

CALL FOR PAPERS

1st INTERNATIONAL CONFERENCE: **I**NNOVATION AND **O**RGANIZATIONAL **T**RANSFORMATIONS (**IOT'26**)

Under the theme of

« Organizational Resilience and Agility in the Era of Sustainable Transformation: Between Managerial Innovation, Institutional Reforms, and Equity Challenges ».

Marrakesh, June 26–27, 2026

<https://ito.ermessad.com/>

The Laboratory of Studies and Research in Management, Economics, Social Sciences, Administration and Law (L-ERMESSAD), affiliated with Cadi Ayyad University of Marrakesh, is pleased to invite scholars, researchers, practitioners, and policymakers to submit their contributions to the inaugural edition of the International Conference: Innovation and Organizational Transformations (IOT'26), which will be held on **June 26–27, 2026**, at the Conference Center of Cadi Ayyad University in Marrakesh.

CONFERENCE OVERVIEW

The International Conference on Innovation and Organizational Transformations (IOT) is conceived as a high-level scientific forum for scholarly exchange in the fields of management sciences, economics, law, and the social sciences. Its intellectual agenda is centered on the study of organizational transformation processes, their underlying conditions for success, as well as the risks and systemic tensions they generate across stakeholder ecosystems. The conference seeks to investigate the mechanisms by which organizations renew their practices, structures, and managerial tools in order to respond effectively to a Volatile, Uncertain, Complex, and Ambiguous (VUCA) environment.

As an inherently interdisciplinary conference, IOT aims to bring together academic scholarship and professional practice with a twofold ambition: first, to critically examine innovative managerial practices and the key imperatives encapsulated in the dual injunction of “doing the right things” and “doing things right”; and second, to explore emerging research themes and the pressing challenges confronting contemporary organizations, with the ultimate aim of generating actionable managerial insights for both researchers and practitioners.

This inaugural edition of the IOT conference will be organized around the following overarching theme:

« Organizational Resilience and Agility in the Era of Sustainable Transformation: Between Managerial Innovation, Institutional Reforms, and Equity Challenges. ».

In a global context defined by the convergence of multiple crises—climatic, economic, geopolitical, and technological—organizations are forced to navigate increasingly ambiguous, turbulent, and structurally uncertain environments. The profound and, at times, irreversible transformations they face are challenging established models of organization, governance, and value creation (Howard-Grenville et al., 2014). Organizational performance can no longer be conceived independently of the capacity to adapt, innovate, and transform. Public, private, and non-profit organizations are therefore driven to fundamentally rethink their innovation strategies and accelerate their transition toward more agile management paradigms, capable of reinforcing their resilience in the face of multidimensional transformations (Autissier, 2013) as well as polycrisis configurations (Alberts, 2011).

In this context, resilience and agility emerge as fundamental strategic capabilities. They enable organizations, respectively, to absorb systemic shocks and to rapidly reconfigure their resources and organizational models in response to environmental discontinuities (Teece et al., 2016; Duchek, 2020). These constructs constitute key analytical frameworks for understanding how organizations navigate crises, withstand disruptions, and reconfigure their resource bases to sustain performance in volatile environments (Sutcliffe & Vogus, 2003; Vogus & Sutcliffe, 2007). The scholarly literature defines organizational resilience as the capacity to anticipate, absorb, and recover from major disruptions (Lengnick-Hall et al., 2011; Duchek, 2020), while sustaining positive adaptation under conditions of adversity. Organizational agility, conversely, refers to the ability to sense and respond swiftly to environmental shifts through adaptive and strategic realignment mechanisms (Teece, Peteraf & Leih, 2016). Agile management is accordingly understood as a social and relational process that fosters collaboration and constructive interaction between human capital and the organizational environment (Whitworth & Biddle, 2007). Moreover, the regulation of individual and collective behaviours constitutes a critical lever for sustaining resilience, agility, and reliability within organizational systems (Hollnagel, Journé & Laroche, 2009).

