CALL FOR PAPERS

Navigating Uncertainty
Future Risks and Grand Challenges for Modern Enterprises

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Businesses are operating in an uncertain future marked by grand challenges across climate and sustainability, health, inclusion, digital transformation, and security. These challenges transcend organizational and national boundaries. They are complex, interconnected, and scalable. They require coordinated responses between public, private and citizen stakeholders, combining governance, innovation and the creation of shared value (George et al., 2016). As a result, companies struggle to structure problems and find definitive solutions (Wang et al., 2025). Their governance requires agility, rapid learning, flexible reallocation of resources, and the creation of the right teams rather than a fixed plan (Ooi & Husted, 2025). In this context, digital technology introduces additional levers and constraints (Mongo et al., 2024). Platforms and data enable large-scale coordination, arbitrage of tensions, and better attribution of value created, provided that transparency, accountability, and governance of contributions are adopted (Nambisan & George, 2024).

In this regard, the literature on "grand challenges" shows that effective action relies on cooperation architectures and collective action mechanisms that align heterogeneous interests with future horizons (Adomako et al., 2024; Chuah et al., 2025; Wang et al., 2025; Ooi & Husted, 2025). A grand challenge is generally defined as a specific critical barrier that, if overcome, would solve an important societal problem with significant overall impact and large-scale implementation (Adomako et al., 2024; George et al., 2016). The "grand challenges" are characterized by a high complexity and a systemic dimension, involving multiple actors, levels of analysis and interdependencies. They go beyond individual organizations to address societal or global issues, and require interdisciplinary approaches as well as high-impact solutions. Their

resolution is associated with lasting transformations in managerial practices and socio-economic systems (Drori et al., 2025). At the organizational level, addressing "grand challenges" can be facilitated by AI, cybersecurity, supply chain resilience, and infrastructure sustainability (Karwowski et al., 2025).

One of the "grand challenges" for the enterprise is meeting changing consumer needs. Modern entreprises face increasing uncertainty as future consumers are increasingly shaped by rapid digitization and the widespread adoption of AI technologies (Rabby et al., 2021). These technologies enable more personalized, proactive, and predictive forms of engagement, but also introduce significant strategic and ethical risks (Kim et al., 2023). Recent research sheds light on how large-scale AI-based recommendation systems and algorithms influence organizational decision-making (Sun et al., 2025; Ngo, 2025; Zaman, 2022). While AI-driven systems can significantly improve efficiency and responsiveness, they also expose enterprises to non-trivial challenges related to privacy breaches, algorithmic biases, and subtle forms of manipulation that are difficult to detect and regulate (Gaczek et al., 2025; Vaileanu and Paun, 2024). As companies expand AI-enabled interactions across borders, digital technologies are increasingly restructuring customer journeys to be interactive and real-time, forcing enterprises to navigate the tension between speed, personalization, and compliance with the principles of fairness, transparency, and respect for consumer autonomy (Gupta et al., 2025).

At the same time, broader social expectations are redefining entrepreneurial risk landscapes. Sustainability, ethics, social inclusion, and inclusive marketing are evolving from peripheral considerations to fundamental strategic imperatives that shape organizational legitimacy and long-term value creation (Ceccarelli et al., 2023). Research on sustainable marketing demonstrates that practices such as green digital advertising (El-Hana et al., 2024), eco-friendly product design, peer influences on sustainable consumption, and ethical business models (Tran et al., 2022) are no longer only appealing to niche ethical segments but are increasingly influencing consumer behavior (Jia et al., 2022). These dynamics intersect directly with emerging challenges in AI governance, in particular the need to identify and mitigate biases in AI-generated content and in marketing communications, along dimensions such as gender, age, ethnicity, and socioeconomic status. Collectively, these shifts underscore that navigating uncertainty requires organizations to anticipate not only changing consumer preferences, but also evolving expectations of how consumers are engaged—through digital, ethical, and inclusive frameworks—positioning marketing innovation as both a strategic opportunity and a crucial organizational challenge.

This special issue invites contributions that explore how modern enterprises are facing "grand challenges." Authors may take empirical, theoretical, or conceptual approaches. Potential research questions may include, but are not limited to:

- How can enterprises design a strategy that enables agile and coordinated responses to interconnected "grand challenges" in sustainability, health, inclusion, digitalization, and security?
- Which cooperative architectures and collective action mechanisms are most effective in aligning heterogeneous stakeholders towards long-term solutions to complex societal challenges?
- How do digital platforms and data-driven infrastructures enable but also limit large-scale coordination, transparency and the distribution of value between public, private and citizen actors?
- In what ways are AI technologies transforming organizational decision-making, accountability, and the diffusion of accountability when addressing ethical and strategic dilemmas?
- How can enterprises balance the benefits of real-time personalization and engagement through AI with the risks of consumer privacy, bias, manipulation, and autonomy?
- What organizational capabilities (e.g., adaptive teams, rapid learning, flexible resource allocation) are critical to managing uncertainty and meeting changing consumer expectations?
- How are sustainability, ethics, and inclusion transforming marketing strategies from niche positioning tools to key drivers of organizational legitimacy and long-term value creation?
- What organizational mechanisms and design principles are needed to detect, mitigate, and prevent bias in AI-generated marketing content, across gender, age, ethnicity, and socioeconomic dimensions?

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• June 20, 2026: Authors submit their full papers
• September 30, 2026: Authors receive feedback
• December 1, 2026: Authors submit their revised articles
• First half of 2027: Publication of the issue

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