activities which allow us to recharge our batteries.

Thus for Mohamed Berrada, who built a publishing and press juggernaut in Morocco, and who explains the necessity of sport and its fundamental impact on the professional success of the person: "On a physical level, sport helps since it allows you to eliminate, sweat, drink a lot of water in order to renew many things in the body. "Sport prevents you from pursuing other harmful concerns." As the saying goes: "A healthy mind in a healthy body." »

Born in 1941 in Oujda, father of two children and holder of the Diplôme des Hautes Etudes Marocaines, he began teaching at the French Girls' High School in Oujda, then left for Casablanca and entered the world of the press through broadcasting. and distribution. He will begin by training in this difficult profession, still in its infancy in Morocco, through stays in France, notably with the NMPP and with traditional provincial newspapers such as the Dauphiné Libéré.

Within Sochepress (Société Chérifienne de Presse), at the time a Moroccan subsidiary of Hachette and the NMPP, he rose through the ranks until becoming the commercial director appreciated for his rigor and his professional convictions by his general management, his colleagues and especially different Moroccan publishers, both Arabic-speaking and French-speaking. He left this company to found his own company in 1977: Sapress. For this passionate and patriotic activist, it was about putting in place a structure that was authentically and fundamentally Moroccan, to break a monopoly that was anachronistic and in total contradiction with the liberalism and economic openness of his country.

He has continued to be active both in Morocco and abroad, working to organize the profession, with rationality and fervor. This is how, with Moroccan publishers, in a pragmatic and sustained manner, he has constantly carried out long-term actions to impose his ambitions and ideals aimed at promoting reading and the press in Morocco.

Mohamed Berrada understood very well that the impact of sport goes beyond the physical contribution because it also helps develop team spirit and competitiveness. The different feints in basketball, as he likes to say, have an elegant side and develop in the person the ability to learn to plan, achieve goals and concentrate. We also see that Berrada is a disciplined person who values regularity and continuity.

It is therefore not surprising that despite his 69 years, he still gets up at 5 a.m., arrives at work at 6:30 a.m. and that for 30 years his weight has not changed. He even jokes that since 1977 his weight has always been 77 kilograms. Moreover, despite his intense professional activities, he finds time, among other things, to run one day a week for an hour and a half, to do bodybuilding every Sunday, to swim every Saturday and of course to play basketball on other days of the week. This is what we can call discipline and rigor!

This need for rigor, discipline and physical conditioning to give yourself the energy to be able to accomplish and achieve your goals is a constant that we have strongly observed and noted on many occasions.

El Hadj Miloud chaâbi gets up at 5 a.m.: "Always 5 a.m.!" » as he repeats and then starts playing his golf very early, often starting his course in the dark. This regularity acquired very early instilled in him exceptional discipline and rigor. The same goes for Jamal Chaqroun who also always gets up at 5 a.m., does his hour of sports, to be at the office at 6:30 a.m.

## Set specific goals

- A goal starts with a dream and it is the person who directs their dream.
- Having clear objectives will ensure that all energies and efforts are focused in the right direction, that is, towards achieving the objectives.
- Whatever the person dreams, thinks or feels they provoke. (Principle of the Law of Attraction).

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*"I will draw the path to follow to achieve my goal. »*

Badou Ezzaki

As for waking up in the morning, we decide to wash our face, chances are we will automatically go to the most appropriate place for this, namely the bathroom. This act, which may seem banal, is of crucial importance because it explains the difference between those who apply this evidence in all the actions of their lives and who arrive at their destination and others who dream of doing many things but who never get there. Do they even know how to translate their dreams into concrete goals that they want to achieve?

Badou Ezzaki sets the tone and his whole life will be a succession of steps in the service of this goal. On this path that he has traced for himself, he will gradually draw it to achieve his goal.

This native of the Sidi Kacem region lost his father, a football fan, at the age of five. During their football games, his late father constantly told him: "You will be a goalkeeper."



Since that time, Zaki has definitely made this goal his own and has continued to pursue it ever since. Did his father tell him his goal? Maybe. Zaki was aware of his gift and what it could bring to his life. A goal so powerful that he was surprised at the age of 15 to be offered a career at the prestigious Casablanca football club Wydad.

Goals are the children of our dreams. Who doesn't dream? Awake or asleep, we are permanent dreamers. From these dreams are born the ideas and stories of the most beautiful success stories.

Professor Mahdi Saadi-Elmandjra explains how to reconcile a vision and the environment when he says: "Establish a relationship between you and another person without reaching their personality and respecting their vision of things". He thus explains through the context of the school that the ideas transmitted by his teachers were always taken into consideration, but that his vision of the world and his life objectives were even stronger. "I assure you that after that school, I was admitted to the prestigious *Harvard University* in the USA and in other major schools. But the ultimate is being admitted to university *Harvard* and not to go." Mahdi Saadi-Elmandjra understood very well that the clarity of our goals gives us immense strength.

One of the most glaring examples of what a goal can do like wings is certainly that of Hicham El Guerrouj.

*"There is one person who inspired me as he inspired thousands of Moroccans, it is the middle-distance running champion Said Aouita. As I slept with my brothers and sisters, I decorated the room with Aouita's photos."*

Hicham El Guerrouj

It was in 1988 when Hicham saw Said Aouita win the 3000 meter race, that his life changed from that of a simple schoolboy from the Berkane region to that of a professional long-distance runner.

*"If I missed the sport, it was over for me. Every day was a challenge. Go with a goal and return with a goal. My big goal is to never go home without medals. »*

Hicham El Guerrouj

The whole world knows the result of Hicham's ability to set goals that are unavoidable once he expresses them clearly in his head. Even his fall in mid-exercise at the Atlanta Olympics was devastating in itself, a nightmare, a tremendous opportunity and an opportunity to set a new goal, that of winning the next Olympics, whatever the cost. The rest, we all know it. Billions of people around the world saw Hicham in a state of grace, with tears in his eyes, kissing a red flag with a green star, that of his country Morocco. All the viewers were there to experience live the resurrection of this stadium genius, one of the most extraordinary victories in the entire history of athletics.

As is often said, if you fail to plan then you will plan to fail. Without losing sight of the fact that the absence of strategy is the primary cause of failure.

Moulay Hafid Elalamy is an astute financial tycoon for whom strategy and planning are one of the keys to his success. He returned from Canada where he had the confidence of his president in one of the most prestigious insurance companies at the request of Fouad Filali, then president of the ONA group.

He then embarked on a dazzling Moroccan career, with a series of company buyouts, stock market listings of an insurance portfolio and the creation of his own insurance group as part of the Saham holding company. Telecoms, hotels and distribution are among the many sectors where numerous businesses are scrutinized by its teams to assess their full potential.

*"These are plans in my head. I tell myself in five years, I will be there and I set myself a goal, sometimes ambitious, but not stupid. »*

Moulay Hafid Elalamy

Successful people know that without plans for their lives, they are on the path of least resistance but will inevitably be forced to move with the flow and without a particular destination in mind. On the other hand, having a precise plan for their life will allow them to make thousands of decisions, good or bad, which, one after the other, will lead them towards success. Having perfect clarity of the objectives and results to be accomplished, these people are able to easily identify the actions that bring them closer to their goals and those that take them away from them.

Without a defined and precise plan, the results are scattered and diluted. The objectives then seem unattainable, giving the bitter feeling of failure. Morale is then at its lowest and the spiral of failure in everything rears its ugly head.

by reminding us that “you have to be like everyone else”, namely being at the mercy of any event that could explain the lack of motivation.

*“When I have an idea in mind, I think about it and if I feel that it is good, I set a goal for myself, and I go for it. »*

Anas Sefrioui

Anas Sefrioui, Morocco's major real estate developer, quickly set a new, even more ambitious objective: to allow a greater number of Moroccans to have access to housing. Most of us know what happened next: an exemplary journey which raised Anas Sefrioui's company, Addoha, to the status of the most powerful real estate institution in the country.

A goal can sometimes seem selfish: “I want to achieve this or that.” In this equation, others have little place in the process, but do we need everyone's consent to achieve this? Or, as is often the case, the precision of the goal is so clear that it accelerates its achievement because the person who carries the project in his head and in his heart takes all the risks in the service of his idea.

The first land that Anas Sefrioui purchased was located in the El Oulfa district of Casablanca where he had collected all the financial resources he had available. Several people tried to dissuade him, including members of his family; even though he believed in it wholeheartedly and nothing could make him change his mind, much less another promoter who had his sights set on the same terrain.

Determined and convinced, everything fell into place as if by magic. Thus he then realized a magnificent added value in the development of this land. His career in the real estate world took off and began to take the direction he dreamed of.

Today, Anas Sefrioui has become the number one real estate company in Morocco and can be considered one of the largest developers in the field of social housing. His achievements which follow one another day by day only confirm this. When he talks about his activity and what he has accomplished, we feel that his objectives are anchored in his head at all times and that the scenario of his development is also engraved there.

Everything is thought out, reflected, carefully positioned to guarantee the integrity of its strategy, that is to say, to verify that certain of its ideas are not in conflict with its initial vocation. Nothing is done at random. However, having ideas,

clarifying them and organizing them so that they make sense is not enough. The secret of this man is to never hesitate to immediately execute a task that can be executed the same day or even at the moment when the idea arises, after it has been positioned in the whole. For Anas Sefrioui, everything must be oriented towards execution and results. In addition, there are no more questions after making a decision. He plans then executes, convinced that this is what must be done and convinced that God is with him.

Have you ever heard of the “Law of Attraction”. The most renowned physicists in the world will tell you that this law is as powerful as the law of gravity which explains why an apple, like any other object on earth, always falls in the same direction, that is to say from top to bottom.

The Law of Attraction states that any precise and strong thought provokes in the person a feeling, an emotion and a sensation so powerful that this thought generates vibrations, around the person, which attract events in the service of this thought. Precise thoughts can therefore become concrete things. This is what we commonly call luck and the result of this law is that we attract towards us what we think about most often.

By analyzing this process a little and trying to understand, we notice that sometimes what we need appears in life as if by magic, that we come across it as if we had ordered it or that we receive a blow phone call about the thing we were thinking about.

Have you ever thought about someone you hadn't seen or didn't know but who you thought about very strongly? Perhaps you have met a friend, someone who shares your life and thinks about it very strongly.

All these experiences prove the existence of a law that attracts things to your life. But be careful, these are not necessarily good things, they can also be things that, at the time, are unpleasant.

For example, have you heard of people who always find themselves in bad relationships and who constantly complain that they always attract the same kind of people? This law is true all the time, just like the law of gravity.

This law can be defined in different ways. In the case of Anas Sefrioui as in that of the people interviewed in this book, it is clearly essential. These people attract all the things into their lives that they give attention, energy, and interest to, whether those things are positive or negative.

These people attract whatever they focus on into their lives. When they focus on the positive, they attract the positive and when they focus on a deficiency, a lack or the negative, that is exactly what they get. These people are constantly in a state of creation. They create their reality every day and every moment. They create their future with each of their thoughts, consciously or unconsciously. They cannot stop this process because creation never stops. The Law of Attraction continually works to their advantage.

It works for you, now and again now and again now, etc. She's there all the time. Understanding how this law works is one of the main lessons of this book. To change your life, to take charge of creating an extraordinary future, then you must understand the role and power of this law: The Law of Attraction.

Letting life carry us is dangerous. Creating your own path is a right and a gift from God. Like attracts like.

*“Great, successful people never lament about the past. Win or lose, jump in and move on. »*

Ahmed Jamaï

When he receives us in his office, Mr. Ahmed Jamaï quickly surprises us with his liveliness of mind and the clarity of his ideas. Yet few things predisposed this man to a brilliant professional career through the construction of a conglomerate in the fields of real estate, the textile industry and agriculture.

Born in 1949, Ahmed Jamaï began working in a textile company at the age of 11. The key word for him was the need to learn, learn and learn again until he perfectly mastered his field. This obsession with mastering the field makes it an essential ingredient for success. So after five years of apprenticeship, he opened his own textile company at the young age of sixteen.

*“The secret to success is doing the things you know and master. He who does things he does not know is sure to fail. »*

Ahmed Jamaï

The other quality that emerges very quickly from our meeting with him is his

ability and conviction to plan, to try to anticipate as much as possible to do everything and avoid not knowing where you are going.

*"We always plan for 20 years – 25 years. People read newspapers during the day, I read them the night before bed so I can plan and prepare for the next day. Anyone who does not plan and forecast is doomed to failure. »*

Ahmed Jamaï

He tells us how, when the late King Hassan II launched major social housing projects in 1995 with the objectives of building 200,000 homes per year, his group was already ready. Already ready, because Ahmed Jamaï's group had been investing in real estate for around twenty years through the acquisition of land in different cities and regions of Morocco, starting in 1968.

For him, an ambitious person must always look ahead, never behind. Furthermore, he insists when he says that we should only see the good things and not see the bad things. Success, for him, is only seeing the good things and continuing to move forward.

For Ahmed Jamaï, you should never settle for little. He knew where he was going without ever claiming to have "arrived". His constant fight even led him to open an export counter in France in 1972 to market his products and the products of other manufacturers.

*"For a Moroccan, going to settle in France, setting up a business in France and succeeding in France was not at all easy. »*

Ahmed Jamaï

*"Nothing scares me. Really nothing at all. This is my strength, thank God. »*

Ahmed Jamaï



## Chapter 5

# Take action and work hard

- One can have the best idea, the best plan, if no action is taken, it is only an idea or a plan.
  - To take action, it will take a lot of discipline.
  - Be able to overcome momentary failures. Any path to success is filled with moments of temporary setbacks.
- 

*"I'm like iron. It is through hard work that we arrive. We must remain modest, always modest and have faith in God...Like an iron, which has been put to red hot, then it hardens, put back to red and then it hardens again. »*

Hadj Miloud chaâbi

*"The reality is  $1+1 = 2$ . It's work. »*

Larbi Sekkat

*"Life offers chances and opportunities to be seized. Life offers one or two opportunities, no more. I'm sure that's why you see some people succeeding and others not. You should never miss an opportunity when it presents itself. »*

Ahmed Marzouki



The story is told of a factory manager who had a problem with a machine. He calls on a great specialist who walks around the factory and observes. He observes and observes. He goes straight to a large steam pipe which he hits with a hammer. Everything then starts to work well. This specialist then sends his invoice to the factory manager for an amount of 40,000 Dhs. The factory manager calls him back and explains that this amount is exorbitant given that he only worked for a short time and only hit with a hammer. The specialist then explains that he charged 1 Dh for the hammer blow and 39,999 Dhs for knowing where to strike!

We have observed among the people we have met in the course of our research that the public often develops a simplistic image of their successes and achievements. We forget the enormous efforts and insurmountable sacrifices that these people had to make and which preceded their triumphs.

When Anas Sefrioui does everything to never postpone an action until the next day. When we know that he works 14 hours a day, we are not surprised by the results achieved, especially when we know that he combines this phenomenal work capacity with the use of a lot of common sense.

*"There is internal success with oneself and success as it is visible externally. The difference is that internal success is experienced all our lives. »*

Mahdi Saadi-Elmandjra

Jamal Chaqroun had just joined the company of his father-in-law, the late Abdelkader Bensalah. He knew he had to work hard. But hard is a subjective term, what is hard for one person may not be hard for another. So he says that for him, fourteen-hour working days were and continue to be commonplace.

*"Luck and chance are measurable concepts today. It also remains that to succeed, you need courage. »*

Ali Najab

The engine for action, performance and this ability to adapt, we find it among others in Moulay Hafid Elalamy. This native of Marrakech, who despite losing his father at a very young age, does not feel overwhelmed by his fate. On the contrary, this event gives rise to a certain rage in him to undertake, to accomplish and to succeed. For Moulay Hafid Elalamy, losing a father at a very young age is like running behind a mirror that can never be caught up. We want to please this father who amazed us so much,

for which we have a very strong feeling and we do it endlessly. It is perhaps one of the internal driving forces of an individual.

Moulay Hafid Elalamy motivates his entire professional approach by a desire to be the best, a lot of work, precise objectives and a clear idea of what must be done and how it should be done.

For him, a step is not made to get there and sit down, but rather to be taken. Once a step has been completed, we must redefine others. It's by taking blows that you learn. Above all, as he explains, we must not do like those who, as soon as they manage to achieve their first objective, say to themselves: "There we go, let's light our cigars and settle down!" »

*"Many people who succeed and who are going to undertake have rituals of sorts, programs to accomplish so that, challenge or not, problem or not, crisis or not, they continue to move forward in opposition to people. which have energy variations. »*

Mohamed Berrada

We observed among our interlocutors their astonishment and surprises when faced with people who tend to underestimate the effort and work necessary to achieve their objectives. It is wrong and naive to believe that we succeed the first time, without difficult tests and that luck has a lot to do with it. What we often forget is how many actions our interlocutors have undertaken and the efforts and sacrifices endured to hang on in achieving their objectives.

*"The causes of success are, first of all, very early failure and very early success. »*

Mahdi Saadi-Elmanjdra

Hadj Miloud Chaâbi is the very example of a person who was able to overcome momentary failures and who understood that any path to success is filled with moments of temporary setbacks.

El Hadj got off to a bad start very early in life and "perhaps that's for the best," he tells us today. As Professor Saadi-El Mandjra spoke with great panache, one of the secrets of success consists of experiencing failure and success very early in life. El Hadj experienced this situation when, even when he was very young, his father, a shepherd, made him watch over the sheep, much to his misfortune and despite his good school results. One day, while he was asleep, a sheep

got lost. Not daring to confront his father for fear of being reprimanded by him because he was strict in terms of education, he fled to close family in Sidi Mokhtar, a village located between Marrakech and Essaouira.

When he is welcomed, he expresses his desire to trade. So he asks his hosts for money to start trading and make small transactions. "They started laughing and exclaimed that even adults wouldn't succeed when he was still just a kid!" He couldn't bear these words. Then his mother realized that he was not eating and asked him about the cause: he replied that he wanted to be given the opportunity to try.

So with a modest sum of money lent to him, he began selling in the Souks, except that at each place or each transaction, he lost money, and this for two years. But for him these failures were a way to test his faith, his degree of belief and his patience. This is how he recounts how, once, he was influenced by people and found himself buying the equivalent of a truckload of tomatoes and then transporting them to Marrakech during the month of August. Suffering from the effects of the heat, he then began to wait for prices to rise following their collapse. Unfortunately for him, his entire stock of tomatoes ends up rotting. At that moment, he realized that he no longer even had the money to feed himself.

We feel that these failures have forged and strengthened his shell. Every time he went into a job or did something at a young age, it was failure after failure. He knew how to use failures as levers for his later success. He also understood that learning is a journey to achieve things.

*"Make a choice and dive in." »*

Amine Benkirane

Amine Benkirane was born in 1963. He continued his secondary studies at Lycée Moulay Driss in Casablanca where he obtained his Baccalaureate in 1981. The same year, he left for Canada to begin his university career. Returning to Morocco in 1987, he began his professional career within the family, working with his father-in-law in the field of real estate and hotels, until 1992.

Very early on and having used his common sense, he took note of the lack of structured product offerings in furniture and home equipment. He then decided to launch into this field by creating his own chain of supermarkets dedicated to Kitéa furniture products in 1992.

Thus, he quickly realizes that the decision to make is more important than the needs of the moment. He says that early in his career, whenever he visited furniture fairs and exhibitions abroad, he would condition himself mentally. He evokes his dynamism through these descriptions: "I always left with the same motivation, telling myself that there is something inside that will be useful to me. This motivated me to search, search and search. I came back with a lot of products that could serve Moroccan consumers." He took the time to think about his decisions and observed a lot to learn as much as possible.

For him, one can have the best idea, the best plan; if no action is taken, that idea or plan has no value or utility. Furthermore, he believes that work is only a result: it is reflection by objectives. Work is work. It's the result that means everything to him, as he explains below:

"If I decide to climb to the top of the mountain, it doesn't matter what means and path are necessary. The main thing is to get there. There are people who experience the pleasure of walking uphill to believe that they have done more, but work is strength through distance. What is important is the accomplishment and the notion that work is only a means. It's like picking up a pen or a computer to write, the important thing is to write. The important thing to remember and what I would like to emphasize is the constant in the way of living that must be developed in a person. In the entrepreneur, what must be developed is the ability to manage people, to motivate them, to understand them and to anticipate their needs, while guiding them in the right direction.

*"You can't win every day, sometimes you have to lose. You can't win all the time, but you have to accept defeat to win later. Nothing happens by chance and I don't believe in chance. »*

Mohamed Berrada

When we ask Meriem Bensalah Chaqroun what advice she would give to young people starting out in their professional lives, she replies that you have to get rid of your complexes. She insists on the principle that we are in a world where everything is possible. Every day a person succeeds in any field except that we don't always pay attention to it. Meriem Bensalah also insists on the fact that a large number of people succeed honestly, on the merit of their hard work, their dynamism and their will.

We feel that Meriem Bensalah is perfectly congruent with her own ideas when we know to what extent the different responsibilities impose demands on herself. These same responsibilities make her know that she can never give up and that she must continue to fight and hang on. Despite all the contacts, all the knowledge, despite her situation, despite the power that her position gives her, she remains solid, she remains equal to herself and she moves forward.

*“Success in life is not a gift given on a silver platter. The popular adage which equates success to the intersection of three things: work, talent and luck, not to mention chance, is today an idea that has become obsolete. »*

Ali Najab

For Larbi Sekkat, it is this concern for perfection, to think outside the box, to look for solutions, to observe what others are doing and to be a pioneer in his field, which pushes him Act. For him the means are never a problem because he finds the way to find the means. Even with a very low level of education, he manages to learn and master several languages.

