



ATSCM 2025

**Program of the IEEE International Conference on Advanced Technologies for
Supply Chain Management**

Friday, November 21, 2025

**Faculty of Medicine, Pharmacy and Dentistry of Fez, Sidi Mohamed Ben
Abdellah University**

08:30 – 09:30	Participant Registration and Welcome
09:30 – 10:30	Opening Ceremony

We extend our deepest appreciation to the esteemed members of the organizing and scientific committees for their unwavering commitment, insightful guidance, and distinguished contributions to the success of this event. Their leadership and academic excellence have played a pivotal role in upholding the quality and integrity of this conference.

Professor Mustapha IJJAALI	President, Sidi Mohamed Ben Abdellah University of Fez
Professor Abdellatif EDDAKIR	Director, National School of Business and Management of Fez
Professor Abderrahmane ISMAILI ALAOUI	Deputy Director in charge of Scientific Research and Cooperation at National School of Business and Management of Fez
Professor Hamid TAIRI	Director, L3IA Research Laboratory, Faculty of Sciences Dhar El Mahraz, Fez
Professor Abdellatif TAGHZOUTI	Head, Department of Management and Digitalization, National School of Business and Management of Fez
Professor Imane SATAURI	Conference Chair

10:30 – 11:00	Coffee Break
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11:00 – 12:30	Plenary Session 1 – Corporate Transformation in the Digital Era: From Competitive Acceleration to Technological Storytelling
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Moderator	Session Reporters
Professor Saif Allah ALLOUANI	Professor Jawad KIBOU , and Professor Imane SATAURI
National School of Business and Management of Fez, Sidi Mohamed Ben Abdellah University	National School of Business and Management of Fez, Sidi Mohamed Ben Abdellah University

Speaker (s)	Title of the presentation	Academic affiliation
Pr Thierry SAUVAGE	Purchasing : Between Acceleration and Hypercompetition	Professor of Procurement and Supply Chain Management, GIP CEI ESLI Redon Bretagne Sud, specializing in Purchasing and Supply Chain, France
Pr Khaled HUSSAINEY	Beyond the Numbers: The Rise of Emerging Technologies in Corporate Storytelling	Professor of Accounting, Bangor Business School, specializing in Corporate Narrative Reporting, United Kingdom

12:30 – 13:15	Debate Session
14:15 – 15:15	Lunch Break
15:30 – 17:30	Plenary Session 2 – Strategic Transformations in Global Supply Chains: Technology, AI, and Geopolitics

Moderator	Session Reporters
Professor Abdellatif TAGHZOUTI	Professor Jawad KIBOU , and Professor Asiya GALIULINA
National School of Business and Management of Fez, Sidi Mohamed Ben Abdellah University	National School of Business and Management of Fez, Sidi Mohamed Ben Abdellah University

Speaker (s)	Title of the presentation	Academic affiliation
Pr Hicham ABBAD	Generative artificial intelligence in supply chain management : between enthusiasm and concern	Senior Lecturer (HDR) in Management Sciences, France
Pr Mohammed Amine BALAMBO	The Atlantic Initiative : Strategic and logistical challenges	University Professor, Executive Director of Menara University, specializing in Logistics and Supply Chain Management, Morocco

17:30 – 18:15	Debate Session
17:30 – 19:00	Online Sessions (1 to 4)

Track n° 1	17:30 -19:00	DIMENSIONS OF SUPPLY CHAIN 4.0 – TECHNOLOGIES, EFFICIENCY, AGILITY, SUSTAINABILITY
Moderators		Session Reporters
Professor Aziz HMIOUI – National School of Business and Management of Fez, and Professor Lhoussaine ALLA – National School of Applied Sciences of Fez		Mr. Saad AJDAHIM

