

T09 – Enabling Twin and Just Transitions: a multilevel approach to sustainability and digital transformation

The world today faces numerous sustainability-related challenges across diverse domains. These "grand challenges" trigger multifaced transformations in organizations, that need to be valued across various levels (individual, organizational, inter-organizational and societal), necessitating systemic transformations (Gümüşay and Reinecke, 2022; George et al., 2016; Markard et al., 2012).

Policy makers are forcing the economic landscape to shape their habits and structures by setting strategies creating a greener and more resilient Europe (European Commission, 2024). Initiatives like the European Recovery Plan, with its €800 billion recovery instrument, and the Green Deal, which aims to mobilize €1 trillion in sustainable investments, are key to building a greener, more resilient Europe. The Green Deal also includes the Just Transition Mechanism to ensure a fair transition to a climate-neutral economy (European Commission, 2024). These efforts are crucial for achieving long-term socio-environmental resilience.

In the recent decades, digital technologies seem to be opportunities for reaching green goals and a more inclusive society (Guandalini, 2022; Knights and Latham, 2020; Napolitano et al., 2024). Scholars emphasized that digital transformation is not a single step undertaken for upgrading specific functions of an organization, but a process that triggers fundamental changes for individuals, organizations, and society as a whole, and results in creating additional opportunities for improvement (Vial, 2019; Ha et al., 2022).

The business sector is tasked both with opportunities and responsibilities in solving world sustainability-related challenges due to its capacity to contribute to the solution of both societal and environmental issues in the service of the "common good" (Dyllick and Muff, 2016). In this context, established organizations, including firms but also value chains and clusters are under pressure to reassess their established structures, strategies and business models, by entering a transition (Addo, 2022; Bansal and Roth, 2000; Geels, 2018).

The concepts of the Twin Transition (TT) and Just Transitions (JT) have been introduced in this debate to analyse processes addressing socio and environmental challenges through digital technologies (Ghissetti et al., 2015; European Commission, 2020; Montresor and Vezzani, 2023; Stevis, 2023). While TT refers to the green and digital transition, JT is "broadly defined as ensuring that no one is left behind or pushed behind in the transition to low-carbon and environmentally sustainable economies and societies" (UN, 2023).

The synergies between sustainability and digital enable organizations to creatively exploit the opportunities opened up by digital tools to embark in JT and TT, trying to achieve long-term sustainable goals, resilience and inclusion. New technologies formed a "digital toolbox of solutions that challenge the status quo" (George et al., 2021, p. 1000).

Due to their significant societal impact, grand challenges extend beyond the boundaries of any single organization or community (Gimenez and Rodon, 2012; Ferraro et al., 2015). Therefore, these challenges demand sustainability transitions across multiple levels (e.g., Safarzynska et al., 2022; Sharma and Henriques, 2005; Aguilera et al., 2007; Geels, 2004), affecting socio-technical systems from the macro (societal) level toward inter-organizational, organizational, and individual levels (Geels et al., 2018). Organizations by redesigning their strategies, business models, and organizational architectures, must leverage digital tools to embark in just and twin transitions. At a meso-level, collaborative organizational structures, whether formal or informal, should exploit the opportunities open up by digital tools to enable

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long-term resilience and inclusion. Further research is needed to explore these transitions across various levels, addressing the multifaceted opportunities and challenges.

Indeed, a sustainability transition is not an organization-centric process but rather, a global phenomenon that calls for a wider stakeholder collaboration, triggering changes in the industry and society as a whole (Markard et al., 2012).