*“Luck and chance are measurable concepts today. Still, to succeed, you need courage. »*

Ali Najab

One of the greats in the history of national football undoubtedly remains Badou Zaki. This is how he recounts how he joined the national team and the famous epic of the 1986 World Cup:

“In fact it's a question of will and at each level a goal, that is to say that when I was a cadet, I wanted to be the best and that's why I worked hard to achieve it. After three months spent at the WAC football club in Casablanca, the national team included me in the group to represent Morocco even though I was young and there were former players before me with more experience. . Imagine that during a match against Togo, I found myself replacing goalkeeper Raad. The irony is that at the time, I jumped the walls to see this goalkeeper play and I received baton blows from the police for that. This is not obvious. So there was still a certain shyness in me, because after this match against Togo, I didn't want to look at Raad or put myself next to him; I hardly wanted to come face to face with him. So to continue, there were steps to get to the national team. At first I wanted

win the Ballon d'Or award. That was one of my goals. After 1983, 1984 nothing special. But in 1986 there were the African Cup and World Cup qualifiers. So I had to work hard and draw the path to reach my goal. The secret to success is work and hard work without expecting the reward. Imagine that in 12 matches, I only conceded one goal. So I was among the people destined to win the Ballon d'Or award, following that I found myself among the first 8. But I had the goal of succeeding. So I told myself that the opportunity presents itself, that of the African Cup, to distinguish myself with all the media present. The other contenders for the prestigious Ballon d'Or, Aziz Bouderbala and Roger Mila, raised the bar very high and everyone was talking about these two. It was a bit difficult for a goalkeeper against two very talented scorers. And now the World Cup arrives and this is where I surpass myself thanks to my physical conditioning and my ability. I had to be the strongest in terms of results. It was a great thing and everyone was talking about the Morocco goalkeeper. »

*“It's having a strategy, a will and self-confidence that makes you successful. We must always tell ourselves that there is hope. »*

Badou Ezzaki

Badou Ezzaki therefore understood very early on what were the elements that make a person successful. Along with hard work and a lot of discipline, he understood that you have to start with what you have and build to get what you want to achieve. He also realized that until we make decisions and take action, nothing positive can happen.

*“At the start of my career, I made sacrifices. I left my house at 6:30 in the morning to arrive at the Moulay Rachid complex. Living opposite the train tracks, crossing on foot was difficult and required skill. The journey to the sports complex required three hours of walking in the morning and the same for the return. My father gave me 10 Dirhams. If I wasted a Dirham, I knew then that I was going to continue on foot knowing that there is no transport... There is not an athlete in the world who wakes up at 5 a.m. with 3 hours of road and without means! »*

Laila El Garaa

This happens within a family in the Ain Atig suburb of Rabat in a very modest family of six children like so many others. But this family

has a certain peculiarity. Four out of six children are born with a genetic condition that stops their physical growth very early. The tallest of these children does not exceed the height of 1.40 meters in adulthood.

Despite these handicaps, the parents, extremely dignified and brave people, always with a smile on their lips, do not let fate overwhelm them with their fate. These parents choose to push and encourage their children to participate in sports. Because for children like them, surviving in this world is not easy, where a simple trip to the local grocer earns these children stares from some and mockery and bad taste jokes from others.

First, there is Laila, 33, world and Olympic champion in the shot put. Then there is Najat, aged 27, who holds the discus throw record in 2006 and bronze medalist at the Beijing Paralympic Games in 2008. There is also Mohamed, in his thirties, ranked 3<sup>rd</sup> at the World Championship in 2006 in the Javelin throw and Malika, a bit of the same age, also world champion in the same discipline.

It is surprising that this small space, less than 50 square meters, is the home which brings together a record density of the number of world champions from the same family. What predisposes a family like that to generate so many world and Olympic champions?

For the eldest champion, Laila El Garaa, life meant she was born with a physical disability, but that wasn't enough to stop her. Life meant that she lived in a working-class area, a three-hour walk from the nearest sports infrastructure and that wasn't enough to stop her either. Life continued to throw obstacles in his way through train tracks placed next to his home and that too was not enough to stop him. Because despite her disability, she considers herself physically capable like any other person and despite her environmental constraints she feels mentally up to the task. Convinced and resigned, she refuses to give up. Despite all these difficulties, she managed to climb to the highest steps of the Olympic and world podiums. She had promised herself that if she did not obtain medals at the Beijing Olympic Games in 2008, she would not dare to return to Morocco.

She refused to listen to nature's constant reminder that she was a disabled person. To condition herself even more and push herself even higher, she trained with people without physical disabilities. Despite her 1m37 height, we were dealing with a very tall champion who is fighting for the honor of

his country. In front of her, we can only feel small in the face of such exceptional courage and determination.

As for Najat his sister, her case is even more edifying. Her doctor, believing she was doing the right thing, prescribed medication the day before the competition to relax her. The next day, the day of the competition, the medication was still taking effect. She couldn't even stand up because she was so under the influence of the medication, so much so that her competitor, a Tunisian, threw ice water on her face to wake her up. Najat still managed to win, in this physical state, a bronze medal at the Beijing Olympic Games in 2008.





## Conduct regular assessments. Adapt constantly facing external constraints

- Constantly evaluating where we are? What are the options? Our current position in relation to the objectives?
- Need to re-evaluate and readjust throughout the journey.
- We must learn to be flexible in the different options and difficulties of the challenges that await us.
- Self-confidence helps a person see things as they are, but not worse than they are.

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*"I could swallow someone's way of doing things. »*

Larbi Sekkat

*"To succeed, you have to experience failure very early in your life and success*

*very early. »*

Mahdi Saadi-Elmanjdra

A speedometer, a compass for orientation, a GPS for position. Imagine yourself behind the wheel of a car, could you know how fast you are going if the speedometer wasn't working? How could you figure out which direction you were going, in a city you've never visited, if the street signs weren't there to help you? Today, there is even a device that can give us these two indications at the same time with centimeter accuracy: GPS.

Mahdi Saadi-Elmandjra, one of our most eminent political scientists, responds to thousands of emails every day on his Internet blog which covers different subjects, whether political, economic or societal. Professor Saadi-Elmandjra is an iconoclast, that is to say he will always find himself where he is least expected: camped on raw and realistic positions which often go against dull evaluations and positions conciliatory views of most analysts on Moroccan society.

His comments on the situation Morocco is experiencing are not gentle, because he wants our Moroccan society to take charge of itself, especially through the young people who make up the bulk of his fans. How does Mahdi Saadi-Elmandjra understand that a person should evolve towards success?

*"For me, success is challenging yourself. It's not that the person doesn't care what other people think, but that they aim for something and interpret success in their own terms. »*

Mahdi Saadi-Elmandjra

All is said. This teacher has his own internal GPS which determines for him where he is in relation to his objectives. He has his bearings mainly through his two main schools of life: prison, which he knew as a fighter for the independence of Morocco and radio and television as Director appointed by the late King Mohammed V .

However, Professor Saadi-Elmandjra could also have used the reference of his studies and his life in the United States. No, he keeps a Moroccan frame of reference to assess his situation today. He created his reference system very young, around the age of 11, while harboring ultranationalist ambitions. His same ambitions, his frankness and his intolerance of injustice, led to his being put in prison very early at the age of 15 for two weeks.

Mahdi Saadi-Elmandjra knows that he is on the right path when his positions arouse reactions of great admiration or great embarrassment and discomfort in the people he meets. He is aware that in one way or another, his role is to touch people's emotions so that they react to a subject with actions that will move Moroccan society forward. He also has this gift of orator and this extraordinary ability to tell a story in such a detailed and vivid way that we have the impression of having lived it ourselves. In reality, Professor Saadi-Elmandjra makes others live several lives so that they have the opportunity to correct their approaches and to encourage them to do the same through a structured and argued speech that he will have explained to them beforehand.

*"One thing is certain, every morning I tell myself that I want to be the best, improve at all levels, be less mean, less selfish and erase the little imperfections. »*

Choumicha Chafaï

Choumicha is a "Passionaria" because her passion is not only "cooking", it is also and above all communicating to people "the love and art of cooking". It is to allow, in each home, each woman to develop her talents for the pleasure of the whole family and to further enhance her role as hostess for the happiness of the guests.

Choumicha was born in Sidi Kacem. Very quickly after her studies, Choumicha worked in a production company, got married and settled into her new life where she gave herself body and soul to her work. The production company produced shows on the culinary arts. No matter, she will make it her specialty. It was alongside Mr. Bargach, to whom she had immense respect and great esteem, that she cut her teeth. His goal was to learn, learn and learn again.

When she met Hamid Zerouali, director at the Moroccan television channel 2M, her life took another turn. In 2000, she was asked to host a cooking show on her own. This will be the start of a dazzling career which will make her a privileged guest in a large number of Moroccan, North African and foreign homes, through her famous show "Ch'hiwate Choumicha". This will be followed by a large number of books, magazines, sites, interviews and television programs, whether in French or Arabic. She even went so far as to have her show on the famous French cooking channel "Cuisine.tv." "

*"I absorbed everything that happened around me. »*

Choumicha Chafaï

She made this passion a real life mission. Today, Choumicha has her own recording studio on the road to El Jadida, in a house where she has designed every nook and cranny and which has become a real working tool. In the middle of the filming studio, there is a fully equipped kitchen where she regularly receives her viewers through the small screen. Adjoining, a real research laboratory in which Choumicha, accompanied by a team that she herself trained in her methods, develops recipes which, once stabilized, will be shared for the good of each of them's palates. We.

Choumicha does not bother with the “salamalek” of the stars. She is a simple woman, comfortable in her “sneakers”, all sprinkled with a natural charm. She could be your best friend, your advisor, your coach, your sister, all the dimensions of a woman of her time are present in her.

Each of her experiences, no matter how small, is an opportunity for her to evaluate her behavior, the immediate objective of which is to improve. Her success with millions of viewers, she owes in large part to her concern to know where she is in order to be able to constantly improve.

This approach is not innate and can be integrated into daily life. The results that each individual will achieve will be spectacular.

Choumicha does not plan his reactions to the events that arise. On the other hand, she practices her self-evaluation, that is to say her own evaluation and constantly by herself. The most interesting thing is that this attitude is accompanied in all our guests by an acceptance of a destiny whose outcome only God knows.

This is the “universal paradox” of winners. On the one hand, they control and monitor the events which they evaluate in a sincere and objective manner. On the other hand, they abandon themselves to the will of God who will guide them wherever he decides.

This self-control under the command of divine power is an exercise that needs your full attention, and above all that you be vigilant not to abandon your fate in a blind and irresponsible manner. Don't we often say “Help yourself and God will help you?” »

This magical equation explains the success of Choumicha who keeps his feet in faith and family traditions while relying on true values of fraternity and friendship. In parallel and simultaneously, she raises her head towards the stars to think about new projects as well as the future.

Choumicha is one of the best-known presenters in the world of television. However, initially, nothing predestined her for this type of career.

*“There is an Arabic proverb which says: Tajri riah bima la tachtahi assoufoune (the winds do not always blow in the direction the boats want to take). It's extraordinary when you understand the meaning, that is to say that when the boat is sailing and suddenly the wind changes the direction of the boat, you then have to adapt to the unexpected. »*

Choumicha Chafaï

Moroccan cuisine has always appealed to him. She comes from a traditional Moroccan family where she was raised by her grandmother, a strong woman with a very assertive personality, who taught her not only the basics of cooking, but also the notion of work and labor as a necessary springboard to assert oneself in life.

From the start, Choumicha adapted to her work to give herself every chance to excel in her profession. Fate had a big hand in the rest, she says. This form of adaptation of passion to work is one of the fundamental principles of success.

Choumicha had not planned for cooking to be the main component of her life, she rather saw herself as a housewife. She adapted, had the curiosity to listen to her masters, to always have an alert mind to integrate any new information likely to support her to be even more efficient in her way of explaining cooking.

Thus, successful men and women first have an internal reference system, a sort of compass, a GPS, which allows them to evaluate at any time and without ambiguity whether their approaches converge towards the standards they have set for themselves. set for themselves and which do not conflict with their intrinsic values. They encourage and motivate each other like a professional athlete like Hicham El Gerrouj whose fall during the "1500 m" in the final of the Olympic Games will serve as a motivational lever to win in the following Olympic Games.

*"It's the races that make a person great, if I had won the Atlanta one, it doesn't make sense. If I arrive in Athens without the history of Atlanta and Sydney, that doesn't make sense either. An event was needed and the event was the fall. I wasn't pushed, I just wasn't experienced enough yet! »*

Hicham el Guerrouj

For four years, it is the memory of this injustice of fate, of the "humiliation of this defeat, of the "incomprehension and anger" that he felt during the fall. This anger is first and foremost directed at himself.

Every day, at a very young age, Hicham observed the reactions of his family and friends, not only to his efforts, but also to his progress and results. Thanks to his "internal GPS", Hicham questions his neighborhood associations which could, because they did not contribute to the development of something motivating and useful, delay his rise to the top and the glory of the Athletics. Ultimate benchmark, and not the least, winning a medal

at the Olympic games. Quite daring for a teenager! Even more, his benchmark was not only to win a medal, but above all it was not to return to Morocco without two medals.

There you have it, the stage for a predicted success is set and all the ingredients are there. All this is not enough for Hicham to stand out, he practices his self-assessment every day, during each of his training sessions, rigorously, tirelessly and almost religiously.

Just like Choumicha, El Guerrouj and the others, human beings need benchmarks in their lives and throughout their evolution. This is not just one life goal, but all goals in all parts of life.

Negative feelings can also be valuable cues because they must make us react to a critical situation. We therefore find ourselves obliged to reflect and ask ourselves questions like: "Why is this happening to me? », "Again, it's always the same thing! ".

Our successful guests sometimes had to ask themselves the type of questions mentioned above. But what makes these people special and strong is another type of question asked: "Okay, the situation is like this or like that; but how could I exploit this unfortunate event in the service of my goal? What's good in that? Perhaps I should organize myself better, be more present or take more control of this or that other aspect of my life?

*"I told them that to defend ourselves in prison against the enemy, we had to remain united, disciplined, respect the hierarchy in our relationships and above all behave like a soldier towards the enemy. »*

Ali Najab

Captain Ali Najab lived more than 25 years of his life in holes in the Tindouf prison camps. "Prisoner of war" in the conflict between Morocco and the Polisario, he could have spent all these years blaming luck or others who forgot him. In fact, are there many people who could have experienced worse tragedy than this?

However, Captain Ali Najab quickly made an assessment of the situation he found himself in at the very beginning of his capture. Not content with being forced to abandon his plane, an F1 mirage, at the moment of his ejection, which he piloted better than anyone, he immediately realized that his ejection seat and his parachute were stuck. Quite a start to an adventure that was more than a quarter of a century old.

Did Ali feel sorry for himself? Absolutely not. After some tough interrogations by the Polisario, this captain is thrown into the "hole" and the first reaction is to condition himself mentally, to remember that he is a prisoner and above all that he does not know for how long. He memorized his answers to his guards' questions during interrogations to avoid contradicting himself. He saw the situation as it was, neither better nor worse. He absolutely needed a reason to transform this external hell into internal leverage.

Instead of saying to yourself: "That's it, my life is ending, I have to find a way to die quickly because no one will come get me!" , he rather told himself that he was the highest ranking prisoner and that he had to support the others so that they did not "break down".

Captain Ali has reprogrammed his "internal GPS" to a new destination: the destination of the permanent and daily support of his fellow detainees. It became his priesthood and his reason for being because he could not see himself living without "existing".

*"It's good to repeat this exercise a little, to actually see the starting point and the finishing point, like a marathon. We are marathon runners. »*

Mohamed Benamour

Obviously, one of the most interesting ways would be to practice what the Anglo-Saxons call "feedback" (or retro-control system) to evaluate the path traveled and the feedback on experiences lived.

When our guests notice and see that their ways of approaching their goals are not working, it's simple, they change their strategies. When they find that they are straying even further, they redefine their approaches once again until they objectively realize that they are on the right direction.

This exercise is extraordinarily powerful from the moment the goal is clear, each pitfall is an opportunity to evaluate one's position objectively and in the event of significant progress, to evaluate it humbly.

During our various conferences with students from the most prestigious business schools in Morocco, we were asked the question of what to do if after a certain number of undefined times, the goal continues to move away? The answer is not that simple because context must be taken into consideration. But our guests all have one common characteristic that brings us closer to the answer. They have this unshakeable faith that animates them at every moment of their lives. Is this blind fatalism?



Certainly not, as we noted in the first chapter, each of them is responsible for their life because, although it is true that they do not have total power over the course of events; they have total and unconditional power over their interpretations of these very events. Using facts to their advantage and not against them is totally up to them.

So try asking Officer Ahmed Marzouki or Captain Ali Najab if they were feeling sorry for themselves at the height of the abuse and torture they suffered during their incarcerations. You will be amazed by the depth of their smiles which will tell you that they understand the relevance of your question but that the reaction of blaming the whole world in such a situation would not have served their objectives which were to get away with it. get out and help others cope. Hold on, to be able to share their stories with as many people as possible, so that each of us can benefit from their experiences.

Many of us evolve in our lives according to what destiny has chosen for us. However, there is a fundamental difference between a being carried by life and a being who directs his life. This is the difference between a person who “succeeds” in life fully and another who “endures” life.

Through the stories of those who have succeeded in Morocco, we see that although our society is evolving towards the direction of modernity, faith in the capacity of human beings to accomplish wonderful things is a fundamental ingredient for success. This powerful spiritual power which helps those who help themselves, remains timeless and this faith remains a pillar of fulfillment for all those who triumph. It is essential to always keep in mind, as has been proven on numerous occasions through the stories of the people interviewed in the book, that adapting to difficult contexts and situations means first of all never give up.

Everything does not necessarily go as we want and if we do not return to what is most visceral in our life, that is to say a system of values that we have forged in the service of his passion, then we are lost: no compass, no “GPS”, even less pea.

Destiny is the only thing in life that our guests cannot control. On the other hand, what they control are their reactions and their adaptations to destiny. An even more powerful way to experience success is rather than adapting our passion to our life as is the case with Choumicha, it is to adapt our life to our passion.

Accidents along the way, discomforts, life's obstacles and failures are all opportunities to take stock of the situation and remember the destination for each of us. Should we stay the course and confirm the route? Probably. Should we rather change our destination, our goal? Not necessarily. Most successful people stay focused on their initial goals, regardless of the problems they encounter. Achieving the goal is only a matter of time for them.



## Chapter 7

# Be very patient. Commit fully to your choices

- The road to success requires patience.
- It also requires perseverance.

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*“Success is permission to go for victory once, twice, three times. »*

Abdelatif Benazzi

*“There is an essential notion in success: success cannot be achieved only through ease. »*

Moulay Hafid Elalamy

Observing the characteristics and evolution of the world provides us with valuable insight into the way in which, by analogy, we can lead our life so that it reveals even more flavor to us.

One of the most precious and strongest metals is diamond. Women became aware of this very early. As a result, everyone agrees that it is exclusively scientific and has shared their discoveries with men. Thus, long before it was used in industry, the greatest dynasties always considered the diamond, as a precious and elegant way to offer their immense wealth to women whose beauty was equally immense.

Do you know how a diamond is formed? In a nutshell, diamond is initially just a common derivative of carbon oxide (coal). The diamond is formed gradually, after thousands of years, when, by a colossal pressure of two tectonic layers, the agglomerated particles of carbon oxide change color to take on that which, once polished, has the brilliance and transparency of crystal.

This phenomenon is rare and long because it requires the conjunction of several simultaneous characteristics. The result is extraordinary and we understand to what extent diamonds are prized throughout the world. The relationship with success in Morocco is simple and can be summed up in these words: "No pressure, no diamond!".

When you review the secrets that allowed these guests to be recognized as having succeeded in the field they chose, you will be able, in every case, to apply this maxim: "No pressure, no diamond!".

Win, win and win. In most people's words it means arriving first, often to the defiance of those you pass. The truth is that being a winner is not an outcome, it is an attitude and behavior.

What is a winning attitude? We decide our attitude when we wake up in the morning and prepare for a new day, every day of our lives. We reap the result of this attitude, good or bad.

Abdelatif Benazzi has undoubtedly become the greatest rugby player of his generation, not only among Moroccans, but also and above all throughout the world. The cream of world rugby constantly praises him, whether from the cozy lounges of the Barbarians Club in Paris, to those of the Presidency of the French Republic, including the declarations of former English, French, Scottish and New Zealanders. In addition, everyone agrees on his behavior both on the pitch and in stadium locker rooms and in daily life.

But what few people know is that Benazzi is a great icon of one of the rare sports that still retains its letters of nobility. Rugby has extremely strict codes, it is a sport whose violence on the field is proportional to the ethical attitude that each player must adopt.

*"Rugby is very noble, because you control yourself when the other provokes you and nobility is collective sharing and acceptance of difference in a short time. »*

Abdelatif Benazzi

The world's top business leaders support the sport as an example of what needs to be reintroduced to other sports that have often sold their souls to manipulators and others. *bookmakers*.

Abdelatif is one of the best players France and Morocco have ever had. As a child, Abdelatif was a kid whose weight already far exceeded the average weight of children his age. In fact, at 15 years old, he weighed 120 kilograms.

Abdelatif has sport in his blood and he knows it. He feels it as something that attracts him in an irresistible way. All sports are likely to grab his attention to the point of preventing him from sleeping. Football is his favorite, but the repetitive refusals from local teams bring him back to the harsh reality because he is definitely "out of size", that is to say too heavy and strong. He watched his friends play. His friends were frail and agile while he was on the sidelines wondering how he could realize his dream, that of achieving excellence in a sport that fascinates him.

After years of grueling training and matches, he managed to join the Moroccan team. He could have stopped there, but Abdelatif expressed his potential and his rage to win a little more every day. He will be spotted by a French coach who saw in him one of the main pillars of the French national team. Then he flies from victory to victory: three World Cups and two major grand slam tournaments. Abdelatif always maintains a humility proportional to his talent. He breathes like a winner, walks like a winner, smiles like a winner. Any defeat is an opportunity for him to question himself just before the next victory.

Persevering? Certainly more than the others. His passion is the best ally of his victories. His spirit is attached to this noble sport and to his personality. He refines it every day and on all occasions. He replicates the things that work well and abandons those that prevent him from achieving his goals. He cultivates his energy on a daily basis, maintains it and develops it so that it allows him to multiply his successes. His desire to accomplish a little more every day translates into continuous and perpetual improvement, which takes him ever further.

Abdelatif firmly believes in his own abilities. God is not left out, he is the companion of all these moments of life, even the worst. Faith in one's goals and God's guidance are valuable assets that enable one to accelerate the transformation of one's ideas and strategies into the real world.

It's all in the head ". To succeed, he must broaden his horizon of possibilities while bringing these possibilities closer to the area where his passion can be realized. Should we believe others? Certainly not. From the start, he is overweight, he knows it and

others remind him of this by carrying it from time to time on his body. Should we think that we must first lose weight, then run, dribble and tackle? Absolutely not. Benazzi uses her physique as an advantage in the service of her passion: Rugby. He knows he can become someone who counts in this discipline. He is going through difficult, trying, disappointing times, but he is convinced that this will pass and that good times will return. Failures are just events for him. He is aware that by working on himself to resist and persevering in his discipline, he will obtain a result which will take him to a new stage. Failures no longer count, it is the attitude of this champion towards his failures that will count.