<https://meet.google.com/cuy-jczq-gtu>

Paper ID	Paper Title	Author(s)	Institution	Country
34	Dynamic Stock Management for Commercial SMEs Facing Climate Variability: A Hybrid AI and Adaptive Logistics Approach	Mabrouk, Anouar , EL Hamzaoui Mustapha	National School of Business and Management of El Jadida, Chouaib Doukkali University	Morocco
39	Value Creation in Smart Logistics through Digital Transformation	Boudrar Oumaima	National School of Business and Management of Agadir, Ibn Zohr University	Morocco
53	Greening the Grid: Mapping the Journey to Net-Zero in Sustainable Global Supply Chains	Kanniappan Jayachandran, Vinodini, S. K. Gurumoorthi, and Karunakaran Sandhiya	SRM Institute of Science and Technology, SRM University, Chennai, Tamil Nadu	India
63	Digital Supply-Chain Talent Development: Building a Future-Ready Workforce in the Age of Automation and AI	Karunakaran Sandhiya, S. Sankar, Kanniappan Jayachandran, Vinodini	SRM Institute of Science and Technology (SRM University), Chennai, Tamil Nadu	India
76	The Role of AI in Enhancing Supply Resilience: A Study Across Moroccan Companies	Lhamidi Salwa, Chafai Khadija, Serrad Chaimaa, Gourch Abdelwahad, and Azdod Mohamed	Hassan II University of Casablanca	Morocco

Paper ID	Paper Title	Author(s)	Institution	Country
14	Generative AI and Augmented Reality for Warehouse Optimization: A New Paradigm in Smart Supply Chain Management	El Ouatik Ghizlane, Lamzabi Siham, and Ziti Soumia	UM5	Morocco

Track n° 2	17:30 -19:00	INNOVATIVE TECHNOLOGIES, OPTIMIZATION, AND OPERATIONAL EXCELLENCE IN SCM		
Moderators		Session Reporters		
Pr Fouad DAIDAI - National School of Business and Management of Fez, and Pr Malika SOULAMI – FSJES-Fez		Mrs. Meryem OTHMANI		

<https://meet.google.com/wbc-htoz-uck>

Paper ID	Paper Title	Author(s)	Institution	Country
42	Assessment of the Impact of Traceability and Logistics Auditing on Supply Chain Performance: An Empirical Analysis Using PLS-SEM	Derfoufi Ghita; Gortfi Hajar; Benrezouq Rhizlane & Chraïbi Abdeslam	Abdelmalek Essaadi University, Tangier	Morocco
56	Leveraging Generative AI for Personalized Supply Chain Communication in E-Commerce Startups	Elmakkaoui Abdellah, Dahmane Amal, and El Koraichi Mustapha	Chouaib Doukkali University, El Jadida	Morocco
61	Unlocking Supply Chain Resilience in Family SMEs: A Typology of AI Appropriation Patterns and the Role of Family Dynamics	El Hail Chifae, Dahmane Amal, and El Koraichi Mustapha	National School of Business and Management of El Jadida, Chouaib Doukkali University	Morocco
87	Smart Supply Chains in Morocco: Sectoral Insights, Structural Barriers and Strategic Pathways for Inclusive Digital Transformation	Erradouani Haniya Oumaima	Picardie Jules Verne University	France
101	Adaptive and Explainable Analysis of Customer Sentiments on Social Networks via Optimized LLM Models and Meta Learning	Saidi Wiam, Satouri Boutaina, El Abderrahmani Abdellatif & Satori Khalid	L3IA, Fez, Sidi Mohammed Ben Abdellah University	Morocco
129	Artificial Intelligence Adoption and Port Competitiveness: The Moderating	Jebrane El Mehdi, Zeroual Laila	National School of Business and Management of Tangier	Morocco

Paper ID	Paper Title	Author(s)	Institution	Country
	Role of Institutional Support in Morocco			

Track n° 3	17:30 -19:00	ADVANCED TECHNOLOGIES FOR LOGISTICS AND TRANSPORT		
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Moderators	Session Reporters
Pr Laila ALIGOD - Faculty of Law, Economics, and Social Sciences of Fez, and Pr Issam BENHAYOUNE – National School of Business and Management of Meknes	Mr El Mehdi STELI

