**Plateformes et Ecosystèmes Numériques : Construire une Résilience Mondiale pour la « Nouvelle » Norme à l'Ere Post-Pandémie**

Fadia Bahri-Korbi, Wafa Bouaynaya, Mouhoub Hani, Thierry Levy, Jessica Lichy

La prolifération concomitante des technologies de l’information et de communication (TIC) d’une part, et la crise sanitaire Covid-19 d’autre part a radicalement bousculé la vie des organisations des sociétés et des pays. Par exemple, les décisions draconiennes prises par les États au niveau international telles que le confinement, le télétravail, la fermeture des frontières etc., ont profondément perturbé les chaînes logistiques et d'approvisionnement mondiales, les flux de marchandises et de personnes et, dans certains cas, empêchant les livraisons urgentes d'atteindre les destinations à temps (CNUCED, 2020). De fait, la pandémie a contraint les pays à réagir d'urgence par des mesures drastiques susceptibles d'affecter les échanges transfrontaliers et, en conséquence, à faire preuve de résilience internationale.

Ces vagues de plateformisation, d'artificialisation et de big data ont favorisé la « révolution managériale » (McAfee et al., 2012) consistant à bousculer les pratiques du commerce international et à modifier les frontières traditionnelles (Baesens et al., 2016). De même, la pandémie en cours a incité l'(éco)système mondial à déployer des plateformes numériques comme solution de résilience numérique (Raj et al., 2020 ; Daya, 2021 ; Floetgen et al., 2021). Ces plateformes numériques en tant que nouveau modèle économique et nouveau paradigme d’intermédiation profite d’un effet réseau pour jouer le rôle de médiateur de contenu, de travail ou du capital dans la mesure où elles permettent une vitesse de globalisation (Wessel et al., 2021 ; Nambisan et al., 2019). Depuis l'avènement des technologies numériques, les normes économiques modernes ont subi de profonds changements, exacerbés par l'environnement pandémique (Fletcher & Griffiths, 2020 ; Verhoef et al., 2021). Nous assistons à un mode de gestion de plus en plus décentralisé et à l'émergence de nouveaux modèles économiques. Les GAFAM, par exemple, ont fait basculer le capitalisme dans une nouvelle ère : le capitalisme de surveillance (Zuboff, 2019). Ce nouveau modèle se substituerait au modèle industriel par l'hyperpersonnalisation. L'exploitation massive des données personnelles sert d'outil de prévision des marchés.

La recherche sur le numérique peut s'inspirer de la recherche sur l'innovation, les systèmes d'information et la communication organisationnelle. Elle peut s’appuyer sur les postures épistémologiques et les approches méthodologiques fournies par les sciences sociales. Pourtant, les chercheurs en sciences de gestion, en management international plus particulièrement, ont manifesté́ peu d’intérêt aux questions liées au numérique et aux transformations numériques contemporaines pour les organisations (publiques ou privées, nationales ou internationales, à but lucratif ou non). Sans doute, en tant que champ spécifique du domaine des sciences de gestion, le management international doit problématiser l’interrelation fondamentale entre la technologie numérique, l’organisation et la mondialisation. Surtout, le contexte actuel semble être de plus en plus menaçant et nécessite de fait des capacités de résilience des États au niveau global qui jusque-là demeure peu étudié.

Cet atelier vise à étendre les recherches menées à ce jour dans la littérature multidisciplinaire afin de comprendre la transformation numérique en tant que source de résilience mondiale - aux niveaux local et mondial. Donc, nous encourageons des soumissions mobilisant des approches interdisciplinaires relevant de la psychologie (Bonanno, 2004 ; Schwarz, 2018) en analysant la résilience psychologique des individus (entrepreneurs, managers ou salariés) notamment durant la crise Covid-19 (Killgore *et al*., 2020 ; Masten & Motti-Stefanidi, 2020 ; Rees *et al*., 2015), des sciences juridiques en étudiant comment le contexte juridique ou ses substituts comme cadre de droit telle la RSE peuvent-ils favoriser ou freiner la résilience des organisations à l’international (Garmestani *et al*., 2013) et des sciences de l’organisation en examinant la résilience organisationnelle en fonction des relations intergroupes et équipes de travail (Kahn *et al*., 2018 ; Stoverink *et al*., 2020) en vue d’un meilleur management de la crise (Williams *et al*., 2017). Ainsi, l’étude des stratégies de résilience dans l’écosystème socio-économique international digitalisé revêt des enjeux majeurs, à la fois pour les chercheurs en management international mais aussi pour les organisations et les institutions internationales. Cet atelier invite la soumission de contributions, qui portent notamment sur l’approche systémique de la résilience, visant à examiner les déterminants de la résilience digitale globale, ses caractéristiques ainsi que ses implications notamment en termes de coûts et de risques (Hsu et al., 2019). Alors, plusieurs types de questionnements peuvent être envisagés :