One day, Abdelatif insisted on attending, at all costs, a rugby match between France and Morocco. He quickly noticed a short and stocky player who for him did not have the characteristics of a classic player. This player whose name was Philippe clung to every action of the match as if his life depended on it. At the end of the match, Abdelatif arranges to meet Philippe to share with him his admiration for his rage to win, his dynamic game which consists of running, diving, clinging, avoiding, even pushing others to clear his path. place with exceptional strength. It is then that this person declares to Abdelatif that only the person themselves can create success in their own life. This same person adds that to succeed in life, you need a lot of courage, determination and strength, not only in your body but also in your mind.

These words from Philippe will remain forever engraved in Abdelatif's memory. Life for him becomes like a rugby match where a player goes through many obstacles and shares with other players this sacred ball to make him reach the goal at the other end of the field. This goal is one more success, one more step in self-fulfillment.

Abdelatif happily welcomes this first, and undoubtedly his most valuable speech on success, that of adopting a winning attitude like his mentor Philippe. The symbol of this meeting is a sock from Philippe that Benazzi still treasures today. He is convinced that now we can become what we think about most often. It's just a question of attitude. It's a sort of "mental climate" that will accompany him from the start. If the weather is nice, then he will be at his best. If, on the other hand, he creates a cloud above his head, then this cloud will accompany him everywhere, all the time, with showers and storms that this will cause in him. Who does this choice depend on? From him and only from him. In addition, patience will be his most faithful companion.

Abdelatif knows that every victory requires adequate behavior, a self-conditioning that eliminates any possibility of failure. You have to fight against adversity, victory will always be there if you stay the course, focused on your ultimate goal. You simply have to know how to be patient with yourself, especially with events that occur, including those that are beyond our control.

We live in a world that we describe in words whatever event happens to us. Certain words, which we choose arbitrarily, have great meaning for us. Words like "love", "happiness", "success", "joy" etc. generate magnificent sensations that we all seek.

But there is one word that controls them all, one word that describes the condition that will bring us all of these sensations or that will prevent us from getting each of them. It is probably one of the most important words in any language on the planet. If you were asked to select a word that would influence your life more than any other, would you be able to choose the right word? It's a magical term that comes up in all the conversations of the successful women and men we studied: the word "ATTITUDE".

Throughout our guests' journey, this word is omnipresent. When their attitudes are good, they perform well; when their attitudes are great, they excel. When their attitudes are... "blah" meaning that they consider that they are in a situation that is neither good nor bad, then they will continue to live in their worlds which are just "blah".

A great American thinker said that every failure carries with it the seeds of an advantage of equal or greater importance. So as with all the greats we have met, the situation of failure allows us to take a step back, to consider failure as a passing event and above all to position ourselves as a spectator outside the context. This position allows you to regain your calm and analyze a situation without devaluing yourself. This practice is that of the most eminent meditation specialists.

This perspective allows you not to question your own conviction, that of succeeding in what you undertake, of carefully planning and executing your plan to achieve the expected result. The strategy and the resulting plan are the pillars without which any success will be nothing more than a mirage.

Based on practical elements, our guests all nurtured, fueled and refined a strategy for their different goals. They always believed in their abilities and the need to work on their plans in a focused and disciplined manner. They know they will become what they believe they can become. They make a difference



between the short, medium and long term. Each period has its importance in the overall scheme.

Whatever the moment, these successful people never lose sight of their ultimate goals and always keep them firmly anchored in their heads. The usefulness of the strategy is also to evaluate which path should they take.

Total commitment is necessary for total success. Meriem Bensalah, Abdelatif Benazzi, Hicham El Guerrouj and Hadj Miloud chaâbi as well as all the others without exception, breathe, practice, fall asleep and wake up with total commitment. This total commitment consists of the mobilization and concentration of resources by focusing on the expected objective with the total involvement of the person. Any dispersion in different directions can only dissolve the impact of these actions.

Mobilize? Yes, they can only mobilize what they already have. The magic is that every person has this total commitment within them. But then what makes these successful people able to mobilize this crucial element, namely total commitment, almost and instantly? This may seem excessive as a behavior to have but total commitment is not an extreme behavior, it is quite the opposite, it is an optimal way to manage your energy. If there is one word to remember from this work, it is the word "Energy".

*"There is energy in every human being. You just have to look for it. »*

Ahmed Marzouki

Everything is one and everything is energy. The greatest scientists on the planet agree that we operate in a magnetic field and that everything is made up of energy: our body, the table on which we write these words to you and the first stone you find on your path . Everything is energy.

The most eminent researchers in quantum physics have today come to the conclusion that our earth, our solar system and all the stars that man has been able to discover through his morbid and healthy curiosity at the same time are only energy. Thought itself is energy.

We have observed that each of our interlocutors has the capacity to mobilize for the benefit of their success. These men and women have an energy, a flame that drives them in the service of their goals. It is as if these people have a tunnel into which all their efforts and energies are channeled to enable them to achieve their goals.

Is this energy physical, mental or spiritual? In fact, it takes all three forms at once. While simplifying these concepts to better understand them, physical energy is very present and essential among athletes, because it is an energy which is linked to movement and physical effort. This does not mean that we will ask Anas Sefrioui to run 1,500 meters between the floors of his group's headquarters in a few minutes, just as we will not ask Aicha Echenna to "tackle like a rugby player" all the men who abandoned these single mothers to their fate.

On another register, it translates most of the time into a healthy lifestyle which pushes, for example, Miloud Chaâbi to go every morning from 6 a.m. to the Dar Essalam golf course to religiously complete his 18 holes, and this, whatever the weather. This physical energy is also the result of the direct relationship between the passion, vision and actions of each of our interviewees.

Moulay Hafid Elalamy is strongly aware that his physique plays to his advantage. Slender, slender, with an elegant gait, he is at his office from 7:30 a.m. and juggles between the previous day's files on which decisions must be made, the initials to sign, the new strategies or tactics envisaged, as well as the numerous meetings with its top managers to keep informed of developments in the various financial indicators of its Saham conglomerate. The day then continues with appointments and meetings for other charitable and community functions that have a global impact on the country in general.

This physical energy, which can be compared to that of a marathon runner, is the same as that which drives Meriem Bensalah who, from morning until late in the evening, is divided between the education of her children, of which she makes it a priority, her responsibility within the Holmarcom group of which she is one of the main pillars with her brother Mohamed, a harmonious married life with Jamal Chaqroun, her husband and "coach", and her multiple charitable commitments.

The second type of energy is mental energy, it is found at the confluence between physical energy and spiritual energy. This energy is the direct link between thought and emotions. It develops motivation and therefore total commitment. As noted previously, successful women and men begin by building their dreams in their imaginations. They then mentally reproduce the different stages of this dream in their heads before moving on to execution. This form of rehearsal of the play of their lives is a key step in controlling their commitment. The gradual evolution towards obtaining their results over periods ranging from a few days to a few years, is the consequence of a daily mental process.

*"Every day, my goals are in my subconscious, directed towards a point where I focus and concentrate my energies. »*

Moulay Hafid Elalamy

There are several accelerators of this mental energy: clarity and consistency of objectives are one of them. Moulay Hafid expressed it well. For our guests, fear is healthy because it allows us to think and act more quickly. We find ourselves in a process where unexpected events or failures force us to pause, analyze the situation and question ourselves in order to transform a negative experience into a lesson. This process therefore allows you to take each situation and use it to your advantage.

The need to develop mental energy has never been so well expressed as by Anas Sefrioui. For him, what fuels this energy is "common sense". He managed to build a mind of steel in all circumstances, drawing inspiration from what his father had taught him. This "common sense" consists, according to Anas Sefrioui, of not bothering with the superfluous, of going directly to the essential and of strongly developing one's sense of observation and listening. Moreover, this sense of observation will lead him to discover a slogan, during one of his numerous trips to Europe, which will make the dazzling success of his group Addoha: "Buy an apartment at the price of the rent". This is how, by nourishing ourselves with ideas that serve a purpose, we give a boost to our mind which then becomes a fantastic source of inspiration.

The last energy is the supreme energy, that is to say spiritual energy, it encompasses all the others. It gives the physical strength necessary to accomplish any objective, it gives a mental steel and gives the rage to win. Finally, it gives this fullness to feel useful, therefore "alive".

Adil Douiri, endowed with an intelligence as impressive as his competence, which does not always go hand in hand for other people, demonstrated that success is a destination that is reached through perseverance.

What drives him to run and achieve even more? Are there multiple challenges in different areas? Was it his university studies that he did brilliantly? Is it a career as a financier in the most prestigious companies in the world? Is it entrepreneurship where he created the first investment bank at a decisive moment in Morocco's economic history? Is it the service for his homeland through a revolution in mentalities that he installed in the Ministry of Tourism as minister?

What pushes him to run is that from a young age, his father, a great politician from the start, instilled in him the notion of “very high standards” in the service of a mission of which we make a priesthood; that is to say, everything becomes a cause whose outcome is peace of mind.

This spiritual energy comes out regularly in his speech, like that of a missionary who would be sent to earth to accomplish his mission before leaving like everyone else. Adil does not envisage failure, he must be good, the notion of standard is a constant for him. He must succeed in what he does, it is a personal obligation that he constantly sets for himself.

*“When it came to work, my effort was absolute. It was war!” »*

Adil Douiri

For Anas, just like for Adil and the others, you cannot succeed without hard work. Failure, if it exists, becomes an additional reason to work even harder, to persevere and to never give up.

Hang on, hang on, and hang on again, whatever the field, whatever the function, whatever the responsibility, there is no other behavior, no other alternatives. None of our guests rely solely on luck to achieve their goals.

For many of them, if God is there to guide, work is the main fuel for success. They are all aware through this popular adage that the only place where success comes before work... is in the dictionary!

*“When I come home from the office before 10 p.m., my wife thinks I am sick.” »*

Anas Sefrioui

These people we interviewed all demonstrate an unparalleled commitment to their missions, whatever they may be. But in their midst, a Saharawi with an atypical background stands out from the crowd.

He finds himself at the age of 27, presenting a speech to world luminaries. He then debates with ease on Morocco's position regarding the problems of the Sahara and imposes his ideas with certainty and conviction. This young Sahrawi, known today as “Cheikh Maa El Ainine Mohamed Taquioullah” tells us about his journey with humility and gratitude.

Having obtained a Baccalaureate in Mathematical Sciences in Las Palmas, he turned to law by continuing his studies in Morocco until obtaining several Doctorates, the most recent in Private Law in 2009.

Thirsty for knowledge and studies, this brilliant Saharawi took his first steps in teaching in 1984, as a professor at the Faculty of Law in Rabat, at the School of Public Administration, then professor at the Higher Institute of Journalism between 1985-1987.

But his academic career took an unexpected turn. Pushed by his relatives and fellow citizens to pursue a career in politics, he took up this challenge and managed to occupy several prestigious positions from a very young age: Deputy and Vice-President of the House of Representatives in Parliament during the period 1977-1993, Member of the Constitutional Council (1994-2004), Member of the Special Council of His Majesty the King for Saharan Affairs, Spokesperson for the Deputies of the Saharan Provinces at the 4<sup>th</sup> Commission of the United Nations on the Sahara issue. He was also President of the official Moroccan delegations responsible for defending the Moroccan Sahara issue in the following countries: Burkina Faso, Niger, Cameroon, Congo Brazzaville, Mali, Togo, Zaire in 1983, etc. Member of the Constitutional Council, Professor, Researcher, writer, this political figure was decorated Knight of the Order of the Throne, by His late Majesty King Hassan II, in person.

Coming from a family where exchange, responsibility and commitment are omnipresent in their frame of reference, this Sahrawi with firm determination and powerful will, learns and cultivates a sense of relationships which will serve him 20 years later in front of the giants of the world. For this great man with strong commitment, every individual has within him an energy and an ability to be master of his destiny and to be the creator of his own success.

He reveals his secrets to us which fit perfectly with those of the successful men we had the opportunity to interview. For him, the main point is listening. In fact, it is not enough to listen with your ears, but also with your eyes and your heart, because in front of the person you are listening to, you must show them and make them feel the same level of commitment towards to their problems and discussions so that reciprocity is automatic and as a result the person adheres to the same vision.

*“The human being as God created him is selfish by nature. If you can find this selfishness and transform it into commitment, in this relationship, you have to be sure that you will receive the same thing. Both of you will evolve, that's for sure. So it's a very strong motto in my relationships. »*

Sheikh Maa El Ainine Mohamed Taquioullah

The second point is conviction. Any success must be reinforced by the conviction that it is an important element in the construction of the identity of each individual. This conviction must be accompanied by strong relationships of friendship and commitment, because if the person does not have a sincere commitment to the other, under no circumstances will he receive the same.

The third element is specialization. A young person who does not have experience cannot take on several things at the same time. You should never be afraid of the future. Act first, then correct if necessary, and do everything with passion.

*“I am a person who is not afraid. This notion is not present in my head. I am not afraid of dying, nor of failure, because this is closely related to my faith in God. I am not fatalistic, my life is based on the faith of God. »*

Sheikh Maa El Ainine Mohamed Taquioullah



## Adopt a clear value system

- We all need a system of values that will allow us to choose.
- A system of clear values allows us to decide better by avoiding moral dilemmas and internal conflicts.

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*“Sport changed my habits and taught me a lot of things. Sport can serve young people and open doors for them. In sport we find the values of surpassing oneself, respect for one’s opponent and sharing. Although we can find these values elsewhere, in sport we find them differently. »*

Hicham El Guerrouj

*“These are the values that push us to show the best of ourselves. The effort made is a value that we find in religion, particularly in Islam but also in Protestantism.”*

Adil Douiri

Adil Douiri is a good example representative of a quality of our life compatible with the quality of his standards. The value system then becomes the absolute reference. He will find the benchmarks of these precious values in everything that constitutes for him a point that can serve his objective of excellence.

For Adil Douiri, work, effort and seriousness are values which, some, are all questions of perception and adjustment in sobriety. There is adjustment in the cult of work, the reward of work. Being successful requires putting in place a system that rewards merit. Adil Douiri is convinced that the most



important to achieve for human beings is harmony, it is peace with oneself, it is having satisfaction, the feeling of being at peace with one's values and of having followed the path that is not in contradiction or out of step with the principles and rules to which we hold.

*“Success and achievement is being at peace with yourself. It's not quantitative. This is not measured by the person's assets or the accumulation of wealth. This is not measured by recognition by one's lands or by prestige, or by recognition in a society in a given environment. »*

Adil Douiri

It is clear that among all the people we have had the pleasure of meeting, one particularly stands out from the rest by his fight to defend his values, his principles and by his incredible devotion to the good of others. At the time of our interview with her, we had in front of us a person with more than 50 charitable actions to her credit. Aicha Ech-Chenna remains, through her tireless work for the underprivileged in Morocco, a symbol of social work and an essential icon for any neglected woman.

From her earliest years of youth, she made charity her vocation. Born in 1941 in Casablanca, her father died very early in life, leaving her mother a widow at the age of 20. Her mother's new husband in 1948, a notable person from the city of Marrakech, initially proved to be a great support in her life. In 1953, at the age of 12, Aicha was forced to stop her studies because of political events in Morocco.

Aicha Ech-Chenna quickly realizes the sacrifice that other people have made for her. Firstly, her mother who ended her relationship to allow her daughter to continue her studies following a disagreement with her husband who refused to allow her to continue her education beyond the age of 12. Then his department head Dr Omar Belkiz who offered him the opportunity in 1966 to make the pilgrimage to Mecca.

Professionally, Aicha held the position of Health and Social Education facilitator at the Casablanca Medical Prefecture for eighteen years, after obtaining her nursing diploma in 1960. In 1985, she founded the Solidarité association. Feminine, which earned her the Human Rights Prize in France in 1995. The following year, she published her book *Miséria*, a moving book which tells around twenty stories of victims, little maids and abandoned children. Another publication will be published in 2005, “Pregnancies of Shame” which won the “Elizabeth Norgall”, “Aicha des Gazelles” and “Solidarité” prizes.

From charitable action to action, from fight for justice to fight, her career took a global turn when she became on November 4, 2009 in Minneapolis in the USA, through her obtaining the prestigious Opus Prize awarded each year to people who have accomplished an extraordinary social work, the first Arab and Muslim woman to win this award. This prize allows her to receive the amount of one million dollars, a sum which she immediately donates to her association "Solidarité Féminine".

In her fight for social exclusion, she fights for the rights of women, abandoned children and for the prevention of tuberculosis. She is also known for her pioneering and visionary work for the implementation of family planning in Morocco. Her actions are recognized in several countries where she is invited to present her achievements.

His defense of very sensitive and taboo causes in society, namely single mothers and abandoned children, earned him insults and accusations of "incitement to debauchery". Convinced of the justice of her fight and the nobility of her mission in perfect coherence with her values and principles, this "Mother Teresa of Morocco" persists to the detriment of these critics and fights bravely to win this fight. Nothing shakes him in carrying out his mission.

Give for the pleasure of giving without expecting anything in return. Give and forget, the duty of self-sacrifice. Appreciate the "hellos from the good Lord". Give back to society what it has given to it. These are the values that drive the life and passion of this unique lady with an exceptional career.

*"This is where values take place, because there are people who create the conditions for success and others who wait for success to come to them. »*

Professor Harrouchi

As with Aicha Ech-Chenna, Professor Harrouchi is a person with a system of values very congruent with his behavior and his achievements in life. We feel in him a very pronounced reference frame of values for which he fights body and soul in order to maintain this equality and this justice that he has in his head in order to be able to function. For him, his values of altruism, respect and wisdom marked his childhood.

After completing his medical studies in France in the sixties, he became one of the first doctors in Morocco after independence, graduating in pediatric surgery, a field which did not exist at the time in Morocco. He had to fight for two years to make this specialty known and give hope

to others. With the mission to help his country and the moral support of his wife, he literally throws himself into this challenge.

He tells how he started with a “hangar”, an empty building, in a desolate state which was to be used as a hospital. He started cleaning himself with bleach. He found himself asking the Paris hospital to send him plastic bags and equipment materials. His vocation was to make his hospital service a place for the most deprived but with all the quality of service of international standards. Her vocation required her to take care of children in critical situations who required treatment. This is how he was the first to demonstrate in the medical field in Morocco that from nothing we can invent something through solidarity.

*“Respect for others comes from education. We all come from more or less different backgrounds in a country where we have so much wealth. It is this diversity - Arabs, Berbers and Jews - which creates this richness. I believe that in a society like ours, in a societal mode in which we live, this form of respect for most is very important. »*

Meriem Bensalah Chaqroun

Having a system of values is an essential thing, as Benazzi indicates when he refers to Rugby with its values of sharing and communion. For him, we must convey the message of integrity, work, strength and will, because at any given moment we can doubt ourselves. But the secret is to overcome your own feelings and emotions.

*“We grew up in a rather particular atmosphere where the social hierarchy had no values. On the other hand, the value of people was fundamental. »*

Moulay Hafid Elalamy

It is therefore important to always be consistent with your values and principles, because as we have seen, not taking the trouble to identify your values and principles risks leading a person who has accomplished a lot and who overcame a large number of obstacles to realize that she arrived at the top of a peak but that she was at the wrong summit.

We cannot end this chapter on values without remembering this very poignant statement from Captain Ali Najab:

*"In a word, have courage even if you have to reinvent it. Young people must not accept that values are subject to fluctuation. The "spirit" value must not be like the "gold" or "price" value subject to the fluctuation of supply and demand on the stock market. Of course we must adapt to globalization but we must not forget the essential which made Morocco an ancestral country, which has resisted all bad weather for centuries and centuries. Many countries in the region were colonized except Morocco. Morocco is a big country. It needs Great Men who carry values: love of the homeland, the spirit of social solidarity, the love of a job well done, the spirit of participation, the spirit of enterprise, hope in future, and above all act with a civic spirit. Finally, young people must realize that they owe a debt to those who gave something for this country. »*

Ali Najab

As the story we tell to children goes, about Tom Thumb who, to find his way towards the forest, sowed peas which allowed him to retrace his steps. So when the situation calls for it, just like Tom Thumb, the giants of success know that to find their way back, we must return to the fundamental things in each person's life: that is to say our values.

*"Success is not a state of nature, it is a state of culture."*

Abdelali Benamour

Values are subjective and vary across different cultures. They are "materialized" by standards. Values represent ways of being and acting that a person recognizes as ideal allowing them to guide their actions in a society, by setting goals to achieve them. Thus, family, traditions, work, equality, fraternity, freedom, morality, ethics, loyalty, respect, justice, strength, joy, money, power, love, perseverance, determination, mutual aid, sharing, listening, communication, commitment, trust, integrity, loyalty, courage, honesty, fairness, responsibility constitute examples that give individuals the means to judge their actions and build personal ethics.

For Mr. Abdelali Benamour, one cannot achieve one's objectives without having taken the trouble to identify one's system of values. Born on September 10, 1941, Mr. Benamour pursued studies for a State Doctorate in Economic Sciences (Paris Sorbonne 1968) after a degree in 1964 in the same discipline. Equipped with a good vision and a clear system of values, Mr. Benamour embarked on the path of education very early in

holding several positions in this field as a professor at Mohammed V University and Hassan II University. His time as Director at the prestigious Institut Supérieur de Commerce et d'Administrations (ISCAE) from 1971 to 76 only reinforced his basic convictions for his passion in line with his values of sharing, tolerance, openness of mind and intellectual development.

Also, concerned about the development of his country, this great man simultaneously launched into politics as a municipal councilor and also a deputy for the left-wing political party the USFP in the Casablanca constituency from 1976 to 1981. In addition, in 2009, he was appointed by His Majesty King Mohammed VI to the Presidency of the Competition Council.

*“Sometimes relationships that are so positive, so loving, so strong on a personal level, if they are not accompanied by understanding on other levels, can block the person. »*

Abdelali Benamour

His project to realize his dream is taking a real form since he is going to give birth to his much-desired baby, namely the first high-level high-level school of commerce and private management in Morocco (HEM) in 1988, to put on the market skills equivalent to those abroad with teaching methods and tools to push Morocco to move forward.