Track main topics

- This track calls for papers that will investigate topics such as (but not limited to):
- Factors triggering the Twin and-or Just transitions toward sustainable business models (e.g., technology, innovation, policy, individual behaviors, collective action, etc.).
- Challenges and benefits connected with the design of sustainable strategies and/or business models;
- Inter-organizational dynamics boosting collaborative Twin and-or Just transitions (e.g. sustainable digital platform ecosystems, sustainable business networks, etc.);
- Examining multi-level interactions: network, geography and governance structures
- Formal and informal practices for boosting Twin and-or Just transitions (e.g., the creation of resilient architectures);
- The individual, team, and organizational-level antecedents, or benefits, of a Twin and-or Just transitions;
- The evolving role of digital technologies in shaping subjectivity and creating new pathways for recognition and inclusion across gender, race, and class.

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Track Co-Chairs (one table for each track chair)

(From 2 up to 4 co-chairs; at least one international co-chair; no more than 2 Italian co-chairs; the first one is considered the primary contact of the track)

Name – Surname	Ludovico Bullini Orlandi
E-mail	ludovico.bullini2@unibo.it
Affiliation	University of Bologna – Department of Management
Short bio	Ludovico Bullini Orlandi is an Associate Professor in Organization and HRM at the University of Bologna and co-director of the Master in HR and Organization at the Bologna Business School. He holds a Ph.D. in Economics and Management from the University of Verona. His research interests revolve around digital transformation's impact on HR and organizations. He teaches Organization Theory

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	at the University of Bologna. He has held visiting and research collaborations at the University of Lund and the Karlsruhe Institute of Technology. He has also taught at the CUOA Business School, at the Catholic University of Lille, and the University of Verona.
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Name – Surname	Alessia Zoppelletto
E-mail	alessia.zoppelletto@univr.it
Affiliation	University of Verona (Italy)
Short bio	Alessia Zoppelletto is a Research Fellow in Organizational Science at the University of Verona (Italy), Department of Management. She is adjunct professor of Business Analytics at the Master's Degree in Management and Company Strategy. At the University of Trento, she developed her Doctoral Thesis investigating the potential cross-fertilization effects between digital transformation and sustainability. Recently, she has been a visiting PhD student at the Department of Organization and Learning at the University of Innsbruck. Since 2020 she is member of the Observatory 4.0 of the SMACT Competence Center where she works to investigate the topics related to the digital transformation of companies and their impact on sustainability and on human resource management.

Name – Surname	Paul Pierce
E-mail	paul.pierce@ics.lu.se
Affiliation	University of Lund - Department of Informatics
Short bio	Paul Pierce is Senior Lecturer at the Department of Informatics of the Lund University. His research is focused around digitalization, or more accurately on ICTs as enablers of success or the catalysts to even faster failures. He tries to understand this by investigating how ICTs are deployed within the field of Smart Cities. Another avenue is understanding digitalization within our society and how ICTs as well as the digitalization of our society at large will affect both the private citizen and the corporations. He belongs to the Future Light research project which is focused on how we can leverage Smart City initiatives in order to create a better grid system, be that for transportation, lighting, waste water treatment or just better communication.

Name – Surname	Eleonora Veglianti
E-mail	eleonora.veglianti@kedgebs.com
Affiliation	KEDGE Business School - Management Department
Short bio	Eleonora Veglianti, PhD, is Associate professor at Kedge Business School in Paris campus. She teaches HRM management and Team Management. Her research expertise is in organizational issues and HRM, digital transformation, artificial

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	intelligence and smart society. She spent different periods abroad to collect data for her research. She was a visiting Ph.D. student in Wuhan University, in China. She is the author of several scientific papers. She managed special tracks in different international conferences.
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Track Program Committee Members

Daniela Pianezzi, University of Verona, Italy, daniela.pianezzi@univr.it

Cecilia Rossignoli, University of Verona, Italy, cecilia.rossignoli@univr.it

Yaya Li, Jiangsu University, China, 1000004540@ujs.edu.cn

Farhan Shahzad, Sukkur IBA University, Pakistan, Farhanshahzad@iba-suk.edu.pk

Laura Roma, University of Naples "Parthenope", Italy, laura.roma001@studenti.uniparthenope.it

Daicy Vaz, NEOMA Business School, France, daicy.vaz@neoma-bs.fr

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