- Dans quelle mesure le numérique impacte les activités des organisations globales et en voie de globalisation ? leurs processus et formes de travail (Beverungen et al., 2015) ? leur communication (Leonardi, Huysman & Steinfield, 2013) ? leur stratégie (Haefliger et al., 2011) ? leurs formes de production de connaissances (Hansen & Flyverbom, 2014) ?

- Comment le numérique influence-t-il les modèles d’affaires des organisations multinationales (Dasi et al., 2017) ? Et quels sont les défis de la transformation numérique pour ces organisations (Rachinger et al., 2019) ?

- Comment l’exploitation des données massives transforme le capitalisme industriel (Zuboff, 2019) ?

- Comment la coopération autour des technologies numériques reconfigure-t-elle les relations de frontières entre les organisations (Barrett et al., 2012) ?

- Est-ce que l’appartenance à une plateforme ou l’inscription dans un réseau renforce-t-elle la capacité de résilience comme le suggèrent certaines études récentes (Raj *et al*., 2020 ; Daya, 2021 ; Floetgen *et al*., 2021).

- Comme le soulignent des travaux récents (Korber et McNaughton, 2016 ; Daya, 2021), les plateformes numériques sont un levier de résilience pertinent pour les PME face à la crise du Covid 19, peut-on envisager une approche de la résilience entrepreneuriale à l’international en dehors d’une approche systémique ? En d’autres termes, peut-on modéliser ou comprendre la résilience d’une entreprise à l’international sans analyser la résilience de son écosystème (plateformes ; contexte macroéconomique) ?

- Dans certains cas, hors contexte digital, la déglobalisation n’est-elle pas aussi une voie de résilience pour certaines entreprises ? On peut penser aux entreprises post-crise Covid 19 qui, pour éviter les conséquences des fermetures des frontières, choisissent de relocaliser leurs activités stratégiques au cœur d’un écosystème de proximité (Frimousse et Peretti, 2020). Ce que Buckley (2021) qualifie de retour au Cartels.

- Cette résilience n’impliquerait-t-elle pas des coûts et des risques que les acteurs de l’écosystème mondial (organisations et pays) devraient subir et gérer ? Des travaux récents ont déjà très tôt alerté sur l’urgence à gérer les risques inhérents au développement de la résilience dans un contexte particulier de crise (Cohen *et al*., 2017 ; Markman et Venzin, 2014 ; Aldrighetti *et al*., 2021 ; Van Der Vegt *et al*., 2015).

Nous invitons à la fois des contributions empiriques et conceptuelles qui développent des perspectives organisationnelles sur le numérique et la globalisation en abordant des thèmes tels que (mais sans s’y limiter) :

- Les frontières géographiques et culturelles à l’ère numérique.

- La transformation numérique dans les organisations globales (ou en voie de globalisation).

- Conduit des projets de numérisation dans un contexte international.

- Alignement/non-alignement entre les stratégies de numérisation et les objectifs et valeurs organisationnels des organisations globales.

- Les conséquences organisationnelles du numérique.

- Numérique et nouveaux modèles d’affaires dans un contexte international.

- Capacité de résilience des EMN et des pays à l'ère numérique.

- Alliances internationales, coopétition mondiale et réseaux à la lumière de la résilience numérique mondiale.

- Plateformes et écosystèmes numériques au fondement de la résilience numérique mondiale.

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**Digital Platforms and Ecosystems: Building Global Resilience for the ‘New’ Normal in a Post-Pandemic Era**

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The proliferation of digital transformations on top of the Covid-19 pandemic has radically shaken up the *modus operandi* of organizations, societies and countries. For instance, radical decision-making by states at an international level imposing isolation, telework, border closures etc., have deeply disrupted global logistics and supply chains, the flow of goods and people and, in some cases, preventing urgent deliveries from reaching destinations on time (UNCTAD, 2018). In fact, the pandemic has forced countries to react urgently with drastic measures likely to affect cross-border trade and, consequently, to show international resilience.