His value system is the framework that gives meaning to his life to be consistent with the values in which he believed in his path to success.

For Mr. Benamour, making a difference, helping, acting and doing something for others are his key values which fuel his “rage” for daily success in his fight to make this country what it must become.

## Events happen for a reason. Use the events to his advantage

- Things happen for a reason.
- You have to be realistic while being optimistic.
- In difficult situations, they put things into perspective and take things lightly.
- Luck is something you work for and use. Luck is not inevitable.

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*"I am not an extremist, but at least we must count on God, because we must not, we must not, we must not and I insist three times on this, do anything if God does not want.... To succeed, you must have the rage, the rage to win and the faith to succeed. »*

El Hadj Miloud Chaabi

"Maktab" (translatable as "destiny" or "it was written"). How many times have we heard this expression and much more often in difficult times? How many pains have been soothed by the pronouncement of this magic word: "Maktab"? Deaths, accidents, obstacles, all situations find their ultimate justifications through the only benchmark: "destiny"!

Difficult situations certainly do not have the exclusivity of this word because successful women and men are unanimously convinced that God accompanies them during all moments of their lives and that they contribute greatly to their development.

Mohamed Benamour is a rough diamond cut by an exemplary education made as an absolute priority.

*"About education, we have always repeated it and said: With little education, but a lot of education, you will be a citizen of the world."*

Mohamed Benamour

From a very young age, Mohamed Benamour was immersed in a dual culture: that of his grandparents, great Ulemas of our country, and that of his father, a brilliant businessman in textiles and real estate. But there is a foundation for him of which he is convinced, that of being guided in each of his actions by divine power.

At a very young age, he regularly accompanied his grandfather to the mosque. He practices Islam in its most moderate and probably most profound philosophy. Self-sacrifice is second nature for Mr. Benamour, an essential and indisputable behavior. "Thank God" is his favorite expression and like a permanent reflex, it punctuates his explanations and his answers.

*"It was spirituality that inspired me. I was not a religious practitioner or indoctrinator, but I was someone whose religion is more about respect and tolerance."*

Mohamed Benamour

Religion is the foundation, the basis, the reference point of the successful men and women we have had the pleasure of meeting. Not that of intolerance to dogmas that could be described as extremist, but that of respect for the life choices of others and their political or ideological opinions. During each of their interventions, the reference to religion is there, immutable, unavoidable, like a common thread to which everyone clings to move forward, without them being alienated or exonerating them from taking their destiny into account. hand.

In this spirit, Mohamed Benamour makes good use of fatalism, which allows, as we have already noted, to alleviate pain and suffering, but also and above all, to plan one's route to success.

Mohamed Benamour knows that he is responsible for his life and that he builds his success himself. His father was always quick to give him valuable advice, instilling in him this notion of responsibility at a very young age.

*"My father instilled in me the spirit of tolerance. It's openness, it's the spirit of curiosity and also the desire to always move forward. »*

Mohamed Benamour

Fate is an asset that can be dangerous when it is the main reason for a person's failure. Statements like "I didn't pass my exams...it was written!" » or "I lost this market because it was destiny", "I would never succeed...it is written". So many grenades that we throw at ourselves, which blocks any personal initiative because we blame everything on fatalism.

Fortunately, Mohamed Benamour uses his father's valuable advice and never deviates from his principles which have supported him so much in the difficult periods of his life. At the moment when everything is collapsing around him and his salvation, he finds it in an unshakeable faith in God and clinging to a sense of responsibility for his own actions, but also for his inaction.

*"My father told me that it was better to be a rebellious man than a resigned man, that we must never admit to fate, that we must always fight and move forward while trying to find solutions. adapting to any new situation. »*

Mohamed Benamour

The successful women and men we studied have in common this extraordinary "realistic fatalism," which allows them both to overcome pain and to take full responsibility for their actions. These people see each situation as it is, without exaggerating the problems or diminishing them either.

Each of us has a destiny. We cannot, simply by our actions, change the data of our life. What we can do is to always give the best of ourselves, to achieve the goals we have set for ourselves. Successful men have done so since time immemorial.

If we cannot escape an event, we can always exploit that event for our benefit. Mohamed Benamour and all the others think that everything happens for a reason and accept the event as such, that is, they are aware that this event will, one way or another , at one time or another, serve their interests.



Meriem Bensalah goes through her life with a realistic and responsible optimism which brings another dimension to destiny. She builds her life around principles of ethics and integrity. These same principles, if they were to be overused, would inevitably end up weakening themselves and therefore weakening their future.

*“When you limit yourself, when you do “not very clear” things, you have to keep a low profile. You can no longer do what you want and you become fragile. »*

Meriem Bensalah Chaqroun

Meriem is aware that God exists and that certain events are inevitable, but that a course of action based on respect for the most basic values is a vehicle that will accompany you to your chosen destination. Meriem knows that she is building her life and contributing to her destiny because she remains responsible for her actions in all circumstances.

Meriem has optimism for everything she does. She finds additional levers of her positive mentality through her very strong involvement in associations. She likes to share work with others and delegate it. The organization of the Casablanca Music Festival is a wonderful adventure which has allowed it to set even more ambitious objectives for the current year compared to the previous year.

Madame Bensalah is straight in her boots and good in her sneakers because she imposes on herself the rigor to carry out her projects and the flexibility to constantly have fun, even if she does not always express it openly.

*“It’s a way of motivating myself, I participate a lot in the association. I love my city and all the ingredients are in place for all Moroccans to be proud of their city, Casablanca. »*

Meriem Bensalah Chaqroun

Meriem is proud, proud of the name she bears, not only through her descendants, but also through that of her husband, Jamal Chaqroun who is inevitably one of our successful guests. Jamal constantly pushes, motivates and challenges her so that this positive spirit that drives her is constantly sharpened because she is aware that nothing can be taken for granted.

Our guests taught us that success is not a destination but rather a way of traveling. You can have as much fun traveling on the back of a mule as in a Ferrari. The important thing is to know how to open our eyes to discover all the events, positive or negative, which follow the direction we give them,

help improve our lives. The lives of women like Meriem, Choumicha, Aicha Ech-Chenna, the El Garaa sisters, Laila Marrakchi and many others, show that if a person has a will and a determination, that she firmly believes that even if the path to success is paved with obstacles, his optimistic and constructive spirit will make him experience great adventures during his journey towards his goals. This is a great example for all women in Morocco who want, despite the weight of a society where success is traditionally the monopoly of men, to achieve something extraordinary in their lives.

All women in Morocco are capable, through their tireless work, their tenacity and the confidence they have in themselves, of achieving their potential, both professionally and personally. From their lives, we can see to what extent each of them can achieve something important for our society, both through their accomplishment and through the example they inspire in other women.

In every religion, women are the pillar of the family. Success outside the home and family has never been a priority, until more and more, they rightly claim their rights to success in the eyes of all. Many women are still hesitant to step out of their homes and face the world to achieve something for themselves.

Aicha Ech-Chenna, Meriem Bensalah, Choumicha, the sisters El Garaa and Laila Marrakchi are no different from other women. They have simply decided to break out of the mold that fixes them in a role, that of mistress of the house or wife, to blend into that of a woman capable of evolving in society in all its dimensions. They have never felt reluctant to enter exclusively male environments, because in their minds, the difference in sex does not justify the difference in chances of success and skills.

Still in the exclusively feminine register, each time the opportunity to serve their objectives presented itself, including in their failures, women knew how to seize, use and exploit the events and circumstances.

Opportunities are everywhere, at any moment, they can manifest themselves. So what is the difference between those who say they have it and those who think they have "bad luck"? It can be said that persistence and perseverance serve their goals. These women adopted the right attitude by seizing every opportunity that life gave them and every opportunity they could perceive.

Women represent more than 50% of the population. If only 10% of these women decided to pursue a dream, which they have always had without being able to

realize, the whole of Morocco would benefit from this salutary upheaval for the benefit of all. Imagine for a moment that 50% of women had to stay at home, without being able to access or contribute to the outside world, this would stifle Morocco's growth potential by 50%, or even much more.

Everything justifies taking the women interviewed in this book and talking about their experiences in the service of Morocco today, and that of tomorrow. All women and men can break the chains of their comfort zones of mediocrity and begin their journey towards personal fulfillment that will make them grow and push them to achieve even more.

It is therefore up to each of us, wherever we are, whatever our social level or where we live, to intelligently imitate these winning attitudes. It is a fantastic performance accelerator to be able to follow the example of these women who are the pride of Morocco today.

We mentioned above that everyone can be lucky. This luck we are talking about is closely linked to destiny. Destiny is something none of us can avoid in our lives. Destiny is one of the givens and inevitable events in life. However, the mistake we should not make is to consider destiny as an excuse and a pretext for our failures and incompetence. Destiny is above all a companion on the road to success. He supports you, advises you, challenges you and tests you. But it is a data that is there, present, whatever the circumstances.

How can we then increase our chances of having a destiny that works in our favor? All our guests demonstrated this to us: by putting the events of our lives into perspective in relation to our objectives. In other words, this means that every time something happens, it should either be used to serve a purpose or be a lesson for what needs to be done differently in the future.

*“To succeed in life, you have to have self-confidence and be optimistic. »*

El Hadj Miloud Chaabi

Hadj Miloud Chaabi, is a “Self-made-man” known and recognized in our country. If for most people he embodies business success, that is certainly not the only reason that led us to ask him for this book. Having started from nothing, the multiple pitfalls that destiny put in his path not only served as lessons for him, but above all allowed him to make firm resolutions for his life. Being very religious, El Hadj considers that his journey was blessed by destiny.

It is not, once again, blind optimism that is at stake, but rather the ability that El Hadj Miloud has to believe very strongly in his ideas and his actions and at the same time, to leave it to the destiny that God will have decided for him.

God is an increasingly central factor in the life of El Hadj Miloud. Today, "in the Name of the Almighty", most of its business operations respect the principles of the Muslim religion. Its hypermarkets do not sell alcohol and the hotels it manages do not serve it either. It directly grants loans, without interest, to its social housing clients, etc.

From a very young age, El Hadj has maintained a visceral attachment to destiny and divine will, which he recalls every time he has the opportunity. Hadj Miloud always knew he was going to succeed and it was only a matter of time. His failures do not make him give up, on the contrary, he hangs on and perseveres even more.

He wanted to succeed and be rich so that he could do good around him. That's exactly what he did. The most extraordinary thing in this story is that when you talk today with El Hadj Miloud, he confides to you with sincere humility that God traced his destiny for him and that he carried out what he was destined to do by divine will.

El Hadj seems to be a sensitive and attentive person to the needs of those who meet him. The idea of being able to provide decent housing to those who are most in need has justified his extraordinary career in social real estate in Morocco.

El Hadj is prepared to face the worst and come out better. He has this extraordinary capacity for resilience to strong events, which in certain cases could have ruined him. Despite this, he uses these events to recharge, recharge and motivate himself, to be able to continue his "mission".

*"I am like iron, it is through hard work that we achieve something, we must remain modest, always modest and have faith in God! »*

El Hadj Miloud Chaabi



## Develop your creativity to learn to expand your field of possibilities

- Learn to question events to constantly reinvent your world and its possibilities.
  - Refer to other fields of activity in achieving objectives to strengthen creativity.
  - Learn from the experiences of others.
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An English proverb says that great men do not do different things, but they do things differently. Is there room for creativity in Morocco? Yes and a thousand times yes. Do you know how many cells we have in our brain? 100,000? 1,000,000? 100,000,000? In fact we have 50,000,000,000 cells all interconnected. The different simultaneous combinations that these cells can create are so numerous that their numbers could not be contained in this book. Do you also know what proportion of brain potential a normal individual uses throughout his life? 8%. We only use 8% of our brain to manage all dimensions of our life!

These two observations are edifying. The first reassures us about the infinite possibilities of our brain, while the second informs us about our untapped intelligence potential. Do our guests of success have the same capacity for creativity as those who have brilliantly succeeded around the world? Not only do they definitely have this ability, but every person also has this extraordinary ability to create, invent and innovate, regardless of the field in which they operate.

Successful women and men in Morocco not only have different ideas from most other people, but also different approaches to life itself. Each problem is an opportunity for them to offer new solutions to their lives. They nourish thoughts whose perspective is different or even opposed to what most people do.

If we all had the same ideas to solve the same problems, nothing would distinguish us from each other and innovations would be absent from our lives. It is precisely because some have thought of what others have not thought of, that they have stood out from the crowd, to express to ordinary mortals that their solutions are the best of the moment and that people reward by agreeing to purchase their products and services or actively support their causes.

*"Why elsewhere and not here?"*

Mohamed Berrada

He is an editor, novelist and translator. His eyes sparkle with this extraordinary dance between lively intelligence and constant humility. Mohamed Berrada, boss and creator of Sapress, the second largest newspaper distribution company in Morocco, has been passionate about basketball from an early age. For him, sport, any sport, is essential. The brain is oxygenated, the body toned and toxins eliminated.

At a very young age, Mohamed Berrada knew that the best way to boost his creativity was to be curious about everything and to learn by training. For him, sport helped him a lot and above all helped him learn a lot.

Sporting activity is therefore one of the pillars of Mohamed Berrada's creativity. He gained enormous benefits from the sport itself. Even today, he recognizes that sporting activity is essential in his life and that he cannot imagine evolving and getting older without having support that will guarantee regularity in the exercise of his passion. and his work.

Swimming, basketball or gymnastics are his favorite allies. Basketball kept him company for a long time and holds a special place until now as he had the pleasure of winning the national championship and was even captain of the national basketball team. For him, sport is like a religion that must be practiced with discipline and self-sacrifice.

Mohamed Berrada had the opportunity, at a very young age, to be one of the first teachers to teach Arabic in a girls' high school. This very interesting experience

allowed us to discover feminine sensitivities and to try to better understand what differentiates men from women.

It carries creativity right through to the method. So at the time, while the classical teaching of the Arabic language went through classical authors, he decided to work against it. Being in love with the Arabic language, he absolutely wanted to make the teaching of this language more exciting, something he did by introducing modern authors like Nizar Quabbani, who was not very well known at the time, Ahmed Chawki, Khalil Jibrane and others.

After each basketball game, he would perform his ritual of picking up a book and feeding his mind with all the words he discovered. As he didn't particularly want to go out, Mohamed Berrada drew this energy from reading. For him, creativity has no limits, it should not be limited to the service of art or design. It must transcend all sectors to affect all aspects of life. It is like a muscle and gets stronger the more you practice it.

Successful men and women exercise their creativity even in the smallest decisions of their lives. Anas Sefrioui, CEO of the Addoha group, reveals one of the secrets of his success:

*"I have my eyes wide open and I observe what is happening in other fields and I adapt the most interesting ideas into my own. »*

Anas Sefrioui

Anas Sefrioui has since a very young age developed a natural curiosity which encourages him to observe people, events, people and to ask himself the following question: "How can I use this idea, this behavior, this behavior? object for my real estate projects? Thus two of the greatest successes of the Addoha group come from the keen sense of observation of its president.

The first success was the use of the famous slogan "chra btamane lkra" (translation: purchase for the price of rental). Anas had seen a poster on a bank branch with the same words: "Buy at the rent price".

The second success and which constituted a formidable accelerator of sales to the general public is the concept of the "one-stop shop" which the Addoha group adopted as part of the marketing of its social housing.

This concept is inspired by one-stop shops called "one stop shop". This is a place where the customer can find everything



what he needs without having to go from store to store to complete his purchases. The mass distribution sector is the best example of this “one stop shop”. Thus, in hypermarkets, these enormous sales spaces which reach several thousand square meters, coexist everything a family needs: from food products to household appliances, including textile products, linen, cleaning products and others. Today, in the same space: food products, clothes, garden furniture, cosmetics, cars, travel agencies, banking services, etc.

Another type of “one-stop shop” is that of the CRI (Regional Investment Center) set up by the Moroccan government in different cities of the kingdom. These CRIs allow anyone to undertake, in a single location, all administrative procedures and to set up a business in a few days, instead of several months as was the case previously.

Inspired by the concept of these “one-stop shops”, Anas Sefrioui dedicates the entire ground floor of his Addoha head office in Casablanca to all the services concerned and necessary for the completion of a real estate sale: agencies banks which grant the loan to a future owner, a land conservation service which allows everyone to obtain their certificate of ownership, a service for the collection of taxes, etc. This brilliant idea earned Anas Sefrioui immense success and very strong notoriety.

This notion of “creative imitation” finds its meaning even in our everyday behavior. Take fashion phenomena for example: each time a clothing trend appears, the entire clothing community corresponding to the marketing target rushes into a whirlwind of models more or less close to the one that triggered the trend. enthusiasm of the first customers. This phenomenon has a formidable psychological impact since the customer himself likes to buy these “trendy” clothes or objects to imitate the people whose style he recognizes. Haven't each of us, as teenagers, imitated our favorite actors or singers, down to their slightest facial expressions, in front of our bathroom mirror?

This idea of the model is widely used by our guests in the exercise of their professions. They affectionately call this “best practices.” The sequence of success is as follows:

- Set a specific goal.
- Analyze the strategies and behaviors of those who have already succeeded in your sector and adapt their methods to your own specificities.

- Also consider borrowing ideas from other sectors and adapting them to your own.
- Evaluate results at all stages.

Where is the creativity in all this one might say? Some would say that an invention is just an extension of something that already exists! Others will say, quoting a famous photographer, that there are no new ideas, only new arrangements.

*“You have to undertake, undergo internships, write stories and write projects that will perhaps see the light of day. In any case, we must remain in a dynamic that allows not only learning, but also being creative. »*

Laila Marrakchi

- Hello, are you well, we ask him?
- “Yes, do you have a camera? » she replied. It's the world upside down! The young woman who is on the other end of Skype (computer software that allows two or more Internet users to talk and see each other via the Internet) is none other than the director of the film Marock, Laila Marrakchi. Her voice soft, calm and tinged with a touch of shyness, she accompanies the smile on her face with a smile in her voice.

Born in 1975 to a bourgeois family from Casablanca, Laila Marrakchi admits without embarrassment that she has never lacked for anything. At a very young age, she was attracted by images and took advantage of the fact that her uncle, a film distributor, opened the door to all of his partners' cinemas. In fact, his passion for cinema comes with practice. Laila realizes very early that she is irresistibly attracted to the image, but she does not yet know how she will tame her interest in the future. As she says: “Very early on, I had a relationship with the image, it was something magical, a ritual that happened on Sundays. I went to the cinema and at the time there were quite a few theaters in Casablanca. »

Laila has always wanted to do things differently because she is constantly looking for new, unexplored things. While all her friends chose to follow traditional training courses such as engineering or medicine, Laila enrolled in a school that brought her closer to her main area of interest, namely audiovisual. She then continued her studies at a film school in Paris. It is then that events follow one another quickly.

During her training and internships, she became better acquainted with this environment. She meets professionals in the profession who will very quickly realize that this "little girl" has a strong rage, a deep love and a sincere respect for this profession. This doesn't make his life any easier because the cinema profession is difficult and you have to fight for your ideas to be heard or even adopted and then realized.

Laila then wrote her first short film which she submitted to the Moroccan Cinematographic Center and subsequently met a French co-producer. She discovers that the environment in which she operates is difficult and even unfair. How many very talented authors have not been able to see their works come to fruition. Laila knows that she will succeed because she is passionate about her vocation and convinced of her mission, that of sending many strong messages through her films. The more difficult the situation becomes, the more his rage increases, a rage that challenges his fear of failure and boosts his creativity.

*"It is first of all through your personality, your rage and your passion that you get there, but also through your work and your creativity. »*

Laila Marrakchi

She directed the film Marock. The success was immediate because the film created controversy. Laila cheerfully works to denounce the hypocrisy of a Moroccan society which desperately seeks its identity without ever really finding it. She finds her creativity in contradiction and in the fight against apriorisms. It seeks to reveal a reality that everyone looks at but that no one really sees.

She knows that her raison d'être also involves denouncing hypocrisies of all kinds that affect the world around her: "In general, I like to denounce things a little and the film Marock was for me a opportunity to highlight social problems, problems that few people dare to tackle."

Being creative is not only creating something from scratch, it is also, as we saw above, imitating intelligently. It is a fundamental component that is part of the character trait of all our guests.

*"I have always been a man of utopia, because for me, any utopia is achievable. »*

Noureddine Ayouch

We could have talked about him in all the different chapters of this book, because Nouredine Ayouch contains within him all the characteristics of these men whose behavior builds respect and who is fully committed to all the actions they undertake. Creativity remains the main fuel of his passions. Nouredine Ayouch has had plenty of passions in his life, each one more enormous than the other.

Born in 1945 in the city of Fez, Nouredine Ayouch is recognized as the “King of Advertising” in Morocco. His contribution to the popular classes is his priesthood. Thus it is the precursor in the field of micro credit through the Zakoura foundation (Granting credits to disadvantaged people, for whom traditional banking is not an alternative, in order to create very small businesses.

Director of one of the largest and most prestigious communications and events groups in Morocco, Nouredine Ayouch fell into the potion of creativity when he was little. Further still, Nouredine carries in his genetic code, the deep traces of an iconoclastic behavior for everything. He is not marginal, on the contrary, his magic is to penetrate the depths of Moroccan society through the door of humility and simplicity and once in the place, he reveals with finesse his inadequacies. He then brings together as many people as possible around the problem, then draws with these people the outlines of a “getting back in shape for the common good” program.

This “Trojan Horse” policy is often very effective because it reveals scourges to our society in a way that it cannot ignore them. Greatly influenced by his father, he is generous with everything and with everyone. Generous with his attention, his time, his feelings, his healthy rants, his money, his affection and above all his sincere love which he delicately offers. He offers it like the natives of the Pacific Islands do when upon your arrival, they delicately place a necklace of freshly cut flowers around your neck. If you meet Ayouch regularly, he will reward you each time with new flowers, a thought, a word, something that will appeal to you.

Nouredine protests against the jealousy of Moroccans among themselves when he says:

*“I don't always understand why Moroccans don't really like successful people. »*

Nouredine Ayouch

For him, life is an eternal quest for improvement. Furthermore, one cannot improve without stepping out of one's comfort zone to seek answers in territories yet unexplored by a person.

Ayouch notes that many people look at the world and ask “why?” », he imagines a world that does not exist and says to himself “why not?”.