<https://meet.google.com/ezi-fxwe-bwq>

Paper ID	Paper Title	Author(s)	Institution	Country
40	The Role of Port Community System in Managing Port Transactions: A Bibliometric Analysis	Lechhab Houda, and Rhomri Meryem	Moulay Ismail University, Meknes	Morocco
104	Artificial Intelligence and Human Resource Management: Systematic Literature Review	Cherkaoui Sarra, Cappelletti Laurent, Marghich Abdellatif & Daidai Fouad	National Conservatory of Arts and Crafts, Paris & National School of Business and Management of Fez	France / Morocco
145	From Algorithmic Contractualization to Logistics Rationalization: The Contribution of Smart Contracts to the Digital Renewal of the Supply Chain	Aloui Bouchta, Ziat Zineb, and Sadad Lachheb Kenza	Faculty of Law, Economics, and Social Sciences of Fez, Sidi Mohammed Ben Abdellah University	France
147	A Four-Pillar Framework for Resilient Multimodal Logistics Based on AI-Blockchain Integration	Machkour Badr, Abriane Ahmed, and Rouky Naoufal	Faculty of Legal, Economic and Social Sciences of Agadir, Ibn Zohr University	Morocco
149	Multimodal AI and Adaptive Multi-Agent Systems for Co-Optimization of Circular Supply Chains in the Sustainable Transition	Satouri Boutaina, El Abderrahmani Abdellatif, and Satori Khalid	L3IA , FSDM Fez , USMBA	Morocco
125	Digital Cost of Quality Management in Moroccan Agri-Food Firms: Adoption Insights and Benefits	Barakat Ouafa, Ellassimi Taib, and Bouhsain Imane	ENCG Agadir (Ibn Zohr University)	Morocco

Track n° 4	17:30 -19:00	CUSTOMER EXPERIENCE AND PERSONALIZATION
Moderators		Session Reporters
Pr Youssef FAHMI - National School of Business and Management of Fez, and Pr Asiya GALIULINA - National School of Business and Management of Fez		Mrs. Dounia TBER

<https://meet.google.com/cvb-ibri-cia>

Paper ID	Paper Title	Author(s)	Institution	Country
44	Towards Responsible Predictive Loyalty: Bibliometric Review of Work on AI and Ethics in Marketing	El Guermai Rita, Reda Kamar, and Jamal Abdelfattah	Cadi Ayyad University, Marrakech	Morocco
45	Perceptions of Moroccan Enterprises on the Use of Irony Detection and Multilingual Analysis Techniques to Improve Logistics Service: A Qualitative Study	Dahmane Amal, El Hail Chifae, and El Koraichi Mustapha	Chouaib Doukkali University, El Jadida	Morocco
59	From AI to Experience: A Systematic Analysis of Artificial Intelligence's Role in Transforming Customer Experience	El Oualfi Ahmad & El Hamzaoui Mustapha	Chouaib Doukkali University, El Jadida	Morocco
143	Enhancing Healthcare Supply Chain Resilience Through Industry 4.0 Technologies: A Focused Systematic Literature Review	Lasri Hanane, and Ouabouch Lhoussaine	Ibn Zohr University, Agadir	Morocco
32	Strategic Challenges for Morocco in Hosting the 2030 FIFA World Cup: Public Health, Technological Innovation, and Sustainable Infrastructure	El Bouazzaouy Adnan, and Amri Mustapha	National School of Business and Management of Casablanca, Hassan II University	Canada

Saturday, November 22, 2025

**National School of Business and Management of Fez, Sidi Mohamed Ben
Abdellah University**

09:00 – 11:00	Parallel Sessions (face-to-face)
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Track n° 1.1	09:00 - 11:00	DIMENSIONS OF SUPPLY CHAIN 4.0 – TECHNOLOGIES, EFFICIENCY, AGILITY, SUSTAINABILITY
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Moderators	Session Reporters
Pr Abdellatif MARGHICH - National School of Business and Management of Fez, and Pr Hicham LAMRABET - National School of Business and Management of Fez	Mrs. Dounia TBER

Paper ID	Paper Title	Author(s)	Institution	Country
19	Towards an Augmented Tax System: How Artificial Intelligence Is Reconfiguring the Missions of Tax Administrations and Consultancy Firms	Machmoume Siham	FSJES-Oujda	Morocco
72	ESG Ratings and Supply Chain 5.0: Synergistic Effects on Responsible Investment Attractiveness in Casablanca Stock Exchange	Tagui Ayyoub, Regragui Fatiha	EST-Meknes	Morocco
115	Lexical Insights into Lean Management in Hospitals: Evidence from CHU Hassan II, Fez, Morocco	Baghdad Achraf, and Ouddasser Abderrahmane	USMBA-Fez	Morocco
122	Balancing Human and Machine: A Position Paper on AI Integration in Procurement Management	Chaouch Noha, Allouani Saif Allah	National School of Business and Management of Fez	Morocco
130	Artificial Intelligence in Credit Risk Assessment for Supply Chain Finance: From Predictive Models to Ecosystemic Resilience	Zaimi Sabae, Benali Mimoun	National School of Business and Management of Fez	Morocco
131	Unveiling Two Decades of Sustainability Performance Indicators: Bibliometric Trends and Future Directions in Corporate Sustainability,	Fechtali Saad, and Ouchen Abdessamad	USMBA-Fez	Morocco