These waves of platformization (creating a marketplace then charging people to use it.), artificialization and Big Data have fostered a ‘managerial revolution’ (McAfee et al., 2012) consisting of shaking up international trade practices and modifying traditional borders (Baesens et al., 2016). Similarly, the ongoing pandemic prompted the global (eco)system to deploy digital platforms for developing resilience (Raj et al., 2020; Daya, 2021; Floetgen et al., 2021). These digital platforms – as a new business model and a new paradigm of brokerage – take advantage of the network effect to mediate content, labour or capital, in that they allow speed of globalization (Wessel et al., 2021; Nambisan et al., 2019). Since the advent of digital technologies, modern economic standards have undergone profound changes – exacerbated by the pandemic environment (Fletcher & Griffiths, 2020; Verhoef et al., 2021). We are witnessing an increasingly decentralized management mode and the emergence of new business models. GAFAM, for example, has tipped capitalism into a new era: surveillance capitalism (Zuboff, 2019). This new model is thought to be replacing the industrial model through hyper- personalization. The massive exploitation of personal data serves as a tool for predicting markets.

Digital research draws from studies of innovation, information systems and organizational communication. It can employ epistemological postures and methodological approaches provided by the social sciences. However, researchers in management sciences, particularly in international management, have shown little interest in issues related to digital transformations for organizations (public or private, national or international, for-profit or not-for-profit). Undoubtedly, as a specific field of management sciences, international management must question the fundamental interrelationship between digital technology, organization and globalization. Importantly, the current context seems to be increasingly threatening and calls for resilience capacities at a global level, yet it remains under-researched as a field of research.

This track aims to extend research conducted to date in interdisciplinary studies, in order to understand digitally driven transformation as source of global resilience – at a local and global level. Thus, we invite submissions from interdisciplinary approaches within psychology (Bonanno, 2004; Schwarz, 2018) by analysing the psychological resilience of individuals (entrepreneurs, managers or employees), particularly during the Covid-19 crisis (Killgore et al., 2020; Masten & Motti-Stefanidi, 2020; Rees et al., 2015), legal sciences by studying how the legal context or its substitutes as a legal framework such as CSR can promote or hinder the resilience of organizations internationally (Garmestani et al., 2013) and organizational sciences by examining organizational resilience as a function of intergroup and work team relationships (Kahn et al., 2018; Stoverink et al., 2020) for better management crisis (Williams et al., 2017). Thus, the study of resilience strategies in the current digitalized international socio-economic ecosystem poses major challenges, both for researchers in international management but also for international organizations and institutions. This track encourages submissions that focus above all on the systemic approach to resilience, aiming to examine the determinants of global digital resilience, its characteristics and its implications, particularly in terms of costs and risks (Hsu et al., 2019). As such, a number of questions can be raised, including:

- To what extent does digital technology influence the activities of global and globalizing organizations, their processes and forms of work (Beverungen et al., 2015), their communication (Leonardi, Huysman & Steinfield, 2013), their strategy (Haefliger et al., 2011), and their forms of knowledge production (Hansen & Flyverbom, 2014)?

- How does digital technology influence the business models of multinational organizations (Dasi et al., 2017)? And what are the challenges of digital transformation for these organizations (Rachinger et al., 2019)?

- How is the exploitation of massive data transforming industrial capitalism (Zuboff, 2019)?

- How does cooperation around digital technologies reconfigure the boundary relationships between organizations (Barrett et al., 2012) in the pre-, during and post-pandemic era?

- Does belonging to a platform or being part of a network strengthen the capacity for resilience, as some recent studies suggest (Raj et al., 2020; Daya, 2021; Floetgen et al., 2021) ?

- As recent work highlight (Korber and McNaughton, 2016; Daya, 2021), digital platforms are a relevant lever of resilience for SMEs in the face of the Covid 19 crisis, can we consider an approach to entrepreneurial resilience internationally outside of a systemic approach? In other words, can we model or understand the organization’s resilience internationally without analyzing the resilience of its ecosystem (platforms; macroeconomic context)?

- In some cases, outside the digital context, is deglobalization also a path to resilience for some companies? To avoid the consequences of border closures pending further outbreaks, some companies have chosen to relocate their strategic activities to the heart of a local ecosystem (Frimousse and Peretti, 2020) – which Buckley (2021) refers to as a return to the Cartels.