For Nouredine, creativity is within everyone's reach, but it depends largely on an essential prerequisite which is education. Every Moroccan must have access to it, which is not the case today.

Its most recent social project consists of access to training for all in Morocco. This type of training is none other than a guarantee of creativity which will shake up mentalities in the service of a new Morocco, more ambitious and whose living forces would be capable of competing with the most advanced countries. The training is designed to understand life more quickly.

He had the immense chance to nurture his own creativity at a very young age, observing the humble and curious behavior of his father, as well as the limitless creativity of his mother, whose way of dressing and her fascination with the songs of Oum Keltoum will remain forever engraved in Nouredine's memory.

Nouredine studies social sciences and dabbles in theater and shows that he puts on to better realize himself. He meets people who enhance his critical sense. Studying in France, he works in a bunch of odd jobs like postman, investigator, courier, hairdresser, gardener, teacher, etc. Each time, Nouredine gets the best out of it to put it at the service of others. A year after his return to Morocco, he created his advertising agency Shem's in 1972 to assert his difference and help others express theirs.

*“As I am eternally dissatisfied, I need to create all the time. While driving in the car, I can come up with an idea. »*

Nouredine Ayouch

Ayouch is also aware that we can invent alone, but that we create and innovate together. Like all the people met in this book, you should not hesitate to participate in your creative research.

He is perfectly comfortable with wanting to remake the world, going against the tide with innovative ideas, questioning existing ideas and breaking preconceived concepts and existing ways of life. He is convinced and aware that to succeed, we must not let ourselves be “infected” by people and bad habits, while reinventing our world and its infinite possibilities. All this in a context where we must learn from the experience and experiences of others.





## Chapter 11

### Master your fear and dare to step out of your comfort zone

- Fear is an expectation, simply a pain of anticipation, which has nothing to do with reality.
- We must recognize fear in order to manage it.
- On our road to achieving our goals, we must accept that there are many times when we will be in the unknown, that is, outside of our comfort zone.

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*“Nothing scares me sincerely, but I am afraid of myself. In the morning I wake up with goals and I'm afraid I won't be able to keep a commitment. I raise the bar very high. I'm afraid of losing my mother and my loved ones. But all these fears are positive because they push me to work well. »*

Meriem Bensalah Chaqroun

Ahmed Marzouki recounts how the hardest part of his life was when he had to make a superhuman effort to rectify the situation the day he was thrown into a cell and the doors of the Tazmamart penal colony were closed behind him. This is how, with a group of comrades, he established a program because he quickly understood that he was faced with an overwhelming reality. You either had to accept reality as it presented itself or there were no other alternatives, that's the situation in which he found himself.



Having felt as if they had been thrown into a well, he and his friends had to make a colossal effort in the face of the terrible shock they faced. Even when he and his companions found themselves with their eyes closed and their hands laced, they still held out hope.

After two years of imprisonment in Kénitra prison, he was transferred with several of his companions to the Tazmamart penal colony. Boarded a military plane, Marzouki remembers how ten minutes after takeoff, blindfolded, a police officer told him and his companions: "Get ready, we are going to throw you overboard." They were so anxious and terrified. Feeling extreme fatigue and physical exhaustion, they were just asking to be thrown overboard to alleviate this suffering. It was terrible. There is nothing worse than waiting, like waiting for someone condemned to death.

We also find this resilience, this ability to adapt, to not let fear paralyze, while facing the reality of the moment, also in Larbi Sekkat when he says that for him, he does not know fear, because he is convinced that fundamentally, every problem has its solution.

For almost everyone we met in this book, fear is always an apprehension and something that must be dealt with. At no time did we feel that fear for these people was a blocking or paralyzing element. Furthermore, we are aware by listening avidly to these people that our first adversary is ourselves and that it is often a certain apprehension of what can happen that prevents us from realizing ourselves fully.

*"It was also a victory first over myself before being a victory over the enemy. »*

Ali Najab

For Ali Najab, the torture ordeals as a prisoner of war quickly made him understand that his mental conditioning was one of the key elements of his survival, as he describes:

"They tie my hands behind my back with handcuffs as tight as possible, they also tie my feet with handcuffs and they beat me very seriously. The investigation lasted one month and 15 days. They often came back with the same questions. To avoid falling into their trap, during my moments of respite, I memorized the answers I gave them so that they would not realize that I was lying to them. Thus, they did not detect any contradictions in my answers. This test was the first of several other tests of

physical torture that I suffered during my 25 years of captivity as a prisoner of war like some 2,300 other pilot and army comrades. It was a very trying and terrible experience for me. This test was my first test in the face of such adversity. »

Conditioning yourself mentally also means understanding that you will often find yourself navigating outside your comfort zone, with a maximum of unknowns and very few guarantees, but with the deep conviction that success is in no way case called into question, but that it is only the method and the path to follow to achieve it that are questionable.

*“Fear breeds doubt. We must transform fear into courage. The first adversary is ourselves. »*

Abdelatif Benazzi

A great therapist was once asked what in her opinion was the strongest instinct in human beings. She replied that it is the instinct to cling to what is familiar. We were therefore not surprised to find that many of the people we met as part of this research understood that to succeed you have to leave your comfort zone, agree to temporarily leave your territories. familiar and move forward towards great achievements, because uncertainty and the unknown are components of everyday life and life.

For Anas Sefrioui, he considers that in life you must not be afraid, you must go for it. Whereas for Mohamed Berrada, fear is everything that is unexpected. He believes that we must therefore think of the unexpected and think of the impossible, because for him fear is often just a fear.

As for Mohamed Benamour, he also understood that it was better to be a rebel than a resigned man. We must never admit fatality, which moreover does not exist with him. You always have to fight. We must always find solutions because, by definition, intelligence is, first and foremost, the ability to adapt to any new situation. Mr. Benamour believes that if we are not able to adapt to the various unexpected events of life, it means that we have practically given up.

*“The person who starts something with fear, it's ruined for them, it's guaranteed failure. She just has to have faith in God and bring together the ingredients of the project to put it together. It's like a tagine, if you don't have all the ingredients to prepare it, the dish won't be successful. »*

Najat Aatabou

What predisposed a young Berber girl from a very traditional and modest family from the town of Khemisset in the Middle Atlas to find herself the star of a concert in the prestigious "Olympia" performance hall in Paris in at the age of 24 and a few years later sold out venues in major world capitals such as New York, Amsterdam, Montreal, Madrid, Rome to name just a few of these cities.

From a young age, Najat found herself confronted with the reality of very traditional rural environments where unfortunately women did not enjoy any status, respect or consideration. As she recounts with bitterness, in her environment, women were content to eat the leftovers of men's meals, to take care of their homes without any recognition and to completely efface themselves before authority and all the demands of the 'man.

This injustice towards women pushes Najat to get involved and campaign for the respect and rights of women. As she could not express her ideas openly, she used her pen as a witness to the abuse that women suffered.

*"I wanted to be a lawyer, that was my goal, because I wanted to defend women, defend their interests, defend their positions and their rights. All this provoked in me this feeling of injustice. »*

Najat Aatabou

At 16, she plans to continue her studies to become a lawyer and thus accomplish her mission, that of campaigning for women. But destiny will direct him to accomplish his mission differently.

Indeed, Najat was blessed with a prodigious voice. For fear of reprisals, this rebel sang for pure pleasure, in secret, during school activities, because for her family, singing is considered a sin and a disaster. One day, her best friend begs her to sing in a family ceremony. Najat declines this request. Her friend insists. Unable to refuse this request in the face of her friend's repeated requests, she gives in and therefore decides - discreetly and without the agreement of her family - to go and sing at this wedding. She will justify her absence to her parents by preparing for her exams.

Her performance at this wedding will precipitate the destiny of Najat Aatabou and disrupt the course of her life, definitively putting an end to her plan to become a lawyer. Events will then take a dramatic and tragic turn. Indeed, what she didn't know was that her presence in this wedding was well and truly planned with the aim of recording her voice without her knowledge.

A week later, she accidentally hears his voice coming from an audio cassette seller. So she says: "I felt the earth shaking." It was my voice and my brother said to me: "Oh what a beautiful voice!" ". I was going to die of fear and I found a stomach ache as an excuse to go home. I gradually moved away from my brother's path and returned alone to the cassette store. I then asked him where this tape came from. This is where I discovered my girlfriend's betrayal. Every time a neighbor listened to the tape, I begged them to stop lest my family find out. Unfortunately as Khemisset is a small town, the word quickly spread and everyone knew that it was Najat Aatabou who was singing in this cassette. »

When his brother discovers through a friend of his that it was his sister who sang in this tape, he reveals the whole truth to his family. The whole family comes together to decide Najat's fate, which is death. His mother takes the trouble to warn him. His brother brings a large knife to slit his throat. As she was a brown belt in taekwondo, she managed to defend herself and avoid the worst. That's when she fled, without money, without luggage, knowing no one and not knowing where to go.

*"For three years, I was a fugitive. I held on and faced my destiny and my solitude, far from my family and without reference."*

Najat Aatabou

Having been propelled in spite of herself towards the world of singing and music, she is fully involved and works hard. She reconciles her desire to defend the position of women with the writing of songs which denounce these abuses of which she was also a victim.

*"I never think about fear. I don't get stage fright when I sing, in fact I've never felt it. For me, the people who come to see me in concert are like family. I feel confident with them and I want to please them. Initially in my head I eliminate this point, that of fear, so that it is a basic fact. »*

Najat Aatabou



## Have higher goals that surpass us (patriotism, well-being for others, etc.)

- The need to contribute is more important to success than leaving a legacy.
- There are people who serve a purpose greater than themselves.
- Accomplishment that continues over a long period of time constantly forces us to be grateful.
- Contribution to the community.

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*"I was thinking of others, I was thinking of solutions to other people's problems, it's an active solidarity that is anchored in me. »*

Mohamed Benamour

Despite his 79 years, Othmane Benjelloun has a vision for the twenty, forty and fifty years to come and talks to us about it as if he were going to participate in the distant future of his group. This projection towards the future obscures his age, his geographical location and the circumstances in which this vision will be accomplished, because it is not about him, but about projects which transcend him in an optic where space and time become secondary. Vision comes first.

Ultimately, having a bold and bigger goal is to prepare for your succession every day. Legacy is the cause that successful people in Morocco strive to defend, build and refine. This legacy is a precious heritage that can take different forms. These may be material goods, legacies of a structure or organization; but above all it will be the legacy of a vision and an orientation that is at stake.

Throughout their lives, a small whisper of encouragement tells all these successful men and women that we must prepare the ground for future generations. Their ways of behaving with others during this journey are as important as the journey itself because it is about accompanying those who will perpetuate the values and tradition of the project. Most of the time, their behavior will be punished by criticism. This represents an additional reason that forces them to exploit their potential, follow their dreams and serve the world. Over time, they are not immune to fear but they move forward nonetheless. This is the shortest way to surpass yourself.

By accepting their pain, our guests gain something even stronger than simply learning from their mistakes or sharpening their resistance. They discover an ability to sublimate their causes without pressure, without haste, because if they cannot achieve an objective that is built over time, others will do it after them.

They manage their fears of today so that they do not penalize the future, especially if that future is managed by others. Often, they will soften their positions towards a person, because only the cause matters and daily worries only contribute to fueling resentment and slowing down the dynamic. They do not “close the case” however, but take advantage of every minute offered to them to direct their compasses even better towards the future. By letting go, they observe even better the scope and importance of the project which they put as absolute priority, purely and simply.

When Hicham El Guerrouj trains to offer the whole world unforgettable victories that will mark his time and the generations to come, every thousandth of a second counts. When Noureddine Ayouch meets with his colleagues from the Zakoura Foundation for Education, every little Moroccan who benefits from training counts. For Anas Sefrioui, each additional accommodation made available to Moroccans counts. For Aicha Ech-Chenna, every child saved counts. For Ahmed Marzouki and Ali Najab, every day of captivity survived counts.

Our guests not only have goals bigger than themselves, they constantly measure the distance traveled and evaluate the performance of their attitudes on a daily basis. Every day, through their behavior, they apply the rule of absence of ego, humility and simplicity. Their attitudes towards their families, their friends, their collaborators and the people they meet, leave traces of their differences, because they set audacious objectives to help others

to come true. These goals too are bigger than themselves. Their beliefs are both their strengths and their weaknesses. It is their behavioral choices that determine whether they serve or harm their causes.

By changing the world, they change themselves. Even if their influences are modest at the time, it is through these small steps taken end to end that they have a real impact.

These successful people all admit that when they stay true to what matters to them, magic happens and things happen better and faster than they could have predicted. Successful women and men in Morocco recognize that they do not control all events but at least they have the audacity to think that, with God's help, they are building their lives for a good reason.

It's not so much knowing how to proceed to succeed, but rather believing, deep down, that it must be done. Their purpose comes first, the method second. Because the essence of all this, and of all these behaviors, is meaning.

Mohamed Benamour is, as we have seen, a man who chose to flourish in tourism as soon as he finished his studies. If he has been perfectly successful by owning two of the most prestigious hotels in Morocco, he has above all one characteristic which increases his pleasure in life, because through his contribution he wants to contribute to the improvement of Moroccan society and seek opportunities. challenges that many will face.

*“In primary school, when we were asked what we would like to become when we grow up? I answered minister. Because in my childhood mind, the minister had to respond to all the requests in the world and solve all the problems. »*

Mohamed Benamour

On the sidelines of his activities, Mohamed Benamour was heavily involved in the CGEM (Moroccan employers) where he greatly boosted the tourism federation of which he was president. Thus, he believes that if we do not give meaning to our lives, we cannot fully use our capacities and possibilities.

Mohamed Benamour then brings together a team of competent friends around him because he does not know how to ally himself with people who would not contribute to building a model in serenity and good humor, to create the greatest tourism concept



that Morocco has ever known “Le Plan Azur”, a true vision, strategy and complete action plan for the development of tourism in Morocco.

Later, Benamour would get involved in other projects, namely the creation of the CDS (Council for Social Development) which is a reflection committee on the future of Morocco. He invites talented women and men who come together to think about how to accelerate the process of social and societal development in Morocco in accordance with royal strategies and government policies.

Why does Mr. Benamour do all this? Because like our guests, he has the rage to contribute to something bigger than himself. God gave him the immense opportunity to be able to bring to society, thanks to his education, thanks to his personal success and above all thanks to his creativity, new, useful and concrete insights for the interest of the community.

This characteristic of self-sacrifice beyond personal interest is a tremendous springboard to success provided it is done in a selfless and other-oriented manner.

The goals of successful people in Morocco are clear. Initially, these goals are oriented towards a dream that serves their self-interest. But gradually, the supreme reason, the one they do not explicitly speak about, appears clearly and literally transcends simple dietary needs.

This evolution, towards a greater ideal, is often due to an education which encourages you to turn towards others, as is the case with Mohamed Benamour.

*“My obsession was to accommodate as many people as possible. »*

Anas Sefrioui

Seated firmly in the armchair in the living room of his office, Anas, barely fifty years old, gives us an overview of what was occupying his mind while his teams implemented his vision, that of becoming number one in social housing. We had the impression that the faster the success of his promotions, the more Anas was convinced that his mission on earth was clear: to help as many people as possible to have a home of their own.

This mission, from the mouth of Anas, is almost divine, he who when purchasing his first land in the Oulfa district, bled in all four veins to be able to complete the financing and was accompanied at all times by a fear of failing, but nevertheless reassured by the feeling that God would never abandon him because he was in good faith and wanted to do good to those around him.

The reason for being on earth, the meaning that successful people in Morocco give to their lives, can also come from painful observations of a reality that disturbs, shakes up and challenges.

Noureddine Ayouch is one of those who live by observing the world around them with a critical sense which inevitably leads them to ask questions about society and to try to answer them in the most constructive way possible.

At a crucial period of his professional life in 1986, he created the magazine "Kalima" (translation: speech) in a social and political context where freedom of the press is not what we know today and where it was not necessary to question anything and even less to address the themes and problems of society. For one of the members of the editorial committee, the eminent psychiatrist Professor Moussaoui, all the taboos of society that no one dared to address at the time are included: women's rights, situations of child labor, prostitution, sex, corruption, etc.

"Kalima" suffers, issue after issue, censorship and harsh summons to the police. Despite this difficult context where conformism pays off and questioning is disturbing, Noureddine Ayouch remains convinced that certain behaviors and attitudes which set Moroccan society backward must be denounced and that the magazine "Kalima" has its place in the landscape of the Moroccan press. .

As much as "Kalima" is a success in terms of updating the problems of Moroccan society and its notoriety, the magazine turns out, due to numerous censorships and pressure on advertisers, to be a financial pit for its founder. Noureddine Ayouch. On several occasions, he came close to being personally imprisoned for the magazine's disturbing topics. He still ended up keeping good memories of it, because for him he was paying to realize a dream, that of creating this magazine which "disturbs, shakes up and disrupts mentalities". This dream of seeing a fairer society came through this magazine project, a dream that was stronger and above all bigger than him.

*"The Kalima review was a great experience, which was magnificent.  
Now when I think about it, I think oh my god, the work I did! »*

Noureddine Ayouch

Aicha Ech-Chenna is a bit like Mother Theresa of Morocco. Mother Teresa was a good Christian sister in the middle-class neighborhoods of Calcutta. Everything was going well for her when one day after a violent riot in a nearby slum, a bloodied man came to die in her arms. That day, her life changed and she would not stop denouncing the inequalities of a retrograde, unjust Indian society until her death.

and racist, particularly with regard to the caste of untouchables, a group of people who have unjustly become veritable plague victims barely worthy of breathing.

Aicha Ech-Chenna, president of the Association of Young Single Mothers, has little regard for pompous titles that put you in a box and inspire respect through the title. Like Mother Theresa, she is a simple woman whose level of commitment to repairing human abuse and injustice is also deep.

*"It's long-term work, it's self-sacrifice and it's a mission. Once you start, there is no going back. I can't tell you what happens to me sometimes when I'm really overwhelmed. »*

Aicha Ech-Chenna

Already when she was very young, Aicha learned the notion of what it means to do good: "the pleasure of returning the blessings that God has given you". She is one of those people who carry the notion of good within them, even when they fall asleep.

But the spark that made her what she is today comes from her suffering when she saw small children abandoned by their mothers, in trash cans, dying after a few days. It was unbearable for her and yet it is this pain that sustains this fight that she leads until today. In her head, she continues to receive blows that come gradually: seeing abandoned babies and others dying in trash cans!

She will work to support and reassure single women of all stripes, console raped housewives, comfort prisoners, advise widows, and help divorcees. The violence of the scenes that Aicha experienced, between the lies of women consumed by the shame of having been raped and those who have no other choice for reasons that they will never reveal, is the main fuel of this "holy".

She will carry her voice to the ears of international bodies so that its echo is deep so that it touches all women on the planet and that it penetrates the conscience of politicians so that laws can provide lasting responses to a part of the problem.

She knows that today she is an icon admired by all, but at what cost? All his energy comes from hope born out of despair. This may seem paradoxical, but the violence of a problem is proportional to the strength that Aicha will draw from within herself to resolve it: it is divine power.

How did the late King Hassan II succeed in November 1975 in mobilizing 350,000 Moroccans to encourage them to go to the desert to claim that the Sahara belongs to the Kingdom of Morocco? The answer is simple: by raising a political problem of territoriality into a national cause in which each of us will recognize ourselves, by creating a cause which would transcend the interest of each and which would defend the good of all.

His Majesty King Mohammed VI in turn had the merit of having the vision to put in place a very ambitious and integrated program for the fight against poverty and precariousness in Morocco. This project entitled "INDH" (National Initiative for Human Development) is a Moroccan project of national scope aimed at raising the level of society.

Following his speech dated May 18, 2005, the INDH was created around three main axes: the reduction of social deficits in the most deprived rural communities (health, education, literacy, water, etc.), the promotion of activities that generate stable income and jobs, as well as help for people in great vulnerability or with specific needs.

The strength of this royal initiative is based on a strategy whose objectives transcend all Moroccan citizens and in which everyone finds a reason and a logic to be involved.

This approach, easy and understandable, is the same for women and men who are successful in Morocco. Their approaches first begin with a mobilizing inner speech (what these people constantly say to themselves). Then, they need to share their ideas with those close to them. At this stage, beware of "toxic" individuals who are quick to discourage because if successful, the gap of mediocrity will widen between these "toxic" people and the project leader.

Once the idea is revealed, they get a *feedback* supposed to sensitize them to make a correction relating to the evolution and trajectory of the project. Then, they talk about it to the people considered capable of supporting this project and it is precisely at this moment that everything comes into play.

The speech, the arguments, the gestures, the voice, all the parts of the body of successful people must speak in unison, because they are fueled by the passion for the project and by a great focus towards the goal. We could say that these people are in a "state of grace" and that at this point, there is nothing stopping their climbs to the top.

Professors Harouchi and Saadi-Elmandjra are undoubtedly two intellectuals of international renown. When you talk with each of them, you have the feeling of being important because they highlight you with their humble and discreet approaches. Even their “rants” are imbued with modesty because it is never about them. It may be by them, but it is immensely bigger than them.

The same goes for Amine Benkirane or Hadj Miloud Chaabi in the field of entrepreneurship who attribute their successes to circumstances which were favorable to them, to competent and motivated teams, to a close-knit and understanding family towards the commitments and a busy schedule.

Ego is absent from the minds of everyone we interviewed because there is no room for those “success upstarts” who end up being burned by the sun of their own vanities.

Modesty is the passport to humility. They completely own their successes. The fact that they agreed to share their secrets with us is further proof of the role they have as examples for present and future generations.

Othmane Benjelloun, “OB”, as he is affectionately called by his colleagues, is the president of the Finance.com group, which holds strategic holdings in areas such as banking (BMCE Bank, Médicapital Bank), insurance (RMA Watania), telecoms (Méditel) and in other sectors such as new technologies (Finattech), communication (Atcom), distribution (Hanouty) or real estate. Some of these names are certainly familiar. The common point of all these names is this international vision of a rare man, who expresses himself with great humility, in complete relaxation about his success and his projects.

The height of humility is that we had an appointment to talk about a specific issue (nothing to do with this book) and obviously the discussion turned towards our book project. Apparently, OB took part in the question-and-answer game without any official interview having been planned and with great humility. His success could have given him a disproportionate ego and this is not the case with regard to his person. On the other hand, when he talks about his African or even global strategies, he is very precise about his policy of conquests and wants, he says, that as a Moroccan group, it can leave its mark deeply on the entire African continent in the next ten years.