Paper ID	Paper Title	Author(s)	Institution	Country
	Supply Chain, and Artificial Intelligence (2007–2025)			
144	Between Challenges and Innovations: A Qualitative Exploration of Emerging Technologies and Sustainability in Moroccan FMCG Supply Chains	Chekira Aymane, Hmioui Aziz	National School of Business and Management of Fez	Morocco

Track n° 1.2	09:00 - 11:00	DIMENSIONS OF SUPPLY CHAIN 4.0 – TECHNOLOGIES, EFFICIENCY, AGILITY, SUSTAINABILITY
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Moderators	Session Reporters
Pr Youssef HASSANI , Pr Badr BENTALHA , and Pr Fouad BOUASSEM - National School Of Business and Management of Fez	Mrs. Aya CHAFIK

Paper ID	Paper Title	Author(s)	Institution	Country
28	Reviewing the Roles of Artificial Intelligence-Based Technologies in Sustainable Purchasing and Supply Management: Research Propositions for Future Directions	Hinaje Abdelmalek , Siham Sahbani	National School of Business and Management of Fez	Morocco
52	The Evolution of Management Control Systems for Digital Intangibles in Supply Chain 4.0: A Systematic Literature Review	Ben Hmidou Rachid, Chaiboub Majda, Marghich Abdellatif, Eddakir Abdellatif, Aftiss Ahmed, and Marzouki Ihssane	USMBA-Fez	Morocco
66	Impact of Supply Chain 4.0 Technologies on Corporate Tax Behavior: A Systematic Literature Review Based on the PICOS Framework	El Qouri Thami, Taghzouti Abdellatif, El Qouri Abdelouahed, and El Idrissi Acharf	USMBA-Fez	Morocco
91	Digital Transformation and the Implementation of CSR in Sustainable Supply Chains: A Systematic Review and Comparative Analysis with a Focus on Morocco	El Mouaffaq Fadoua, Yazghich Bouchra, and Bounid Samira	USMBA-Fez	Morocco
108	Smart and Green: AI-Driven Solutions for Environmental and Social Impact – Insights from a Bibliometric Study	Fathallah Zineb, Berrada Abba	National School of Business and Management of Fez	Morocco

Paper ID	Paper Title	Author(s)	Institution	Country
124	Unveiling Research Patterns in Tourism and Supply Chain Management: A Bibliometric Approach	Ajdahim Saad, Hmioui Aziz	USMBA-Fez	Morocco
140	Towards Intelligent Production: The Contribution of Digital Twins to Production Process Optimization	Sibousse Malika, Mustapha Ouatmane	UMI-Meknes	Morocco

Track n° 2.1	09:00 - 11:00	INNOVATIVE TECHNOLOGIES, OPTIMIZATION, AND OPERATIONAL EXCELLENCE IN SCM
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Moderators	Session Reporters
Pr Jawad KIBOU - National School of Business and Management of Fez, Pr Youssef ZIZI - National School of Business and Management of Fez, and Pr Khната EL KADIRI – FSJES-Fez	Mr Chafik E-CHINE

Paper ID	Paper Title	Author(s)	Institution	Country
17	Benchmarking the Capabilities of LLMs in Sales Argumentation: Aligning Sales Arguments with Customers' Purchase Motives	Elhissoufi Mustapha, Nfaoui Elhabib, Alla Lhoussaine, and Ed-Daakouri Ikram	USMBA-Fez	Morocco
26	Artificial Intelligence as a Catalyst for Supply Chain 4.0: Bibliometric Study of Technological Advances and Research Horizons	Laghrissi El Mahdi, Rehioui Mourad	USMBA-Fez	Morocco
49	The Role of Artificial Intelligence (AI) in Optimising Logistics Processes: A Bibliometric Analysis of Current Trends and Research Perspectives	Kobbi Mohammed, Lamrabet Hicham	National School of Business and Management of Fez	Morocco
69	A Qualitative Study on Business Intelligence Adoption in Morocco: Towards a Conceptual Model	El Malki Abdelhamid, Touate Samira	USMBA-Fez	Morocco
71	Lean Production in the Industry 4.0 Era: Fabrication Accelerator	Fagroud Fatima-Zahra, Bouchra Aiboud Benchekroun	USMBA-Fez	Morocco
109	Artificial Intelligence in the Public Sector: A Bibliometric Perspective	Chekkour Hamza, Ben Amar Mohammed	USMBA-Fez	Morocco