- To what extent would this resilience involve costs and risks that players in the global ecosystem (organizations and countries) would have to suffer and manage? Recent studies have already warned very early on the urgency of managing the risks inherent in the development of resilience in a particular crisis context (Hsu et al., 2019; Cohen et al., 2017; Markman and Venzin, 2014; Aldrighetti et al., 2021; Van Der Vegt et al., 2015).

We invite both empirical and conceptual contributions that develop organizational perspectives on digital and globalization by addressing themes such as (but not limited to):

- Geographic and cultural boundaries in the digital age

- Digital transformation in global organizations (or in the process of globalization)

- Digitization projects in an international context

- Alignment/non-alignment between digitization strategies and organizational goals and values - The organizational consequences of digital tools.

- Digital and new business models in an international context.

- Resilience capacity of MNEs and countries in the digital era.

- International alliances, global coopetition and networks in the light of global digital resilience.

- Digital Platforms and Ecosystems at the foundation of global digital resilience

- Lessons to be learnt from the experience of using digital services to survive the pandemic

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**Plataformas y Ecosistemas Digitales: Fomento de la Resiliencia Global Para la "Nueva" Normalidad en Una Era Pospandémica**

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La proliferación concomitante de transformaciones digitales, por un lado, y la pandemia Covid-19, por el otro, ha sacudido radicalmente la vida de organizaciones, sociedades y países. Por ejemplo, las decisiones draconianas tomadas por los estados a nivel internacional, como la contención, el teletrabajo, el cierre de fronteras, etc., han perturbado profundamente la logística global y las cadenas de suministro, el flujo de mercancías y personas y, en algunos casos, han impedido que las entregas urgentes lleguen a los destinos. a tiempo (UNCTAD, 2018). De hecho, la pandemia ha obligado a los países a reaccionar de forma urgente con medidas drásticas que probablemente afectarán al comercio transfronterizo y, en consecuencia, a mostrar resiliencia internacional.

Estas oleadas de plataformatización, artificialización y big data han fomentado la "revolución gerencial" (McAfee et al., 2012) que consiste en sacudir las prácticas comerciales internacionales y modificar las fronteras tradicionales (Baesens et al., 2016). De manera similar, la pandemia en curso llevó al (eco) sistema global a implementar plataformas digitales como una solución de resiliencia digital (Raj et al., 2020; Daya, 2021; Floetgen et al., 2021). Estas plataformas digitales como nuevo modelo de negocio y nuevo paradigma de intermediación aprovechan un efecto de red para mediar contenidos, mano de obra o capital en la medida que permitan acelerar la globalización (Wessel et al., 2021; Nambisan et al., 2019) ). Desde el advenimiento de las tecnologías digitales, los estándares económicos modernos han experimentado cambios profundos, exacerbados por el entorno pandémico (Fletcher & Griffiths, 2020; Verhoef et al., 2021). Asistimos a un modo de gestión cada vez más descentralizado y al surgimiento de nuevos modelos de negocio. GAFAM, por ejemplo, ha llevado al capitalismo a una nueva era: el capitalismo de vigilancia (Zuboff, 2019). Se cree que este nuevo modelo está reemplazando al modelo industrial a través de la hiperpersonalización. La explotación masiva de datos personales sirve como herramienta para predecir mercados.

La investigación digital puede basarse en la investigación sobre innovación, sistemas de información y comunicación organizacional. Puede basarse en posturas epistemológicas y enfoques metodológicos proporcionados por las ciencias sociales. Sin embargo, los investigadores en ciencias de la gestión, particularmente en la gestión internacional, han mostrado poco interés en temas relacionados con las transformaciones digitales para las organizaciones (públicas o privadas, nacionales o internacionales, con o sin fines de lucro). Sin duda, como campo específico de las ciencias de la gestión, la gestión internacional debe cuestionar la interrelación fundamental entre tecnología digital, organización y globalización. Es importante destacar que el contexto actual parece ser cada vez más amenazador y, de hecho, requiere capacidades de resiliencia a nivel mundial de los Estados que hasta ahora ha sido poco estudiado.