*"Not only Africa, but the whole world is within our reach."*

Otmane Benjelloun

His modesty and humility are even deeper when he was asked the question: "Mr. Benjelloun, what is the main secret of your success?" He answers: "I have fun while working and I work while having fun."

Yes, it may seem easy to have this kind of attitude after all your basic needs have been met. But we could have met a man with haughty and condescending behavior who would have told us about exploits that could not have happened without him.

Mr. Benjelloun created with his wife the "Médrassat dot com" foundation, which allows thousands of schoolchildren from distant countryside, initially left behind, to go to a clean and well-equipped school every morning and to follow an efficient curriculum, which will bring them straight into the subtleties of the 21<sup>st</sup> century.

*"My pride is to see the Moroccan flag being raised. I wanted to succeed, become world champion, Olympic champion and see the king. »*

Laila El Garaa

The patriotism of this El Garaa family impresses and confirms that these successful people are often driven by a "cause", a "patriotism" or a "higher objective" which transcends them and which allows them to develop extraordinary internal motivations. In the case of the El Garaa family it is going so far as to counter the physical constraints that nature has imposed on them in the form of physical disabilities. However, many normally and physically constituted people spend their lives "creating handicaps in their heads" and deprive themselves of realizing the potential that nature has given them and which lies dormant within them.

For the record, during the 2008 Olympic Games, the two sisters were injured during training. Leila, with excruciating pain in her feet, still managed to win the bronze medal. You should also know that Leila had sworn that without a medal, "without getting on the podium", as she puts it so well, she did not deserve to return to Morocco. Proud of her country, Leila has always refused the various offers of citizenship that have been made to her.

Another Olympic champion, Hicham El Guerrouj, also clearly understood the importance of having a "higher goal" whose achievement has a much greater scope than the goal itself:

“I came back from Canada from a seminar, I was watching a DVD where we ask questions to very wealthy people. At one point, a person is asked to describe the trigger for success. He answers that it is the fact of going from someone who in his previous life earned money, to a person who now wants to give meaning to his life. From the moment I stopped earning money for money's sake and started earning by giving meaning to my life, I quadrupled my success. That is to say that I did not go out in the morning for the money, but for a much more noble goal which meant that I earned money much more quickly. Which wasn't necessarily my initial goal. »

## Conclusion

We meet around tea on a Saturday afternoon to discuss this journey, these meetings and all these interviews which took place over these different years. We realize the importance of what we have collected in terms of information following meetings with people with fascinating backgrounds. We then decide to question each other to gather each other's ideas.

Indeed, throughout this book, our research work has consisted of listening to these men and women with exceptional backgrounds and contributions and analyzing their attitudes and behaviors in the face of challenges and adversity. Our role was limited to that of observing, analyzing and comparing our findings with our knowledge of human potential. Let's make a brief summary together, taking into account the elements that have had a personal impact on us. To continue with the interviews, we opted for a discussion between us, as the format for the last chapter of the book.

In taking stock of this wonderful adventure that we have just experienced to produce this work, the first question that we ask ourselves, in relation to all the interviews that we had as part of the research for this book, is to know how should readers use all the information, anecdotes, quotes, stories and experiences told there? If we had to summarize it in a few lines or in a few key concepts, what could we say to readers? What should our readers essentially take away from this?

The first thing that the book evokes through the different chapters is taking responsibility, clarity in objectives, discipline in approach, work, perseverance and the use of failures as a lever and not as an inevitability. . It is also necessary to open up to others and ask yourself the right questions. That is to say questions constantly oriented towards the achievement of our objectives.



We probably all want to succeed, whatever our ambitions or desires, whether professional or personal. The book boils down to precise answers to the following three questions:

*"Where do I want to go?"*

*"Who do I want to take this journey with at different stages of my life?"*

*"Who is the person I want to become in the process?"*

Each of these three questions is important. The first because it will allow you to determine your direction in life. The second because it will help you select the people who will support you in this process. The third being crucial, will allow you to determine how this trip will transform you.

It's like when you buy an object, you don't buy it for the object itself but you buy it for its usefulness and what it will bring you. When you buy a nice Mercedes car, of course you buy it for its mechanical performance and its safety components. We also buy it to feel important and good when we drive it. Otherwise everyone would buy a small car.

The real reasons for the success of all people, of all these people who have undertaken, is essentially how they feel during this process. Let us not forget that, as several authors have said, happiness, which is the outcome of success, is not a destination, it is above all a way of traveling, a permanent and continuous process.

In this book, we have seen people who have different journeys, it is true that it would be interesting for the reader to draw on each of the experiences and experiences of these people and to take an element of their journey to see how this journey can inspire them. There are always people who want to achieve but who tell themselves that it is impossible.

The first key element that you can keep in mind after reading this book is to first have clarity in your objectives. Without this clarity, whether in your personal or professional life, you will be lost. The second key element is to chart an unambiguous path and gradually develop the discipline to follow it, stay there and hang on to it, because nothing is easy. Moreover, as we have observed in the journeys of these

people, they all had enormous obstacles to accomplishing their goals. Finally, the third key element is to act, act and act again; and above all, hang on, persevere and give the best of yourself. Often these people that we have interviewed and who have achieved extraordinary things in their projects, are people who have agreed to navigate for a long time in the fog, to go through difficult times, to hang on while others people at the same time decided to let go.

Let us also add that as part of the book project, a little over four years ago, we set ourselves the objective of demonstrating to Moroccans that everyone can succeed in what they undertake whatever their ambition. in any field (sport, leisure, social, art, business, etc.) and that in Morocco one could also succeed thanks to perseverance and hard work. We believe that we have succeeded in our mission because through the journey of the people we have seen, we have had numerous proofs that it is possible to succeed in Morocco despite the constraints and difficulties that we may encounter. . You don't have to be a person who is well born or lucky but with hard work and perseverance you can achieve it.

Often on a daily basis, you meet people who have a lot of ambitions but unfortunately they are not ready to pay the price for their efforts. You must therefore know that to succeed, there is a price to pay, there are sacrifices to make, there is patience to be had until the desired result is obtained. This character trait, patience, a lot of patience, is found in all the people we interviewed in this book.

We hope that each of you will find in the experiences and experiences of these people elements similar to your journey and this will make it easier for you to identify with these people. You will feel closer to be able to achieve such interesting and important things. In addition, you will find yourself mimicking them as you would when mimicking an actor you admire. You will, for example, say to yourself: "If so-and-so did it, I can do it too. » Because after all, the people we interviewed are all "ordinary" people who have achieved "extraordinary" things.

To those of you who say to yourself: "I want to live my life and not that of others!", we answer that in reality, any invention is only the extension of something that already exists. We can forge our own personality but it will always be the accumulation of qualities that we like to find in others.

This book is in fact a succession of behaviors which, put end to end, make the success of these men and women and will make the success of everyone, of any Moroccan who wants to adopt these behaviors. In reality, by adopting the attitudes that we have revealed in this work, any reader will be able to succeed almost certainly.

It's true that at the start, it may seem difficult for each of you to say yes, but to invent a whole set of excuses and justifications like: they certainly did all that, but this was not at the same time, it was not in today's world, etc., it is a bit "deactivating" the vital "antivirus", against the small partial "deaths", of one's morale without reason. The reality is that today's world with all its existing tools (Internet, mobile telephony, satellite, Google, Facebook, etc.) connect you with the whole world in a fraction of a second, this world which becomes your playground. game. This world represents more opportunity today than at any other time in history.

This book was a challenge for us. That of helping, encouraging and showing every Moroccan that it is possible to succeed and accomplish extraordinary things. We hope that, just like us, you have felt to what extent, through their authenticity, their transparency and their open-mindedness, our guests, men and women, of different ages, different backgrounds, different origins, different ambitions, challenged all the myths that surrounded success in Morocco.

Work, effort, passion, will, education, clarity of objectives and discipline are only ingredients among many others to succeed in life.

This book is the start of an adventure that we hope to share with you. We would like to help you, assist you, supervise you, coach you to enable you to accomplish and achieve the best in your life.

Our goal is for you to succeed. Only you can decide. You are the master of your destiny. At least in a few years you will have the opportunity to say: "I had the opportunity, I took it and it allowed me to accomplish a lot".

Know that everything comes from you and everything is done by you. If we have been able to inspire you through this book, in all modesty, it is quite simply because we are fellow citizens, both local and global, "revealers" of the talent that already exists within each and every one of us. between you.

Thank you and good luck.



# BIOGRAPHIES

## ABDELALI BENAMOUR

### Sfamily situation

Born September 10, 1941, married and father of four children

### Ftraining

Secondary studies: Moulay Idriss College, Baccalaureate in 1961

1961-1964: License in Economic Sciences in Fez and Rabat

1964-1966: Diploma of Higher Studies in Economic Sciences in Paris (Panthéon)

1966-1968: State Doctorate in Economic Sciences at Paris Sorbonne

### Eprofessional experience

1966-2001: Professor at Mohammed V University (Rabat) and Hassan II University (Casablanca)

1971-1976: Director of the Sup. Institute. of Commerce and Business Administration (ISCAE)

1976-1981: USFP Deputy for Casablanca

1976-1992: Municipal councilor in the Municipality of Mâarif then Aïn Chock - Casablanca

1981-1988: Co-director of an industrial company

1994-2003: Director – Bank Al Maghrib

1999-2005: Member of COSEF

1995-2002: President of the “Alternatives” Association

Since 2002: Founding President of the “Alternatives” Association 1988-2008:

President and CEO of the Institute of Advanced Management Studies (HEM)

Member of the Human Rights Advisory Council

Member of the Higher Education Council

August 2008: President of the Competition Council

### Ppublications

Financial intermediation and economic development of Morocco (1968)

Moroccan national accounting (1971)

The fundamental mechanisms of economic activity (1983)

Morocco Interpellé (1993)

Hope and Will (November 2004)

Rethinking School (February 2007)

Articles in national magazines and newspapers

## ABDELatif BENAZZI

1969: Born in Oujda, Morocco.

1983: Shot put and discus thrower at the Union Sportive d'Oujda

1985: Selected for the Moroccan junior team

1987: Best player in Morocco 1988:

Joined the Cahors club in France.

1988 - 1989: Top try scorer in the championship

1989: Joined the best French club "Agen".

1990: Selected to play in the Moroccan national team by Jacques Fouroux.

1991: Participates in the World Cup

1993: Selected for a tour of South Africa. (On a sporting level, this trip was a failure for him (due to a knee injury, he did not play any of the test matches). On a personal level, he discovered the ghettos, the townships and met Nelson Mandela)

1994: Part of the French team's tour to New Zealand. Double consecutive victory against the All-Blacks, a unique performance in the history of the French team.

1994: Participates in the "end of the world test" during the second test match, Benazzi is spotted internationally. He was asked to come and play in Australia.

1995: participates in the 3rd World Cup organized in South Africa. November

1996: named captain of the French team by the will of the President of the Federation.

1996: Appointed to the High Council for Integration by Jacques Chirac. He will spend three years there under the direction of Simone Weil.

January 1998: Seriously injured his knee (more than a year to come back) 1999:

Selected "at the last minute" for his third World Cup. March 2000: Knight of the Legion of Honor from the hands of Martine Aubry. March 20, 2000: Received at the Elysée during the first visit to France of King Mohammed VI.

May 2003: Hangs up his crampons for good at the age of thirty-four. 2005: Co-

wrote the book with sports journalist Richard Escot *Benazzi, a life on trial*, ed.

Flammarion, prefaced by Nelson Mandela. Michel Gardère dedicated a book to him entitled *Abdelatif Benazzi - the man of three homelands: France, Morocco, rugby*, ed. The Round Table, 1995.

2007: Publication of "*XV lessons to coach your team and succeed in your business*"; published by Maxima.

68 selections for the French team between 1990 and 2001

- Five/Six Nations tournaments played: 1991, 1993, 1994, 1995, 1996, 1997, 2000, 2001
- **Grand slam: 1997, as captain**
- Winner of the Five Nations Tournament: 1993
- **Winner of the Latin Cup: 1997**
- 2 selections for the Moroccan team
- **Vice-world champion in 1999**



## ABDERRAHIM HAROUCHI

Born in January 1944 in Casablanca and died in August 2011. After primary and secondary studies in Casablanca, he left for France in 1962 to undertake medical studies. Once these were completed, Abderrahim Harouchi embarked on a hospital-university career by entering the hospital internship competition in France in 1969 and would be the 4th Moroccan to hold the title of intern at the Paris Hospitals. Very quickly, he moved towards pediatric surgery, taking into account the needs of Morocco in this young specialty, and will be Head of Clinic – Assistant at the Necker-Enfants Malades Hospital (department of Professor Pellerin), then associate university professor .

In November 1975, at the opening of the Faculty of Medicine in Casablanca, he abandoned his planned career in Paris to serve Moroccan medicine. He will therefore develop pediatric surgery in Casablanca and train a large number of Moroccan pediatric surgeons. From 1976 to 1998, he directed the pediatric surgery department first at the Averroès Hospital, then at the Casablanca Children's Hospital, where more than 40,000 children were treated.

A teacher-researcher at Hassan II University in Casablanca, A. Harouchi was appointed dean of the Faculty of Medicine in 1985, a position he held until 1992. His interest in modern pedagogy led him to the Master's degree in University Pedagogy of Health Sciences in 1992 at the University of Paris 13. Abderrahim Harouchi will write 4 books on pediatric surgery which have become basic materials for training both in Morocco and abroad, and will publish more than 50 scientific articles.

In August 1992, A. Harouchi was appointed Minister of Health in the government of Mr. Karim Lamrani. It will spare no effort to improve the quality of care, the operation of hospitals and access to care for the population, by improving the mode of governance and the productivity of the health system. Strengthening health programs, such as vaccination, family planning, the fight against communicable diseases, health education, etc., will result in a marked improvement in the country's health indicators.

In June 2004, he was again called to join the government of Mr. Driss Jettou as Minister of Social Development, Family and

solidarity. He will also take an active part in the implementation of the National Initiative for Human Development (INDH) launched by His Majesty the King in May 2005.

Alongside his fight for children's health and the quality of education, A. Harouchi founded, in 1996 with Mr. Omar Aziman, the AFAK association for Civics and Development. It is particularly involved in national radio programs to promote good citizenship, citizenship and environmental protection. He is also a founding member of the Democracy and Modernity Collective, a member of the board of directors of the Al Amana association for micro-credit, a member of the BMCE Bank foundation for Education and the Environment, the Moroccan Union for Quality etc.

He was also a Member of the Human Rights Advisory Council.

A. Harouchi has received multiple distinctions including the Bourguiba Prize for Medicine in 1988, the Aventis prize for medical research in 1998 and the Fiftieth Anniversary medal of the French Society of Pediatric Surgery in 2009. He is decorated with the Wissam Alaouite du Thrône of the order of Knight.

## ADIL DOUIRI

1963 – Birth in Rabat

1980 - Obtained Baccalaureate in Scientific Series (mathematics and physics) with honors

1981-1982 - Preparatory class for Higher Mathematics and Special Mathematics at the Lycée Saint-Louis in Paris

1985 - Diploma in Civil Engineering from the Ecole Ponts & Chaussées in Paris 1986 - 1992 - Responsible for investment management for the BNP Paribas bank and its clients in the United States (New York Stock Exchange and venture capital)

1987 - 1991 - Twice elected best American portfolio manager in Paris by the specialized press

1992 - Promoter and co-founder with Aymn Alami of the project to create the 1<sup>time</sup> investment bank in Morocco, Casablanca Finance Group; now CFG Group, a financial institution whose majority of capital is in the hands of its employees.

1992 - Design and drafting of the laws governing the various Moroccan financial markets, as well as in the establishment of the new institutions that followed (new Casablanca stock exchange, ethics council for securities)

1996 – 1999 - Member of the think tank under the late Hassan II 1999 –

2001 - President of the Académia foundation

2000 - Chairman of the supervisory board of CFG Groupe

2000 - 2010 - Designer and drafter of the national economic development strategy

2002 - Designer and drafter of the future regulatory framework governing venture capital

2002 - Designer and editor of the CGEM's contribution to the priorities of economic and industrial policy for the next government 2002 – 2007 -

Minister of Tourism under the government of Prime Minister Driss Jettou.

2008 - Elected president of the Alliance of Istiqlalien Economists, during the constitutive assembly

## AHMED MARZOUKI

1947: Born in Bouajoul, a small douar located a few kilometers from Rhafsai, province of Taounate  
1960: Certificate of primary studies at Rhafsai school  
1965: Secondary school certificate at the Lycée Poeymireau of Meknes  
1966: One-year internship at the School of Horticulture of Meknes 1967: Admission to the Royal Military Academy of Meknes  
1969: Released from the ARM with the rank of second lieutenant and assigned to the Royal Military School of Ahermoumou as an instructor  
July 10, 1971: Tragic events at the Royal Palace of Skhirat  
End of February 1972: Sentenced to 5 years in prison by the Kenitra military court  
August 71 – September 72: Incarceration in the military prison of Kénitra  
September 72 - August 73: Incarceration in the civil prison of Kénitra August 7, 1973 - September 15, 1991: Incarceration in the penal colony of Tazmamart  
October 23, 1991: Release  
1993: Baccalaureate (modern literature)  
1998: License in private law (Mohammed V faculty of Rabat)  
1998: Marriage  
1999: Birth of Yassine  
2000: Birth of Taha  
2001: Publication in co-edition of the testimonial book: "Tazmamart cell 10" 2006: Birth of Jihane  
2008: Arabic translation of the book "presumed guilty" by Khalid Jamaï

## AICHA ECH-CHENNA

Talking about women's social action in Morocco imposes a view of grandeur towards a woman who has worked so much and who still works for Moroccan women, not for the sake of propaganda, but out of concern for this woman who remains, until now, victim of all the ills of society.

Aicha Ech-Chenna is the Moroccan woman par excellence, with her worries, her sorrows, her conscience and her hope. Since she began volunteering, for the first time, for Health Education, with the Child Protection League and the Health Education service (Medical Prefecture of Casablanca), she has continued to take heart of the social problems that it has set itself the objective of resolving, especially in favor of women.

She began her activities at the League for the Fight against Tuberculosis, then for family planning, of which she was, in Morocco, one of the pioneers.

In 1972, she hosted the first Health Education television program on Casablanca television and made her debut at the National Union of Moroccan Women in Casablanca. In 1985, she founded the Solidarité feminine association to help single mothers, destitute and responsible for young children, to take care of themselves through their own efforts.

In 1995, the association received the Human Rights Prize from the French Republic in Paris.

Aicha Ech-Chenna was born in 1941 in the new medina of Casablanca, she spent her entire childhood in Marrakech, returning to Casablanca in 1953 where she continued her studies at the French School Foch and Lycée Joffre. In 1960, she joined the State School of Nursing where she obtained a state diploma. From 1962 to 1980 she held the position of Health and Social Education facilitator at the Casablanca medical prefecture. To raise awareness, Aicha Ech-Chenna writes *Miseria*, a moving book which tells twenty stories of victims (little maids or abandoned children) and which left its mark on Moroccan opinion. Aicha Ech-Chenna remains, through her tireless work for the underprivileged in Morocco, a symbol of social work and an essential icon for any neglected woman.

## ALI NAJAB

Born on December 20, 1943 in Maghraoua near Bou Iblan in the heart of the Middle Atlas, Ali Najab did his primary and middle school studies in Taza then flew to Casablanca and enrolled at the Al Khawarizmi High School where he obtained the French Baccalaureate in Maths and Technical. He is passionate about the job of fighter pilot. He joined the Air Force on November 1, 1965. He was immediately sent to the United States to become a transport pilot at Randolph Air Force Base in Texas. He graduated at the top of his class with Congratulations from the Training Air Command.

On his return to Morocco, the Command sent him to the French Military Air School. He leaves with a diploma and the rank of lieutenant. Following which he was chosen to be an instructor pilot at Aulnat in France. During his training, his instructors detected qualities in him as a fighter pilot and recommended him to attend the French Fighter School in Tours.

Back in Morocco he was assigned to the 2<sup>th</sup> Royal Air Forces Air Base in Meknes where he assumes several responsibilities: Operational Squadron Commander, Photo Reconnaissance Squadron Commander and Base Flight Safety Officer. He is also designated by the General Staff to act from time to time as Aide-de-Camp to His Royal Highness Crown Prince Sidi Mohammed (Mohammed VI today).

In 1976, Captain Ali Najab was transferred to the Sahara as head of the F-5 aircraft detachment and, a few months later, head of Base Operational Means. He takes part in operations by carrying out more than 120 operational missions. He was decorated with the war medal and received a letter of congratulation from the Chief of Forward Staff of the Southern Zone. But his career took a tragic turn: in 1978, during a commanded air reconnaissance mission, his plane was shot down by an anti-aircraft missile. He was captured by the enemy and taken to Tindouf in Algeria. The security services of the Algerian army subjected him to a rigorous interrogation. He spent 25 years in captivity where he and his companions experienced torture, humiliation and all kinds of inhuman treatment.

Captain Najab was released on September 1, 2003, but weakened and ill. The reunion of the family and the care he is surrounded by from his wife and all his family will not be enough to make him forget the ordeal he experienced in the hands of the enemy in Tindouf in Algeria. On the contrary, this ordeal will continually serve him, since his return, as a leitmotif to continue his commitment to

the national cause and at the same time campaign for the release of his comrades still detained in Tindouf. For this, he founded the Moroccan Association of Ex-Prisoners of War of Territorial Integrity. Accompanied by his wife, he went to Geneva in Switzerland where he was received by the ICRC who listened to him with particular attention. He gives press conferences where he denounces the flagrant violations of the Geneva Conventions by Algeria and the Polisario in the treatment of Moroccan prisoners in Tindouf. Then, with five of his fellow prisoners of war like him, he formed a group which would go to the USA (Senate) where he met Senator McCain, other Congressmen and members of the Human Rights Commission. at the State Department in Washington) to denounce the torture and inhuman treatment that Algeria and the Polisario have subjected Moroccan prisoners of war to for 25 years. Ex-Captain A. Najab is also authorized to give the same testimony as a prisoner at the 4<sup>th</sup> United Nations commission in New York. For the same purpose, he went to Venezuela and almost everywhere in Europe. Today, he continues to work tirelessly within the Association for the rehabilitation and acceptable social integration of ex-prisoners of war repatriated from Tindouf so that they can return to a normal life. He knows the road is long and difficult.