Paper ID	Paper Title	Author(s)	Institution	Country
114	E-Governance as a Strategic Lever for Strengthening Public Procurement Transparency: A Step-by-Step Fuzzy AHP Logic	Mesbahi Mohammed, El Menzhi Kaoutar, Ait Kassi Mustapha	Mohammed V University-Rabat	Morocco
135	The Impact of Digital Transformation on Management Consulting Practices in SMEs: Towards a New Support Paradigm	Benzakour Imane, Hajar El kortbi, Nada Jabri & Miloud Daoud	National School of Business and Management of Fez	Morocco

Track n° 2.2	09:00 - 11:00	INNOVATIVE TECHNOLOGIES, OPTIMIZATION, AND OPERATIONAL EXCELLENCE IN SCM
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Moderators	Session Reporters
Pr Samira SLAOUI - FST-Fez, Pr Mohamed EL AMRANI - National School of Business and Management of Fez, and Pr Abdessamad OUCHEN - National School of Business and Management of Fez	Pr Ridouan NEJJARI

Paper ID	Paper Title	Author(s)	Institution	Country
13	Towards Smart Hospitals: Contribution of Hospital Information Systems to Logistics Performance: A Confirmatory Quantitative Study	Milou Karim, and Touate Samira	USMBA-Fez	Morocco
33	Sustainable Destination Branding: The Strategic Role of Supply Chain Management	Chafik Miryam, Benjelloun Ahmed	National School of Business and Management of Fez	Morocco
35	Smart Supply Chain and Transformations of Work: Towards an Ethical, Inclusive, and Sustainable Human Resources Management	El-Ogri Oussama, Taghzouti Abdellatif, Achaach Miloud, and Taghzouti Hamza	National School of Business and Management of Fez	Morocco
36	The Intersection of Audit and Supply Chain: A Systematic Literature Review	El Foghali Meryeme, Hassouni Kenza, Ez-Zouaq Rachid, and Baaddi Mohammed	USMBA-Fez	Morocco
74	Exploring the Dynamics Between Technologies and Supply Chain X.0: A Systematic Literature Review	Bensfia Chafik , Ait Lhassan Imad	UMP	Morocco

Paper ID	Paper Title	Author(s)	Institution	Country
97	Rethinking Supply Chain Management in the Era of Data-Driven Management: A Systematic Literature Review	Midar Ichrak, Lhoussaine Alla & Badr Bentalha	National School of Business and Management of Fez	Morocco
112	Internal Audit and Cybersecurity: An Empirical Analysis of Moroccan Firms Listed on the Casablanca Stock Exchange	Machrouh Mohammed, Lamrabet Hicham, Taghzouti Abdellatif, and Taghzouti Hamza	National School of Business and Management of Fez	Morocco
136	Smart Technologies and the Resilience of Sustainable Supply Chains: A Systematic Review Following PRISMA Guidelines	Diani Abdessamad, Aligod Laila	FSJES-Fez	Morocco

Track n° 3.1	09:00 -11:00	GENERATIVE AI IN SUPPLY CHAIN MANAGEMENT
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Moderators	Session Reporters
Pr Fatima Zahra MADHAT - EST-Fez, Pr Zakariae ALAMI MERROUNI - FMPDF, and Pr Jabir ARIF - EST-Fez	Mrs. Aya BENLEMLIH

Paper ID	Paper Title	Author(s)	Institution	Country
38	Artificial Intelligence and Skills Transformation: The Case of the Healthcare Sector in Morocco	Bouhsain Imane, Barakat Ouafa, and Ellassimi Taib	National School of Business and Management of Agadir, UIZ	Morocco
55	A Systematic Review of the Literature on Cross-Domain Recommender Systems Using Convolutional Neural Network as a Deep Learning Method	Charkaoui Youssef, Elhammoumi Zeineb, Tber Dounia, Satauri Imane, and El Beqqali Omar	LI3A-FSDM-USMBA-Fez	Morocco
65	Engaging with Artificial Intelligence in Organizational Settings: A Systematic Review of Generation Z's Attitudes and Behaviors	Abirou Khaoula , Allouani Saif Allah	National School of Business and Management of Fez	Morocco
77	Remote Work and Supply Chain Performance in the Age of Artificial Intelligence: A	Benslimane El Ghali, El Mehdi Badre, Sidouna Slimane, and Lahrech Abdelali	UMI-Meknes	Morocco