Esta pista tiene como objetivo expandir la investigación realizada hasta la fecha en la literatura multidisciplinaria para comprender la transformación impulsada digitalmente como fuente de resiliencia global, a nivel local y global. Por lo tanto, invitamos a presentar presentaciones de enfoques interdisciplinarios dentro de la psicología (Bonanno, 2004; Schwarz, 2018) mediante el análisis de la resiliencia psicológica de los individuos (empresarios, gerentes o empleados), particularmente durante la crisis de Covid-19 (Killgore et al., 2020; Masten & Motti-Stefanidi, 2020; Rees et al., 2015), ciencias jurídicas mediante el estudio de cómo el contexto legal o sus sustitutos como marco legal como la RSE pueden promover u obstaculizar la resiliencia de las organizaciones a nivel internacional (Garmestani et al., 2013) y ciencias organizacionales al examinar la resiliencia organizacional como una función de las relaciones entre grupos y equipos de trabajo (Kahn et al., 2018; Stoverink et al., 2020) para una mejor gestión de crisis (Williams et al., 2017). Así, el estudio de las estrategias de resiliencia en el actual ecosistema socioeconómico internacional digitalizado plantea grandes desafíos, tanto para los investigadores en gestión internacional como para las organizaciones e instituciones internacionales. Esta pista fomenta las presentaciones, que se centran en particular en el enfoque sistémico de la resiliencia, con el objetivo de examinar los determinantes de la resiliencia digital global, sus características y sus implicaciones, particularmente en términos de costos y riesgos (Hsu et al., 2019). Entonces, se pueden considerar varios tipos de preguntas.

- ¿En qué medida la tecnología digital influye en las actividades de las organizaciones globales y globalizadoras, sus procesos y formas de trabajo (Beverungen et al., 2015), su comunicación (Leonardi, Huysman & Steinfield, 2013), su estrategia (Haefliger et al. , 2011), y sus formas de producción de conocimiento (Hansen & Flyverbom, 2014)?

- ¿Cómo influye la tecnología digital en los modelos de negocio de las organizaciones multinacionales (Dasi et al., 2017)? ¿Y cuáles son los desafíos de la transformación digital para estas organizaciones (Rachinger et al., 2019)?

- ¿Cómo está transformando el capitalismo industrial la explotación de datos masivos (Zuboff, 2019)?

- ¿Cómo reconfigura la cooperación en torno a las tecnologías digitales las relaciones fronterizas entre las organizaciones (Barrett et al., 2012) en la era anterior, durante y posterior a la pandemia?

- ¿Pertenecer a una plataforma o ser parte de una red fortalece la capacidad de resiliencia, como sugieren algunos estudios recientes (Raj et al., 2020; Daya, 2021; Floetgen et al., 2021)?

- Como destacan trabajos recientes (Korber y McNaughton, 2016; Daya, 2021), las plataformas digitales son una palanca relevante de resiliencia para las pymes frente a la crisis de Covid 19, ¿podemos considerar un enfoque de resiliencia empresarial a nivel internacional fuera de un enfoque sistémico? ? En otras palabras, ¿podemos modelar o comprender la resiliencia de la organización a nivel internacional sin analizar la resiliencia de su ecosistema (plataformas; contexto macroeconómico)?

- En algunos casos, fuera del contexto digital, ¿no es la desglobalización también un camino hacia la resiliencia para algunas empresas? Podemos pensar en las empresas post-Covid 19 que, para evitar las consecuencias de los cierres de fronteras, optan por trasladar sus actividades estratégicas al corazón de un ecosistema local (Frimousse y Peretti, 2020). Lo que Buckley (2021) llama un regreso a los Cárteles.

- ¿Esta resiliencia no implicaría costos y riesgos que los actores del ecosistema global (organizaciones y países) tendrían que sufrir y gestionar? Estudios recientes ya han advertido muy temprano sobre la urgencia de gestionar los riesgos inherentes al desarrollo de la resiliencia en un contexto de crisis particular (Hsu et al., 2019; Cohen et al., 2017; Markman y Venzin, 2014; Aldrighetti et al. , 2021; Van Der Vegt et al., 2015).

Invitamos a contribuciones tanto empíricas como conceptuales que desarrollen perspectivas organizacionales sobre digital y globalización abordando temas como (pero no limitado a):

- Límites geográficos y culturales en la era digital

- Transformación digital en organizaciones globales (o en proceso de globalización)

- Proyectos de digitalización en un contexto internacional

- Alineación / no alineación entre las estrategias de digitalización y los objetivos y valores organizacionales - Las consecuencias organizacionales de las herramientas digitales.

- Modelos de negocio digitales y nuevos en un contexto internacional.

- Capacidad de resiliencia de las empresas multinacionales y los países en la era digital.

- Alianzas internacionales, cooperación y redes globales a la luz de la resiliencia digital global.

- Plataformas digitales y ecosistemas en la base de la resiliencia digital global

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