## AMINE BENKIRANE

Born May 14, 1963, in Casablanca. Obtained his Baccalaureate Series "C" in 1981 at Lycée Moulay Driss 1<sup>er</sup> (Casablanca). Mr. Amine Benkirane is a mechanical engineer (industrial option), graduated from the Ecole Polytechnique de Montréal and laureate in 1987 of HEC Montréal (Marketing & Finance Session).

In 1988, Mr. Benkirane joined a large real estate development group: "Les Jardins de la Palmeraie" as Sales Director. He was in charge of the development and sale of villas and apartments in one of the largest real estate and tourist complexes in Morocco. (200 villas and 500 apartments on 400 hectares in Marrakech.) This challenge gave him extraordinary experience, and allowed him to develop commercial rigor, a marketing and competitive spirit, while having the chance to discover the business world in Morocco.

In 1993, Mr. Amine Benkirane created KITEA and opened his first point of sale in Casablanca, on the ground floor of a building on Boulevard Route d'El Jadida.

The KITEA Group is today a leader in Morocco in the modern furniture sector, specializing in the sale of kit furniture. The network now has 23 points of sale in 17 cities.

Subsidiaries of the KITEA Group:

K shop: Created in 2004, 19 points of sale in 14 cities in Morocco

Network of stores specializing in decoration, gifts and tableware.

KITEA Géant: Created in 2007, 3 points of sale in Casablanca, Marrakech and Oujda.

K Media: Created in 2008, 1 point of sale (Home appliances - Multimedia - Images and Sound)

KITEA Export: Network of approved resellers in several countries: Senegal, Mali, Burkina Fasso, Mauritania, Niger, Gabon, Cameroon, Libya, etc.

Mr. Amine Benkirane is also a director of several other companies, Co-founder of AMCR (Moroccan Network Commerce Association), winner of the "business creator" Prize awarded by the newspaper L'EXPRESS international n°2628 in November 2001, Member of the SUPERBRANDS Morocco Jury in 2005.



## ANAS SEFRIOUI

The least we can say is that real estate development is more than a professional activity for Anas Sefrioui. It's a passion that started at the end of the 80s with the creation of Douja Promotion Groupe Addoha. Since then, the company which managed small real estate projects in Casablanca has grown to become the Moroccan leader in all segments. There is only one explanation for this: the hard work of this Moroccan businessman who perfectly combines good business flair, risk-taking and perfect knowledge of the national economic and financial microcosm.

Coming from a large Fassi family, Mr. Anas Sefrioui was born in 1957 in Fez. He made his first steps alongside his father, Haj Abdessalam Sefrioui before deciding, at the end of the 1970s, to carry out his own experience in business by setting his sights on the manufacturing and processing sector of paper with the creation of several industrial units in Casablanca, Tangier, Fez and Agadir. After having put in place the necessary foundations for the long-term development of his companies, Mr. Sefrioui proceeded to open up the capital of his companies through an association with Frantschach, one of the world leaders in the sector.

The rest of this prolific career was marked by diversification. Thus, Mr. Sefrioui launched, in partnership with Jordanian investors, into the manufacture of carbonate through a production unit in Casablanca, part of the capital of which was sold in 2004 to the international Omya Group. And after industry, Mr. Sefrioui is interested in maritime activities through the navigation company Lasry Maroc, owned equally with the Worms group.

But Anas Sefrioui's greatest pride remains his real estate development group which holds some 40% of the national market share (excluding self-construction). Successfully listed on the Casablanca Stock Exchange, the group is developing 65 real estate programs in 14 cities in the kingdom under the umbrella of three brands: Addoha, specialist in economical and mid-range housing, Prestigia and Excelia, developers of luxury real estate programs and others *resorts* tourist. And it is in this capacity that he is leading the Mediterranean-Saïdia seaside resort project, inaugurated in June 2009 by HM King Mohammed VI.

Faithful to his keen business acumen, in 2008 Mr. Anas Sefrioui launched a titanic project to build two cement plants, in Ben Ahmed and Béni Mellal, with a total capacity of 3.2 million tonnes. Cost of investment: 5 billion dirhams. The Ben Ahmed cement plant has been operational since April 2010 and that

of Béni Mellal started production at the beginning of 2011. His success in the cement industry pushed Mr. Sefrioui to eye the African continent. In the last quarter of that same year, he therefore launched an ambitious program to create cement units in five African countries.

In addition to his economic and financial activities, Mr. Sefrioui is also very active in the social field. Thus, in May 2011, he launched the Addoha Foundation, which aims to create and manage professional training centers for the building trades. Its objective is to enable 5,000 young people by 2016 to have quality training and to ensure their integration into working life.

The President of the Addoha Group is also a member of the support committee of the Mohammed V Foundation for Solidarity, chaired by His Majesty King Mohammed VI.

## BADOU EZZAKI

1959: Born on April 2 in Sidi Kacem  
1976-1978: Player at AS Salé  
1978-1986: Player at Wydad de Casablanca 1979:  
Winner of the Mohammed V Cup 1979 and 1981:  
Winner of the Throne Cup 1981: Best Moroccan  
sportsman ahead of Saïd Aouita  
1984 – 1992: Captain of the Moroccan national football team 1980 -  
1986 and 1988: Semi-finalist of the African Cup of Nations 1979 and  
1986: Champion of Morocco  
1986: Eighth finalist in the World Cup in Mexico 1986:  
African Golden Ball, Best Moroccan footballer 1986 -  
1987: Best foreign player in the Spanish Liga 1986 -  
1991: Captain of the Mallorca team  
1986-1992: Player at RCD Mallorca  
1988 - 1991: Best goalkeeper in the Spanish Liga 1991:  
Finalist in the Spanish King's Cup (Copa del Rey)  
1992-1993: Player at FUS Rabat  
1993-1994: Coach of FUS Rabat  
1993 - 1994: Semi-finalist of the Coupe du Trône with FUS Rabat.  
1995-1996: Coach of Wydad Casablanca  
1996-1996: Sporting de Salé Coach  
1996-1998: Coach of Chabab Mohammédia, Quarter-final of the CAF  
Cup  
1998-2000: Coach of Wydad Casablanca  
1999: Winner of the Throne Cup, Finalist of the CAF Cup.  
2000-2001: Coach of Kawkab of Marrakech  
2001-2002: Coach of Maghreb de Fez  
2002-2005: Coach of the Moroccan national football team  
2004: Finalist in the African Cup of Nations.  
2005: Best Arab coach of the year  
2006-2007: Coach of Kawkab of Marrakech  
2008: Coach of Wydad of Casablanca 2012:  
Coach of Wydad of Casablanca

## CHOUMICHA CHAFAI

Chafai Choumicha (1972 in had kourt, Sidi Kacem, Morocco) is a host of culinary shows on Moroccan television.

A true star in Morocco, Choumicha is today one of the best-known television faces in Morocco. However, nothing predicted such a boom in its early days in the Moroccan audiovisual landscape. It was his meeting with Hamid Zerouali, director at 2M, who shook everything up. He then suggested that she, with Rajae Hassani, producer, present a gastronomic show. This show, which she began in 2000, earned her enormous success in North African and Moroccan kitchens and homes in particular.

Choumicha now hosts two culinary shows on the Moroccan TV channel 2M. The first is entitled *Ch'hiwate Choumichais* a daily broadcast from Monday to Friday at 12:25 p.m. (Moroccan time) in which Choumicha presents diverse and varied recipes to his viewers. The second, *Ch'hiwate Bladi*, broadcast every Saturday at 1:45 p.m. invites you on a gastronomic journey through the Moroccan regions. In this program, with the help of a resident of the region visited, she introduces the dishes and specialties of the region.

In addition to his television activities, Choumicha publishes several cookbooks, in Arabic and French, which are also extremely successful.

She also launched a bimonthly magazine entitled *Saveurs et Cuisine du Maroc* entirely dedicated to Moroccan cuisine.

Recently she hosts a magazine on the French channel "cuisine.tv" entitled *Choumicha's Kitchen* in French and Arabic languages.

## HICHAM EL GUERROUJ

Hicham El Guerrouj born September 14, 1974 in Berkane, is a Moroccan athlete considered one of the greatest middle-distance runners of all time. Double Olympic champion and quadruple world champion, he is the current world record holder for the 1,500 m (3 m 26 s 00), the Mile (3 m 43 s 13) and the 2,000 m (4 m 44 s 79).

Hicham El Guerrouj joined the National Athletics Institute of Rabat in 1990, at the age of 16. He began his international career in 1994 and immediately established himself among the best middle-distance runners, finishing second in the 1,500 meters at the Gothenburg Worlds in 1995.

At the Atlanta Olympic Games, he failed in the 1,500m final in 12th place. The place due to a fall one lap from the finish - while he was in the wake of the triple world champion, Noureddine Morceli, who had just accelerated into the lead - the incident will arouse a certain controversy, some assumed that the Algerian would have deliberately caused his opponent to fall.

However, still over 1,500 m, he won 4 titles at the world championships from 1997 to 2003. On July 14, 1998 in Rome, he beat the world record held by Morceli. His time of 3:26:00 is still unbeaten today.

At the Sydney Olympic Games, he is the big favorite in the 1,500m. He breaks down in the final straight and is once again beaten, this time by the Kenyan Noah Ngeny.

In 2003, at the world championships in Paris Saint-Denis, he also competed in the 5,000m and won a silver medal.

The Athens Olympics are his last chance to win Olympic gold and go down in history as the greatest miler of all time. However, the start of the season leaves certain doubts: respiratory problems disrupted his preparation. Furthermore, upon his return, he was clearly beaten at the Golden Gala in Rome. Then during the Weltklasse Zürich, the final rehearsal before the games, he was beaten again by Bernard Lagat.

During the Olympic final, the curse seemed to operate again: Bernard Lagat overtook him and seemed to be going to win the gold medal. However, Hicham held on, came back centimeter by centimeter, to finally win Olympic gold.

Four days later, he competed in the 5,000 meters. The Ethiopian and world record holder Kenenisa Bekele is the big favorite. But long-distance runners don't toughen the race. This allowed him to complete the last 400 meters in less than 53 seconds and easily beat Bekele and Eliud Kipchoge. He thus repeats the feat of the great Paavo Nurmi who had also achieved the same feat of winning the two Olympic titles in the 1,500 and 5,000 meters during the Paris Olympic Games in 1924. After his double at the Olympic Games in Athens, Hicham El Guerrouj was decorated with the "Cordon of Commander" by the King of Morocco Mohammed VI on September 7, 2004.

In 2004, he was named a member of the IOC and was elected best sportsman of the year 2004 in Morocco, for the ninth time, the eighth in a row. On May 22, 2006 he announced that he was ending his career.

## JAMAL CHAQROUN

Born in 1961.

He obtained his baccalaureate at the Lycée Descartes in 1979, with “sufficiently honorable” grades to allow him to join, after passing through the faculty of ASSAS (Paris II), the Ecole Supérieure de Commerce de Paris.

He has excellent memories of his adolescence. He grew up in a family environment “strongly in love with culture and intellectual curiosity,” he said. But he will not specify that his mother is the famous actress Amina Rachid, nor that his father - Abdallah Chaqroun - headed RTM.

In 1984, at the age of 23, he already graduated from one of the most prestigious French business schools. He will not stop there and decides to continue his studies in the United States. He then flew to Texas, and entered the University of Dallas, where it took him three years to obtain an MBA (Master of Business Administration) in international management and finance. His stay in “Uncle Sam’s country” left a deep impression on him and made him want to get into business as quickly as possible. After completing his studies in 1986, he did not think of staying in the United States. It is Morocco that attracts him.

Back home, at the age of 24, he joined the Holmarcom group, whose president is none other than his father-in-law, the late Abdelkader Bensalah. He will not say a word about this relationship. The latter first entrusted him with the management of the subsidiaries, before putting the destiny of the entire group in his hands. Holmarcom owes a lot to Jamal Chaqroun and his in-laws. With the late Abdelkader Bensalah (died in 1993), he undertook reorganization work to make the group a modern industrial group. The latter is made up of around forty companies including Orbonor, Céréales, Comptoir de l’Electroménager, Comptoir de l’Industrie, Atlanta, le Carton, Otis-Maroc and Les Frigos de la Mamora. When Jamal Chaqroun left to create GD Holding, it was his wife Meriem and his brother Hassan Bensalah who continued the modernization work launched by their late father.

After nine years, he left Holmarcom and in 1995 created his own company: GD Holding (General Development Holding). He was then 35 years old. Those who know him closely say that he felt the time had come to hand over to his brother-in-law, after his return from France. In seven years, GD Holding has grown. Today, this group has a dozen companies and employs no less than 2,000 people. It is present in business services, new technologies, industrial assembly, logistics management, international trading and real estate.

## LAILA EL GARAA

A disabled athlete, Laila El Garaa is a world champion and record holder in the shot put in the F40 category, which earned her a decoration from HM King Mohammed VI in 2004.

Having recently broken the world record in this discipline in Holland, Leila has won numerous championships, in France, Ireland, England, Greece, etc.

Born in 1977, in Benslimane, Leila dreamed as a child of getting on the podiums and greeting the public like her national heroes: Nezha Bidouane and Nawal El Moutawakil. Passionate about sport, but handicapped by her “small” height (1.37 m), she joined a gym and decided to become a champion. She trains twice a day, seven days a week. When the first competition for disabled people was organized in Morocco in the early 1980s, the Kingdom was among the most successful in disabled sports, thanks in particular to Leila.

Among the many achievements of Laila El Garaa, we can, among others, cite:

- 2008, Beijing Paralympic Games, (F40), Bronze Medal in Discus (26.86m)
- 2007, Athletics World Cup from May 11 to 14, 2007 in England, First Place in the weight throw (7.49 m)
- 2006, Athletics World Cup 1<sup>er</sup> to June 7 in Manchester, England, (F40), Gold Medal in the Weight Throw.
- 2006, World Athletics Championship from September 2 to 10, Holland, World record with 7.66m.



## MAHDI SAADI-ELMANDJRA

Born in 1933 in Rabat

1944 - 1948: Lycée Lyautey, Casablanca 1948 -

1950: Putney School, Vermont, USA

1950 - 1954 Bachelor's degree in Biology and Political Science at Cornell University, Ithaca, New York

1954 - 1957: Doctorate (Ph.D. eco.) at the London School of Economics (University of London)

1958: Teacher at Mohamed V University in Rabat

1958 - 1959: Advisor to the Permanent Mission of Morocco to the United Nations in New York

1959 - 1960: Director General of Moroccan Television and Broadcasting

1961 - 1963: Head of the Africa Division (UNESCO)

1963 - 1966: Director of the Office of the Director-General of UNESCO 1966 -

1969: Assistant Director-General at UNESCO for social sciences, human sciences and culture

1971 - 1976: President of the World Federation for Future Studies

1975 - 1976: Special Advisor to the Director General

1976 - 1979: Professor at the Faculty of Legal, Economic and Social Sciences, Mohamed V University, Rabat

1980: Deputy Secretary-General of the United Nations Development Program (UNDP), Coordinator of the Conference on Technical Cooperation among African Countries. (Nairobi)

1980 - 1981: Special consultant to the UN during the International Year of the Disabled

1981: The Prize for Economic Life (France)

1981: Professor, Faculty of Legal, Economic and Social Sciences, Mohammed V University, Rabat

1981 - 1987: Special Advisor to the Director General of the Intergovernmental Bureau for Informatics ICI

1984 - The Grand Medal of the French Academy of Architecture

1985 - Order of Arts and Letters (France)

1986 - Order of the Rising Sun (Japan).

1990 - 1991: Advisor to the Secretary-General of the United Nations on programs of the United Nations system against drug abuse

1995 - The Peace Medal of the International Academy of Albert Einstein and the Prize of the World Federation for Future Studies

1998: Visiting Professor, Institute of Oriental Culture, University of Tokyo\_

Among his publications:

1973: "The United Nations System: An Analysis"

1979: "We never stop learning" (Report to the Club of Rome, translated into 12 languages),

1988: "Maghreb and Francophonie" 1991:

"First Civilizational War" 1992:

"Retrospective of the Futures"

1993: "North-South, Prelude to the Postcolonial Era"

1996: "Al Quds, symbol and memory"

1996: "Communication Dialogue"

1996: "Cultural Decolonization, Major Challenge of the 21st century" 1997: "Massar Fikr" (journey of a thought)

1999: "Deglobalization of Globalization"

2001: "Intifadates"

2003: "Humiliation in the Age of Mega-Imperialism"

2004: "Lhana"

## MERIEM BENSALAH CHAQROUN

The heavy task of organizing the Casablanca festival fell to a lady. A mission which she accomplished brilliantly. Meriem Bensalah Chaqroun, since it is her who we are talking about, invested body and soul in the success of this first edition. Her way of thanking the city that saw her born and grow up.

When she was contacted a year ago by the local authorities, she did not hesitate for a moment. She who doesn't like being in the spotlight will be there during the eight days of the festival. It doesn't matter: it's for a good cause. And she didn't regret it. During the opening evening, July 16, 2005, at the headquarters of the Wilaya of Greater Casablanca, with a smile on her lips and bright eyes, Meriem Bensalah Chaqroun received the congratulations. Without restraint, she displays the victory of her team. A predominantly female team. Because, as she likes to say, a good manager is one who knows how to surround himself with other good managers. And, when it comes to management, Meriem Bensalah Chaqroun has nothing to learn.

Since she joined "Oulmès Mineral Waters", a Holmarcom subsidiary, in 1990, with a Master's degree in finance obtained at Dallas University, in the United States, and two years' experience in a banking institution, it gave this company a dynamic, modern and united image. It is with this same spirit that she undertook to manage the Casablanca festival.

During the months of preparation for this event, the president of the festival established two watchwords: transparency and rigor. Within her team, we talk about her as a far-sighted and curious woman. Nothing escapes him. She checks the smallest details. We also recognize a great quality in him: listening. She is receptive to all ideas. You just have to convince her with logical and explicit argumentation. Because she seeks to understand everything and does not hesitate to ask questions, to the point of becoming annoying. It's his character. And she won't change it at forty.

Of great generosity, Meriem Bensalah Chaqroun, in addition to working voluntarily at the "Forum Casablanca" Association, organizer of the festival, put all the means at her disposal to ensure the smooth running of this cultural event. Despite her appearance as a tough woman, which she cultivates by sporting a strict style, hair pulled back, discreet makeup and sober clothes, she is extremely sensitive.

She goes from laughter to tears. And Meriem Bensalah Chaqroun shed tears when she saw thousands of spectators taking over the streets of the metropolis to party. "The festival reconciled me with humanity," she confides. It is an exceptional human experience.

With her three children, two girls, aged 15 and 12, and a 6-year-old boy, Meriem Bensalah Chaqroun could not resist the call of the frenzied rhythms of *Maalem* Hamid El Kasri. On El Hank Square, this Sunday July 17, 2005, we saw her applauding and dancing. Another way to express your love for your city.

## MILOUD CHAABI

A real estate pioneer since 1948, he is the founder of Ynna Holding. He was affiliated with the Party of Progress and Socialism (without ever espousing the idea of communism) with which he was elected deputy for the city of Essaouira in the 2007 Parliamentary Elections in Morocco.

He was for a long time the “extraterrestrial” of Moroccan capitalism: *self-made man* in a universe of heirs, “âroubi” in a Fassi world. Today, the former shepherd is no longer a black sheep.

“The Chaabi saga began in Kenitra, just after independence. He built a mosque there flanked by a 200 decibel loudspeaker for the call to prayer. He turned the volume up loud during the prayer of *fajr* to scare the French away and buy their houses,” we can read on a website. The reality goes beyond this completely invented fable. It is that of a shepherd who took down the moon.

Born in 1930 in Chaâba, a small, impoverished town on the heights of Essaouira, Miloud is the youngest of eight children. He comes from a family of peasants who are pulling the devil by the tail. So much so that one of his little brothers “died of starvation”, says L'haj. Her family is so poor that they agree to marry one of their daughters to a “very ugly” cousin for a dowry of 16 sheep. Aged 12 at the time, Miloud was entrusted with the care of the precious herd. One day, dozing under a tree, he is startled awake by the neighbors who have come to warn him that a wolf has entered the sheepfold and devoured a sheep. “My father was a very strong man. I decided to run away rather than face his anger,” he says.

We are in the aftermath of the Second World War. The young peasant wanders from village to village, survives by working in the souks of the Marrakech and Salé region, before landing in Kénitra where he becomes a mason. In 1948, aged just 18, Miloud Chaabi created his first business, a modest construction company which employed two people. Through hard work, the man climbed the ladder to launch into real estate development in the 1950s. “I bought land, then built houses that I sold for 5,000 dirhams at the time,” he remembers. . Cornerstone of the success of L'haj Miloud, this first company still exists, drowned in the magma that is Ynna Holding, a multifaceted empire which generates 10 billion dirhams in turnover per year. A nice snub to a predetermined destiny, which should have confined the shepherd Miloud to his native douar. “I could just as easily have found myself a simple 'khemmas',” says the man who has become one of the powerful key figures in Moroccan capitalism. A resounding success that his peers had to accept, despite the man's outspokenness and “stupid” side, which thus disrupted the programmed reproduction of the Moroccan elites.

## MOHAMED BENAMOUR

Graduate of the National Business School of Paris, and holder of the Higher Studies in Tourism (CEST) Sorbonne Paris diploma. Mr. Mohamed Benamour served as general representative of Royal Air Maroc for the United States and Canada and launched the first transatlantic route.

Among his distinctions and functions, we can also cite:

- President of the Hotel and Tourism Group “KTI – Palaces et Traditions”.
- Founding President of the Tourism Federation.
- Initiator of the Tourism Contract-Program, he is a signatory with the Government of the Framework Agreement, on January 10, 2001 in Marrakech and of the Implementation Agreement, on October 29, 2001 in Agadir, under the effective presidency of His Majesty the King Mohammed VI.
- Decorated in 2001 by His Majesty King Mohammed VI with the Wissam National Award of the Order of Officer.
- Artisan of Vision 2010, he is co-author of the book: *The Royal Road, The Moroccan Model in the New Tourism Economy*, which traces the main stages of the design and implementation of Vision 2010, since its initiation by the Royal Speech of Marrakech January 2001. the work sheds light on the issues, strategies, methods, as well as on the reforms and the men who carried them out in total synergy, public and private sectors combined.
- Member of the Board of Directors of Bank Al Maghrib
- Member of the Board of Directors of the CGEM

## MOHAMED BERRADA

Born in 1941 in Oujda, father of two children and holder of the Diplôme des Hautes Etudes Marocaines, he began teaching at the French Girls' High School in Oujda, then left for Casablanca and entered the world of the press through broadcasting and distribution. He will begin by training in this difficult profession, still in its infancy in Morocco, through stays in France, notably with the NMPP and with traditional provincial newspapers such as the Dauphiné Libéré.