Paper ID	Paper Title	Author(s)	Institution	Country
	Systematic and Bibliometric Analysis (2019–2024)			
89	From University to Value Chain: How Generative AI Shapes Student Entrepreneurship and Foresight in the Moroccan Context	El Filali Mohamed, Bachiri Mustapha, and Beddaa Mohammed	Mohammed V University of Rabat	Morocco
127	Exploring Leadership and Resistance to Change in Digital Transformation: A Bibliometric Review	El Agdi Nouhaila, Jamal Abdelfattah, and Benraïss Bouchra	FSJES-Marrakech	Morocco
141	Generative AI in Startup Supply Chains: A Literature Review on Forecasting, Inventory, and Entrepreneurial Performance	Jabri Nada, Imane Benzakour, Hajar El Kortbi & Miloud Daoud	National School of Business and Management of Fez	Morocco

Track n° 3.2	09:00 -11:00	GENERATIVE AI IN SUPPLY CHAIN MANAGEMENT
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Moderators	Session Reporters
Pr Youness DHASSI - FST-Fez, and Pr Abdelaziz ZERKA - FSDM-Fez	Mrs. Imane LAARAICHI

Paper ID	Paper Title	Author(s)	Institution	Country
43	Investigating the Impact of Traceability on Sustainable Performance through Flow Massification Practices and Logistics Cost Optimization in Moroccan Agri-Food	Ouharmi Khalid, Rehioui Mourad	EST-Fez	Morocco
58	Digitalization and Liberated Companies: Complementarity or Contradiction in Performance Improvement	Lamrhary Mohamed Alae, Slaoui Samira	National School of Business and Management of Fez	Morocco
80	Blockchain in Healthcare: A Systematic Review of Applications, Challenges, and Future Directions	Tebr Dounia, Charkaoui Youssef, Elhammoumi Zeineb, Satauri Imane, and El Beqqali Omar	L3IA-FSDM-USMBA-Fez	Morocco
99	The Contribution of Event Marketing to the Structuring of a Smart Tourism Value Chain in Morocco	Benlemlih Aya, Benjelloun Ahmed	National School of Business and Management of Fez	Morocco
121	Artificial Intelligence and Ethical Governance: A Systematic Review of Current Trends and Future Directions	El Boukhari Rihab & Kinani Siham	USMBA-Fez	Morocco

Paper ID	Paper Title	Author(s)	Institution	Country
148	AI-Driven Entrepreneurial Innovation in Startups: A Conceptual Framework	Briache Imane, Taouss Aya, and El Amrani Mohammed	National School of Business and Management of Fez	Morocco
152	The Digital Transformation of the Supply Chain: A Literature Review and a Bibliometric Analysis	Khouia Nabil, Kibou Jawad, and Taghzouti Hamza	National School of Business and Management of Fez	Morocco
158	Digital Governance and Decision-Making Autonomy: Rethinking Organizational Performance in Hypo-Groups	Taghzouti Hamza, Kibou Jawad, Taghzouti Abdellatif, and Maadi Nada	National School of Business and Management of Fez	Morocco

Track n° 4.1	09:00 - 11:00	ADVANCED TECHNOLOGIES FOR LOGISTICS AND TRANSPORT
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Moderators	Session Reporters
Pr Abdelmajid ALAMI - FSJES-Fez, and Pr Yassine BELYAGOU - FP-Errachidia	Mrs. Nada MAADI