Furthermore, sustainable transformation is fundamentally redefining the very criteria by which organizational performance is assessed, through the systematic integration of environmental, social, and governance (ESG) dimensions. It transcends mere technical adjustment, entailing profound shifts in business models, governance architectures, and performance measurement and control systems (Geels, 2002; Christensen et al., 2021). These transformations, however, unfold within specific institutional and societal contexts, where organizational dynamics are deeply intertwined with public policies, regulatory frameworks, and imperatives of distributive equity.

In this regard, a rigorous analysis of organizational resilience and agility necessitates an integrated analytical approach grounded in the recognition of a triple interdependence:

- 1) Organizational transformations, encompassing managerial innovations and the development of dynamic capabilities;
- 2) Institutional transformations, which configure incentive structures and governance mechanisms (North, 1990; DiMaggio & Powell, 1983);
- 3) Societal dimensions, addressing issues of social inclusion, structural inequality, and territorial cohesion (Bapuji et al., 2020).

Within the Moroccan context, this interdependence assumes a particularly salient and strategically critical dimension. The country is simultaneously confronting challenges related to climate transition, institutional modernization, and social inclusion. International assessments underscore both the demonstrated resilience of the Moroccan economy and the imperative of structural reforms to support sustainable and inclusive growth, notably in the areas of climate risk management, digital

transformation of the public sector, and the reduction of territorial disparities (World Bank, 2022; IMF, 2024; OECD, 2025).

In this context, organizational resilience cannot be assessed independently of institutional capacities and equity conditions. Reforms in social protection, public service digitalization policies, and territorial development strategies collectively illustrate the imperative of reconciling economic efficiency, social inclusion, and sustainable governance (CESE, 2024; HCP, 2025).

Yet these transformations are inevitably accompanied by deep structural tensions: between resilience and agility, between performance imperatives and sustainability commitments, between innovation dynamics and regulatory constraints, as well as between digital transformation and equity considerations. These tensions reflect the fundamentally non-linear nature of organizational transformation trajectories and underscore the need to transcend fragmented, discipline-bound approaches in favour of integrated, multi-level analytical frameworks.

It is from this perspective that the IOT'26 conference seeks to mobilize scholarship across multiple disciplines—including management sciences, economics, and law—to investigate the mechanisms, enabling conditions, and structural limitations of organizational resilience and agility in the era of sustainable transformation, with particular attention to the specificities and challenges of emerging economies such as Morocco.

SELECTED REFERENCES

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Without claiming to be exhaustive or mutually exclusive, contributions are welcome in a variety of formats—including systematic literature reviews, theoretically grounded empirical studies, and evidence-based practitioner insights—and may be organized around the following thematic tracks:

Track 1: Transformation and Modernization of Public Services in the Digital Era

- Digitalization of the user journey
- Public marketing and organizational transformation
- Agility and quality of public service delivery
- Innovation and citizen trust

Track 2: Marketing of Transformation: Digitalization, Territorial Branding, and Sustainability Challenges

- Transition from the “informal consumer” to e-commerce
- Artificial intelligence and personalization
- Impact of major events (e.g., FIFA World Cup 2030)
- Social marketing and inclusion
- Customer-centricity in micro and small enterprises (TPEs)

Track 3: Entrepreneurship, SME Economic Resilience, and Sustainable Transformation

- Entrepreneurial ecosystems, support mechanisms, and sustainable transformation of SMEs and micro-enterprises
- Sustainable business models and long-term value creation
- Resilient investments: prioritization, trade-offs, and financial risk management
- Access to finance: SMEs, startups, impact-driven firms, and inclusive support mechanisms
- Entrepreneurship and CSR
- SME resilience in uncertain economic environments
- Digitalization, innovation, and SME competitiveness
- Integration of SMEs into global value chains
- Territorial entrepreneurship and regional development

Track 4: Supply Chain Resilience and Agility as Drivers of Sustainable Organizational Transformation

- Logistics resilience in the face of disruptions and operational continuity
- Agility and managerial innovation in supply chain management
- Institutional reforms, equity, and transitions in value chains: fairness issues in SCM
- Supply chain governance, data management, and sustainable compliance