Within Sochepress (Société Chérifienne de Presse), at the time a Moroccan subsidiary of Hachette and the NMPP, he rose through the ranks until becoming the commercial director appreciated for his rigor and his professional convictions by his general management, his colleagues and especially the various Moroccan publishers, both Arabic-speaking and French-speaking. He left this company to found his own company in 1977, Sapress. For this passionate and patriotic activist, it was a question of setting up a structure that was authentically and fundamentally Moroccan, to break a monopoly that was anachronistic and in total contradiction with the liberalism and economic openness of his country.

*Mohamed Berrada* has continued to be active both in Morocco and abroad, working to organize the profession, with rationality and fervor. This is how, with Moroccan publishers, in a pragmatic and sustained manner, he has constantly carried out long-term actions to impose his ambitions and ideals aimed at promoting reading and the press in Morocco.

With a passion that never lets up, *Mohamed Berrada* was also involved in global organizations such as the Arab Union of Distributors, Distripress, IFRA, the UJPLF which became the UPF and other bodies active in the graphic arts, printing, press, books, in short everything that directly or indirectly relates to reading. He was appointed president of the Arab Union of Distributors for a three-year term, on the basis of a program of renovation and modernization of this pan-Arab organization, bringing together more than 150 publishing and distribution companies, newspapers, publications and books throughout the Arab countries.

So as not to lose control, *Mohamed Berrada* got used to doing field work by being physically involved in all handling, bundling and completion operations as well as routing and other distribution techniques. He was also directly involved in the modernization of several printing sites, in collaboration with manufacturers and publishers;

and many printing companies currently installed in Morocco, recognize him for the finalization of their projects.

This early riser, who begins his days at 6 a.m., has been able to combine the demands of his responsibilities with the practice of his favorite sport, basketball. He also practiced this sport from a young age in his clubs and became President of the Royal Moroccan Basketball Federation.

*Mohamed Berrada* obtained in 2003 the "*National Press Grand Prize*" awarded on the occasion of National Information Day. He was decorated in 2004 by His Majesty King Mohammed VI with the medal of "*Wissam of Merit*", in recognition of the services rendered with courage and self-sacrifice for the influence of the press and culture in his country.

*Mohamed Berrada* has published several articles and analyzes concerning publishing and the press in Morocco as well as two works released in French and Arabic in 2003 entitled: "*the written press in Morocco*".



## MOULAY HAFID ELALAMY

Moulay Hafid Elalamy was born in Marrakech in 1960. From a bourgeois family. His grandfather sold cars and his father managed a local branch of the Bank of Morocco. When the latter died, Moulay Hafid Elalamy was 10 years old, he had from a very young age to take responsibility in order to manage the family assets with his mother.

But not abandoning his studies, Moulay Hafid Elalamy obtained his baccalaureate at the French Lycée Victor Hugo where he played several sports and where he distinguished himself in handball. After obtaining his baccalaureate, he left for Canada to complete his higher studies in computer science on a work-study basis. From the first year, he showed a certain predisposition in certain subjects, so the following year he applied to teach it.

After obtaining his diploma, he joined the Quebec Ministry of Finance. He quickly reoriented himself in insurance where he climbed the ranks one by one until becoming vice-president of the Solidarité-Unique group. It was during a meeting with Robert Assaraf (general director of the ONA Group) in Morocco in 1989 that he introduced his president Fouad Filali to him. He asked him to manage the subsidiary the African Insurance Company (CAA). He accepts and returns to Casablanca.

In 1994, with this achievement, Fouad Filali offered him the general secretariat of the ONA. Thanks to him, ONA managed to consolidate the accounts and reorganized several divisions, refocused the group's activities on certain high-potential professions and completely restructured human resources. But after having valued ONA on the Casablanca stock exchange, Moulay Hafid Elalamy decided to leave because the recruitment of Gilles Denistry as general director did not suit him. To not let him escape, Filali offers him 10% of the CAA, but Elalamy declines it because he wants his independence. He had not left ONA until the local brokerage firm offered him an association. Not wanting to lose him, Filali offered him a participation in AGMA. He will not refuse this last offer.

At the helm of AGMA, he cleaned up the portfolio then developed brokerage, buying two firms (SIA then Lahlou-Tazi). He takes the company public.

Thanks to the money made within AGMA, he decided to create his own Saham Group (telecommunications, call center, insurance, real estate, distribution).

He became the boss of bosses at the head of the powerful General Confederation of Moroccan Enterprises during the period 2006 - 2009.

## NOUREDDINE AYOUC

Noureddine Ayouch was born in Fez in 1945 to a father who was a real estate developer and fruit and vegetable wholesaler and a mother who was keen on theater and cinema. With his baccalaureate, he came to Paris in 1962 and assiduously frequented the theater world. In 1965, he created a show on Arabic poetry, then enrolled at the University of the Theater of Nations (Ka Ville Theater), which offered classes during the day and plays from around the world in the evening.

In 1968, he undertook a more traditional course and enrolled in a degree in sociology. At the same time he married and became the father of a little boy: Nabil, who is today a filmmaker. In 1971, he returned to Morocco and created a social theater in Casablanca.

In 1972, he created the company "Shem's" which in a few years became one of the country's leading advertising agencies. "Advertising" is in its infancy and TV is still in black and white. Shem's innovates, shakes up, and the man who directs it carries out his role as press director with the same bite and audacity since he is the creator of the monthly magazine Kalima (launched in 1986) whose scandalous tone is coldly brought down by censorship.

These multiple activities in no way prevented Shem's Publicité from becoming the most cutting-edge agency in Morocco; it would only be joined by other agencies, from the point of view of quality and creativity, a few years later. .

By marking the Moroccan collective imagination, by introducing audacity, humor and second degree, Shem's Publicité has acquired its letters of nobility on the international scene, collecting the most prestigious trophies: Golden Award of Montreux in 2002, 5 gold and four silver medals at the Mondial de la advertising francophone. Shem's Publicité opened up to the outside world, signed an exclusive partnership agreement with the LINTAS network in 1992 and adopted the name Shem's Lintas.

In 1989, launch of a second advertising agency "Alif".

In 1990, creation of Public's, which is a public relations agency. In

1993, creation of a communications agency "Archipel".

In 1995, the birth of "Zakoura", the largest microcredit institution on the continent. This new type of NGO made it possible to engage on the ground in deep Morocco with the institution of micro-credit. Zakoura, from his second year of activity, realized that it was more judicious and above all more effective to consent

this credit, which can range from 1000 to 5000 dirhams, to women only. A guarantee for their future, men think twice before disrespecting them or trying to curb their independence. This credit allowed them to access a new status since they receive a salary, have created their own business and can therefore cover family expenses. A guarantee also for children, and girls in particular. Women always repay their credit, the recovery rate is close to 100%. In fact: "the woman thinks more than the man about her home, her partner and her children". The Zakoura Foundation, by wanting to help the poor earn a decent living, has created a structure which itself creates jobs. More than 360 people are employed in microcredit.

## OTHMANE BENJELLOUN

Othmane Benjelloun, born in 1932, is Morocco's first banker, he is the CEO of BMCE Bank (Banque Marocaine du Commerce Extérieur), since its privatization in 1995, and president of Holding Finance.com. He holds one of the biggest fortunes in Morocco.

A nationally recognized businessman, particularly in the field of finance, he is a polytechnician having studied in Lausanne (Switzerland).

Othmane Benjelloun is Chairman and CEO of the Banque Marocaine du Commerce Extérieur, BMCE Bank - since its privatization in 1995 - and President of Holding Finance.com, a holding company operating in 4 sectors: banking and para-banking - whose pivot is BMCE Bank - , insurance - including the company RMA Watanya -, telecoms, media and technologies, and industry. Othmane Benjelloun sits on several Boards of Directors.

He has been President of Meditelecom, the first private mobile telephony operator in Morocco, since January 2005.

In addition, Mr. Benjelloun chairs the Professional Group of Banks of Morocco. He is also an Advisor to the Center for Strategic International Studies in Washington DC - center of international geopolitics - chaired by Dr. Henry Kissinger.

Mr. Benjelloun was appointed Chancellor of Al Akhawayn University of Ifrane by His late Majesty King Hassan II from 1998 to January 2004. The Board of Directors which he chaired, having set itself the ambition of raising the University to the elite level of international academies, advocating values of excellence and merit. He was recently honored to become a Fellow of King's College of London.

In the field of Corporate Social Responsibility, Mr. Benjelloun is the instigator of the BMCE Bank Foundation, to which he has assigned two essential priorities: education, particularly the fight against illiteracy, with the Medersat Program. com construction and management of rural community schools across the Kingdom, and environmental protection.

Othmane Benjelloun was appointed Officer of the Order of the Throne of the Kingdom of Morocco and Commander of the Polar Star of the Kingdom of Sweden. He was also decorated with the Medal of Commander in the National Order of the Lion of the Republic of Senegal and recently with the illustrious "Ecomienda de Numero de la Orden de Isabel la Catolica" of the Kingdom of Spain.

Mr. Benjelloun is married to Dr. Leila Mezian, an ophthalmologist, and is father of two children.

## LARBI SEKKAT

- Born in 1924 from ElJadida, and son of a trader.
- His father died when he was only three years old and the whole family moved to Fez with his sister.
- In 1936, at the age of twelve, he moved with his mother and sister to Casablanca.
- He works left and right doing different jobs to help support his small family.
- He joined a large bazaar where he worked as a trader.
- He worked with the great merchant Tahar Soussan with whom he joined as an associate at the age of 16.
- At 18, he left for Paris, he worked in leather goods which he marketed in France through fairs and exhibitions.
- A few years later, he left for Stockholm, he stayed four years in Sweden with great success in terms of marketing Moroccan craft products.
- He returned to Paris, continued his activity in crafts and started in hosiery which he exported to Morocco.
- He gets involved in Moroccan activism by helping Moroccan supporters campaigning for the country's independence, whether students or historical leaders of Moroccan independence, whom he meets during their visits to Europe and abroad. who he provides great financial support.
- In 1956, upon Morocco's independence, he returned to the country with all his savings to develop the textile industry.
- He started different factories, including one specializing in terry cloth.
- In 1958, he met his charming wife: Mrs. Leila Sekkat.
- In 1970, he also launched into the agricultural field by developing large farms with the most modern and advanced techniques.
- At the same time, he held the position of President of the Casablanca Municipal Council during the late 1970s.
- He retired from business to devote more time to his family in 2002.

## MAA EL AININE MOHAMED TAQUIOULLAH

- Member of the Constitutional Council, Professor, Researcher
- Bachelor of Mathematics Sciences (Las Palmas University of LAGUNA 1974.)
- Degree in Law (Faculty of Law, Mohammed V University Rabat 1982.)
- Postgraduate diploma in labor law, Rabat 1983.
- Postgraduate diploma in civil law, Rabat 1984.
- Doctorate in Comparative Law (Faculty of Law, Rabat 1987.)
- State doctorate in private law, Rabat 2009.
- Professor at the Rabat Faculty of Law since 1984.
- Professor at the School of Public Administration Rabat (1984.)
- Professor at the Higher Institute of Journalism Rabat (1985-1987.)
- Member of Parliament and Vice-President of the House of Representatives (Parliament) 1977-1993.
- Member of the Constitutional Council (1994 – 2004).
- Member of the Special Council of His Majesty the King for Saharan Affairs.
- Spokesperson for the Deputies of the Saharan Provinces at the 4<sup>th</sup> United Nations Commission (Sahara file).
- Member of the official Moroccan delegation to conferences of various international organizations, at the Arab, African, European non-aligned and international levels in particular.
- The European Conference (European Parliament 1981).
- The Conference of Non-Aligned Countries, (Colombo, (Ceylon) 1976.)
- The International Parliamentary Union, Lisbon (1977), Bonn (1978) Prague (1979) Oslo (1981).
- African Parliamentary Conference Monrovia (1982).
- Conference of African Masters and African Heads of State (OAU) in Nairobi, Monrovia, Khartoum, Libreville, Dakar.
- President of the official Moroccan delegations responsible for defending the Moroccan Sahara issue in the following countries: Burkina Faso, Niger, Cameroon, Congo Brazzaville, Mali, Togo, Zaire (1983).
- Animation of numerous conferences on various themes including: Development of Inter-African and Arab-African Relations, Situation of global youth and its repercussions on Moroccan youth, Evolution of the national cause (Saharan provinces).
- Publication of an article "The Polisario Front between integration and illusion".

- Publication of an article "The Responsibility of the Captain, in Comparative Law".
- President of the Association for Dialogue of Civilizations and Cultural Exchange.
- Founding President of the World Forum Human Solidarity – Future (04/2010)
- Secretary General of the Association of Philosophers and Researchers of Arab-African Countries (Casablanca 1984)
- Decorated as "Knight of the Order of the Throne", by His Majesty King Hassan II, in person.

## NAJAT AATABOU

Najat Aatabou is one of those artists who has the ability to transform a concert hall into a volcano. She sings the *chaâbi*, the popular music of Morocco. Originally from a small village, this woman from the Middle Atlas was not destined to sing but to become a lawyer when a pirate recording of her voice revealed her to the general Moroccan public with this emblematic title: "I'm fed up", a song based on a true story, about the sadness of women and the complications of love life. Najat is today one of the most emblematic figures of Moroccan popular song... She sings alternately in Arabic and in Berber (zayan). While having banned lamento-loukoum from her repertoire, she sings the themes of infidelity, inequality and lies in her high, deep voice.

In Morocco, the Berber Najat Aatabou, great star of popular song *chaâbi* in the kingdom of Mohammed VI, keeps a kind of letter from the heart, inspired by "the very numerous letters that I receive from women who listen to me and then tell me their problems. And I solve them by singing," she confides.

And what are the pains of Moroccan women?

- "Like everywhere, wounds of love, unfaithful husbands, homes parallels, lies..."

How does this tireless word player, lining up verses (in Arabic, sometimes in Tamazight, one of the three Berber languages of Morocco) like a rapper from the Bronx, translate these ordinary wounds?

- "Well, for example, I have a song, *Soueret* (Whose keys are these?). There wife takes the husband's keychain, and goes through the keys one after the other, the front door, the garage, the office, and one doesn't match anything..." she explains.

Deceived, jealous women, never submissive, such are those who populate the universe of songs written by Najat Aatabou, who castigates "the man who always lies", inventing work and meetings, or the one who abandons his pregnant wife on the pretext that the child is not his. Along the way, she attacks the mistresses, and it becomes a hit, *Choufi Ghirou* (Look for another one). From the legendary group, *Nass-el-Ghiwan*, she simply says: "They make committed songs". Wide-brimmed hat, impeccable makeup, panther-patterned coat, Najat Aatabou looks like a star, legitimately. Pregnant, the "Lioness of the Atlas" temporarily abandoned her black leather pantsuits in favor of a velvet dress surrounded by pearls. A few days before a return to the Olympia, where she



had made her French debut in 1984, Najat Aatabou returns to a journey that led her from her hometown of Khemisset, in the Middle Atlas, to triumph. In 1981, Najat Aatabou sang a song at a wedding inspired by a true story: one of her friends went on a trip, and when she returned her fiancé was dead. "I'm tired of it, I'm tired of it," chants the young woman.

In the assembly, a cheerful bootlegger secretly records the vibrant voice of Najat Aatabou. A few weeks later, alerted by the radio and pirate cassettes, the little Moroccan people hum the song of this unknown woman whose face, name and identity are unknown. Najat hears his voice by chance while shopping. His family too. "I wasn't happy," she says today. "I wanted to study, become a lawyer, but... mektoub. I fell ill, bedridden. I was terrified by my brothers' reaction. Singing, for a woman, was synonymous with a bad life. Najat takes refuge in Casablanca, and signs a contract with Hassania musical editions. Banished for more than three years by her family, she wrote a song about it: *My mother what have I done? Excuse me, it was fate that separated us*, which she has just covered as a duet with Neneh Cherry. Najat Aatabou is not strictly speaking a *chikha*, traditional singer with free speech, like the *shikhates* from the Middle Atlas. These embody a peasant tradition where the rhythm is given by the *bendir* and the melody supported by the lute (*lotar*), while Najat Aatabou provokes its urban deviation, synthesizing and electrifying it as a result. (source: [www.greatsong.net](http://www.greatsong.net))

## AHMED JAMAI

- Born May 25, 1949.
  - Started working in a textile company at the age of 11.
  - Five years later, at the age of sixteen, he started his own textile company.
  - From 1968, it developed in its factories the capacity to make fabric to market it outside its own stores.
  - In 1968, he set up a knitting factory in Taza.
  - At the same time (1968), he launched into real estate and began investing by acquiring land.
  - In 1972, he opened an export counter in France for his products and the products of other manufacturers.
  - In 1995, when the late King Hassan II spoke of the need to build 200,000 homes per year, his Jamai group was already ready to embark on this opportunity.
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## LAILA MARRAKCHI

Laila Marrakchi (Casablanca, December 10, 1975) holds a DEA in cinematographic and audiovisual studies.

She assisted in the production of various films and went on to direct her first short film in 2000 with "The Lost Horizon". Two documentaries, further on, "Women in the Cherifian Kingdom" and "Behind the Doors of the Hammam" in 2001. And then another short film presented at the International Francophone Film Festival in Namur in 2002: "Two hundred dirhams".

Her first feature film "Marock" was produced in 2004 and appeared in the "Un certain regard" section at the Cannes Film Festival in 2005. It was released in theaters in February 2006. She depicted the golden youth of Casablanca, with Westernized morals, but confronted with the prejudices of traditional society, when a first love brings a young Muslim woman closer to a young Jew.

An engineer by training and holder of an MBA in Finance in Boston, Mohamed Elmanjra has developed expertise in the areas of success and the development of human performance through his various training courses: NLP with its creator Richard Bandler, success with Tony Robbins and sports nutrition with John Berardi. He founded several consulting and distribution companies in Morocco and Canada. He has published several articles and hosted several seminars and conferences in Morocco, notably at ESCA and abroad. Mr. Elmanjra has participated in various sporting competitions such as the Montreal Marathon. He is married and the father of several children.

Passionate about human potential, Karim Amor studied in French business schools, renowned American universities as well as the Leadership academies of Antony Robbins and Deepak Chopra. Founder of Jet Group, he is also the inventor of the concept of citizen housing in Morocco and African countries. Mr. Amor is married and the father of three children.

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# Contents

1. Each person is the master of their destiny	17
<ul style="list-style-type: none"><li>• Our culture, education and habits condition us to rely on external factors in our life, while we must learn to take responsibility for the events in our life.</li><li>• Events happen; the person must bring out the best in these events and use them to their advantage.</li><li>• We can work on our luck and we can encourage it.</li></ul>	
2. What we want: passion	27
<ul style="list-style-type: none"><li>• The person must be extremely clear and precise about what they want.</li><li>• Passion is the best fuel to stay on the path of accomplishment and achieve great things.</li><li>• The flame of passion must be constantly lit.</li></ul>	
3. Do a lot of work on yourself. Be very demanding of yourself. Constantly improving	33
<ul style="list-style-type: none"><li>• A lot of work must be done on oneself.</li><li>• Constantly seek to improve.</li><li>• Be accountable and demanding of yourself.</li></ul>	
4. Set specific goals	41
<ul style="list-style-type: none"><li>• A goal starts with a dream and it is the person who directs their dream.</li><li>• Having clear objectives will ensure that all energies and efforts are focused in the right direction, that is, towards achieving the objectives.</li><li>• Whatever the person dreams, thinks or feels they provoke. (Principle of the Law of Attraction).</li></ul>	

5. Take action and work hard. \_\_\_\_\_ 49

- One can have the best idea, the best plan, if no action is taken, it is only an idea or a plan.
- To take action, it will take a lot of discipline.
- Be able to overcome momentary failures. Any path to success is filled with moments of temporary setbacks.

6. Conduct regular evaluations. Constantly adapt to external constraints. \_\_\_\_\_ 59

- Constantly evaluating where we are? What are the options? Our current position in relation to the objectives?
- Need to re-evaluate and readjust throughout the journey.
- We must learn to be flexible in the different options and difficulties of the challenges that await us.
- Self-confidence helps a person see things as they are, but not worse than they are.

7. Be very patient. Commit fully to your choices. \_\_\_\_\_ 69

- The road to success requires patience.
- It also requires perseverance.

8. Adopt a clear value system. \_\_\_\_\_ 81

- We all need a system of values that will allow us to choose.
- A system of clear values allows us to decide better by avoiding moral dilemmas and internal conflicts.

9. Events happen for a reason. Use events to our advantage. \_\_\_\_\_ 87

- Things happen for a reason.
- You have to be realistic while being optimistic.
- In difficult situations, they put things into perspective and take things lightly.
- Luck is something you work for and use. Luck is not inevitable.

10. Develop your creativity to learn to broaden your range of possibilities. 95

- Learn to question events to constantly reinvent your world and its possibilities.
- Refer to other fields of activity in achieving objectives to strengthen creativity.
- Learn from the experiences of others.

11. Control your fear and dare to step out of your comfort zone. 105

- Fear is an expectation, simply a pain of anticipation, which has nothing to do with reality.
- We must recognize fear in order to manage it.
- On our road to achieving our goals, we must accept that there are many times when we will be in the unknown, that is, outside of our comfort zone.

12. Have higher goals that go beyond ourselves (patriotism, well-being for others, etc.). 111

- The need to contribute is more important to success than leaving a legacy.
- There are people who serve a purpose greater than themselves.
- Achievements that continue over a long period of time constantly require us to be grateful.
- Contribution to the community.

13. Conclusion. 121

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Mohamed Elmanjra – Karim Amor

# Surprenants entrepreneurs marocains

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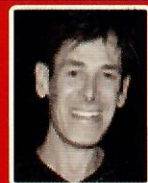
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