Paper ID	Paper Title	Author(s)	Institution	Country
9	Digitalization and Automatization of the Supply Chain in Morocco: An Exploratory Study	Ghoubach Salim, El Amine Bouzid	Mohamed 1st University, Oujda	Morocco
46	Mastering the Uncertainties of the Supply Chain Environment: A State of the Art Detailing Existing Works	Sikal Ourssoula, Zamma Abdellah, and El Khaili Mohamed	UH2-Casablanca	Morocco
62	Transparency and Traceability in Supply Chains in the Blockchain Era: A Systematic Literature Review	El Idrissi Achraf, El Qouri Thami, Remmal Salouwa, and Taghzouti Abdellatif	USMBA-Fez	Morocco
70	Mapping the Intersection of Corporate Social Responsibility and Artificial Intelligence: A Bibliometric Study of Global Trends and Research Networks	Amine Maktoub, Mimoun Benali	National School of Business and Management of FEZ	Morocco
75	Optimizing the Supply Chain through Instantaneous Synchronization of Logistics Interfaces: A Supply Chain 4.0 Framework	Kandsi Lahcen, Arif Jabir & Fouad Jawab	USMBA-Fez	Morocco
102	Early Warning System for Supplier Delays Using IoT-Calibrated Probabilistic Thresholds in Smart EtO Supply Chains	Alaoua Aicha , Mohammed Karim	USMBA-Fez	Morocco

Paper ID	Paper Title	Author(s)	Institution	Country
111	From Artisanal to Smart Supply Chain: A Technological Revitalization Model for the Tanneries of Fez (Morocco)	Idrissi Mehdi, El Maftah Madiha, and Taghzouti Abdellatif	FSJES-Fez	Morocco
142	Statistical Process Control (SPC) for Quality Management in Industrie 4.0: A Literature Review	El Hammoumi Zeineb, Tebr Dounia, Charkaoui Youssef, Satauri Imane, and El Beqqali Omar	L3IA-FSDM-USMBA-Fez	Morocco

Track n° 4.2	09:00 - 11:00	ADVANCED TECHNOLOGIES FOR LOGISTICS AND TRANSPORT
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Moderators	Session Reporters
Pr Abla BERRADA - National School of Business and Management of Fez, and Pr Saloua REMMAL - FSDM-Fez	Mrs. Yasmine AMAHDOUK

Paper ID	Paper Title	Author(s)	Institution	Country
22	Integrating Artificial Intelligence into the Supply Chain: Implications for Management Control – A Systematic Literature Review	Belfiqh Wissal, and Ez-Zouaq Rachid	USMBA-Fez	Morocco
51	Transport and Logistics Optimization: Exploratory Study on AI Management and Its Impact on the Cost of Transporting Merchandises	Lekhal Loubna, Azami Hassani Khalid & Hammani Safae	Multidisciplinary Faculty of Taza	Morocco
54	Phyigital and Customer Experience: A Netnographic Analysis of the Automotive Sector in Morocco	El Bouyahyaoui Idrissi Maroua, Legall-Ely Marine, El Koraichi Mustapha, and El Bayed Sakalli Hanaa	LERSEM – Chouaib Doukkali University (Morocco) LEGO – Université de Bretagne Occidentale (France)	Morocco
67	Optimizing the Supply Chain through Advanced Technologies: Integrating Management Control for Sustainable Performance – Case of Sidi Mohamed Ben Abdellah University	Amrani Hanae, Aftiss Ahmed	FSJES-Fez	Morocco
90	Supply Chain Modelling with Currency Shocks and Material Shortages for a Multi-	Erdem Can	Mizar Analytics	Turkey

Paper ID	Paper Title	Author(s)	Institution	Country
	National Company: A Pilot Study with Machine Learning Based Simulation			
126	Towards a Sustainable and Culturally Rooted Supply Chain: A Comparative Analysis of the Barriers to the Adoption of 4.0 Technologies in Morocco	Amraoui Fadwa, Aiboud Benchekroun Bouchra	USMBA-Fez	Morocco
132	Generative AI and Territorial Logistics Network Modeling	Meziane Badre, Lhoussaine Alla & Badr Bentalha	National School of Business and Management of FEZ	Morocco
146	Towards Understanding Phygital Experience in Logistic-Retail Networks: A Netnographic Exploration of Connected Commerce	Boudri Rachid, Bentalha Badr, and Bounjem Tarik	Euromed University of Fez	Morocco

Track n° 5.1	09:00 - 11:00	CUSTOMER EXPERIENCE AND PERSONALIZATION
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Moderators	Session Reporters
Pr Aziz EL ATIKI EL GUENNOUNI - FSJES-Meknes, and Pr Btissam ZEJJARI - National School of Business and Management of Fez	Mr Said MARDI