Track 5: Accounting, Auditing, and Control of Extra-Financial Performance

- Traceability and reliability of non-financial data under stress conditions
- Resilience-oriented auditing: risk-based approaches and continuous improvement
- Skills, control culture, and change management for sustainable extra-financial performance
- Transparency, compliance, climate commitments, and investment/credit practices
- Sustainable finance, risk management, and ESG/climate performance governance
- Climate risk in financial decision-making

Track 6: Skills, Human Resources, and Culture: The Human Foundation of Resilience

- Transformational leadership, innovation culture, and collective intelligence
- HR digitalization and new forms of work
- Organizational learning and strategic resilience: future skills and workforce transformation (reskilling, workforce planning, etc.)
- Resilient leadership: management styles in uncertain environments
- Error culture and continuous improvement
- Employability and inclusion of youth and women

Track 7: Public Law and Management, Public Governance, Institutional Reforms, and Agility of Public Action

- Public governance and administrative effectiveness
- Legal and fiscal security
- Institutional agility
- Reforms, regulation, and performance: balancing control, flexibility, and legal certainty
- Inter-institutional coordination and cooperation mechanisms
- Regulation and compliance frameworks in sustainable transformation
- Legal frameworks for digital and ecological transitions

Track 8: Information Systems and Digitalization

- Digitalization and artificial intelligence as drivers of agility
- AI for management
- Digital sovereignty and data protection
- Digital transformation, organizational agility, and data governance

Track 9: Equity, Inclusion, and Organizational Justice

- Equitable access to transition opportunities: employment, training, finance, social protection
- Equity in transformation processes
- Reducing inequalities through agility
- Change management: adoption, appropriation, resistance, training, and legitimacy

Track 10: Territories, Sustainable Transformation, and Multi-Level Agility

- Territorial approach: linkages between municipalities, provinces, regions, and decentralized services
- Co-construction with stakeholders: local authorities, associations, universities, private sector
- Territorial inequalities: how resilience and agility can reduce capacity gaps
- Social inclusion, territorial equity, and resilience of socio-economic systems

Track 11: Sustainable Transformation, ESG, and Organizational Value Creation

- Sustainable transformation and operational sobriety (energy, emissions, waste)
- ESG management and responsible compliance
- Organizational value creation and stakeholder engagement
- Transparency mechanisms and credibility of environmental commitments
- ESG performance and business performance through innovation and talent management

SUBMISSION GUIDELINES

Prospective contributors are invited to submit an extended abstract (**maximum 2 pages**) **via the conference website**, under the section dedicated to abstract submissions. Contributors are kindly requested to adhere to the formatting instructions provided in the official submission template, available at:

<https://ito.ermessad.com/>

The deadline for the submission of extended abstracts is **May 31, 2026**. Submissions may be prepared in Arabic, French, or English.

Notification of acceptance decisions will be communicated to authors by **June 6, 2026**. Authors of accepted papers will then be invited to submit their full manuscripts and to complete their conference registration online by **June 16, 2026**.

IMPORTANT DATES

Launch of the call for papers	Deadline for extended abstract submission	Notification of acceptance
April 1, 2026	May 31, 2026	June 6, 2026
Registration period	Final program release	Conference dates
June 6–16, 2026	June 20, 2026	26–27, 2026

PUBLICATION OPPORTUNITIES

Distinguished papers presented at the conference will be considered for publication in special issues of affiliated peer-reviewed scientific journals, subject to each journal's own submission requirements and editorial review processes.

GENERAL INFORMATION

Upon acceptance, an official letter of acceptance and invitation will be issued to the corresponding

authors.

Travel and accommodation costs are the sole responsibility of the participants.

Conference registration fees, inclusive of **conference materials, coffee breaks, and lunches**, are as follows:

- MAD 800 (€80) for academic staff
- MAD 1000 (€100) for professionals
- MAD 400 (€40) for PhD students

Furthermore, methodological and doctoral training seminars will be offered **free of charge** to registered doctoral students. A certificate of participation in the training programme will be issued upon completion.

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For comprehensive information regarding the conference programme, submission procedures, and logistics, please consult the official IOT conference website:

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