

15 April 2025

Ref.: 01.04.CE25/FEMBMM

To the Principal Investigator

Dr / Prof. RAZZOUKI Mustapha

Subject: Ethics Committee Approval

Sir,

After reviewing the submitted file relating to your article project entitled:

“Digital transformation and the Sustainable Performance of small and medium enterprises (SMEs): Dynamic capabilities as Mediator and Open innovation practices as Moderator”, the Ethics Committee of the LARPEG / Faculty of Economics and Management / Sultan Moulay Slimane University, Beni Mellal (Morocco) has the honor to inform you that the implementation of this study (Ref.: 01.04.CE25/FEMBMM) has been approved.

This approval is granted in accordance with the applicable ethical and deontological principles, and is subject to strict compliance with the commitments made in the submitted protocol, namely:

- Obtaining the participants' free and informed verbal consent;
- Ensuring the confidentiality and anonymity of the data;
- Respecting the rights of participants, including their freedom to withdraw at any time without consequence.

We wish you every success in conducting your research work. Please accept, Sir, the assurances of our highest consideration.



Done in Beni Mellal, 15 April 2025

President of the Ethics Committee

MOHAMED JALLAL ELADNANI



Pr. Mohamed Jallal ELADNANI