Paper ID	Paper Title	Author(s)	Institution	Country
24	Visual Management as an Efficiency Driver in Agile Teams: An Empirical Study	El Hammoumi Mohamed, Snoussi Nawal, Lamrabet Hicham, and El Hammoumi Ahmed	USMBA-Fez	Morocco
25	Customer Experience at the Core of the Supply Chain and Its Logistic Determinants of Satisfaction	Bouaddi Mohamed, Beddaa Mohammed, Moufakkir Hafsa, Ziane Hamza, and Hajjimi Mohammed	UMI-Meknes	Morocco
27	Generative AI in Smart Customer Experience Management: A Bibliometric Insight	Ed-Daakouri Ikram, Alla Lhoussaine, Nfaoui Elhabib, and Elhissoufi Mustapha	USMBA-Fez	Morocco
103	Navigating Negative Customer Experiences in the Digital Era: The Role of AI in Shaping Brand-Consumer Relationships	Houari Rita, Berrada Abla	USMBA-Fez	Morocco

Paper ID	Paper Title	Author(s)	Institution	Country
105	The Human Resource Management and Ethics: A Bibliometric Analyses	Qnais Chaimae, Akioud Malika	USMBA-Fez	Morocco
128	The Digital Pulse of Cultural Tourism: Analyzing Tourist Motives in Fez Using a RoBERTa Question-Answering Framework	El Hassani Azami Mourad , Benjelloun Ahmed	National School of Business and Management of FEZ	Morocco
138	Public Value Creation through Social Media: A Systematic Review	Chekkour Hamza, Ben Amar Mohammed	National School of Business and Management of FEZ	Morocco
159	Artificial Intelligence ; Organizational Learning and Stock Market Performance Integrative literature review	ABDERRAHMANE BEN ADDOU , CHAFIK ECHINE , JAWAD KIBOU	National School of Business and Management of FEZ	Morocco

Track n° 5.2	09:00 - 11:00	CUSTOMER EXPERIENCE AND PERSONALIZATION
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Moderators	Session Reporters
Pr Abdelouahed EL QOURI - EST-Meknes, Pr Ahmed BENJELLOUN - National School of Business and Management of Fez, and Pr Siham SAHBANI - National School of Business and Management of Fez	Mr Abderrahmane BEN ADDOU

Paper ID	Paper Title	Author(s)	Institution	Country
60	From Efficiency to Experience: A Systematic Review of Supply Chain Personalization and Customer Experience	Nassouh Nada, Berrada Abla	National School of Business and Management of FEZ	Morocco
64	The Impact of the Intelligent Supply Chain on Customer Satisfaction: An Analysis of Technological and Human Mechanisms	Azami Hassani Khalid, El Kahlaoui Outmane, and Hammani Safae	FP-Taza	Morocco
82	Organizational Culture and Supply Chain Management: A Bibliometric Analysis of Research Themes and Trends	El Ayyoubi Oumayma , Saif Allah Allouani	National School of Business and Management of FEZ	Morocco
100	Artificial Intelligence in Tourism: Toward an Integrated Model of Travel Planning	Aarabe Mourad, Dehbi Fatima-Ezahra, Bouizgar Meryem, Ben Khizzou Nouhaila, Benjelloun Ahmed, and Alla Lhoussaine	National School of Business and Management of FEZ	Morocco

Paper ID	Paper Title	Author(s)	Institution	Country
106	The Performance of the Public Logistics Chain in the Digital Era: A Bibliometric Analysis	Kharbach Azeddine, Guehair Nouredine	FSJES-Fez	Morocco
116	Artificial Intelligence in Content Marketing Strategies for Effective Customer Prospective: Systematic Literature Review	Moumni Lamiae, Yahiyoun Mohammed & Lhoussaine Alla	USMBA-Fez	Morocco
134	The Level of Integration and Maturity of Geomarketing in Moroccan Companies	El Himer Hamadi , Hilmi Mouna	Mohammed V University, Rabat	Morocco
137	Determinants of Risk Allocation in PPP Projects - Empirical Insights from Morocco	Benarbi Mohammed Amine, Benhayoun Issam, and Tamnine Larbi	USMBA-Fez	Morocco

11:00 – 11:30	Coffee Break
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Workshop	12:00 - 13:30	Publishing Smart: Strategies to Get Your Paper Accepted in Indexed Journals
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Pr **Khaled HUSSAINEY**, Professor of Accounting, Bangor Business School, specializing in Corporate Narrative Reporting, United Kingdom

13:30 – 14:00	Closing Ceremony and Awards for Best Papers
14:00 – 15:00	Lunch

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