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**"IV International Conference of  
Doctoral Students"**

**"ICDS 2025 – Proceedings"**

**September 11-12, 2025**



**IV INTERNATIONAL  
CONFERENCE OF  
DOCTORAL STUDENTS  
(ICDS 2025)**

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**PROCEEDINGS – CONFERENCE  
MATERIALS**

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# Conference Information

**Conference Venue:** Rzeszów University of Technology, Faculty of Management

**Dates:** 11–12 September 2025

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## Scientific Organizing Committee:

- Prof. dr. hab. Yuriy Bilan, Rzeszów University of Technology (Poland)
  - Prof. dr. Valentinas Navickas, Lithuania Business College (Lithuania)
  - Prof. dr. Angelė Lileikienė, Lithuania Business College (Lithuania)
  - Dr hab. prof. PRz, Grzegorz Mentel, Rzeszów University of Technology, (Poland)
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  - Assoc. prof. dr. Ryszard Radwański, Centre of Sociological Research (Poland)
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# CONFERENCE SCHEDULE & PROGRAM

Rzeszów University of Technology  
11–12 September 2025

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## DAY 1 – THURSDAY, 11 SEPTEMBER 2025

Time	Event
8:30–9:30	<b>Arrival and Registration</b>
9:30–10:00	<b>Opening Ceremony</b>  Welcome Addresses by: <ul style="list-style-type: none"><li>• Prof. dr. Yuriy Bilan, Rzeszów University of Technology (Poland)</li><li>• Prof. dr. Valentinas Navickas, Lithuania Business College (Lithuania)</li><li>• Assoc. prof. dr. Jurgita Martinkienė, Lithuania Business College (Lithuania)</li></ul>
10:00–11:20	<b>Plenary Session: Energy Transition &amp; Resilience in the 21st Century</b>  Keynote Presentations by Invited Speakers  Moderators: Prof. dr. Yuriy Bilan & Prof. dr. Valentinas Navickas
11:20–11:45	<b>Coffee Break</b>
11:45–13:00	<b>Panel Discussion: ESG, Green Competitiveness and Smart Growth</b>  Moderators: Prof. dr. Rasa Žiliene & Prof. dr. Grzegorz Mentel
13:00–14:00	<b>Lunch Break</b>

<p><b>14:00– 15:40</b></p>	<p><b><i>Parallel Sessions I–II–III</i></b></p> <p><b>Section A: Energy Systems &amp; Energy Transition</b> Papers 1, 2, 4, 7</p> <p><b>Section B: Sustainability &amp; ESG Performance</b> Papers 3, 5, 6, 10</p> <p><b>Section C: Digital Transformation &amp; Technology I</b> Papers 14, 16, 19, 25</p>
<p><b>15:40– 16:00</b></p>	<p><b><i>Coffee Break</i></b></p>
<p><b>16:00– 17:40</b></p>	<p><b><i>Parallel Sessions I–II–III (continued)</i></b></p> <p><b>Section A: Energy Systems &amp; Energy Transition</b> Papers 8, 26, 31</p> <p><b>Section B: Sustainability &amp; Corporate Responsibility II</b> Papers 9, 12, 18, 21, 27 – Flash Presentations</p> <p><b>Section C: Economic Resilience &amp; Regional Development</b> Papers 11, 20, 24, 30</p>
<p><b>18:00– 18:15</b></p>	<p><b><i>End of Day I</i></b> – Conference Summary and Announcements</p>
<p><b>19:30– 22:00</b></p>	<p><b><i>Social Event: Conference Dinner</i></b></p>

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## DAY 2 – FRIDAY, 12 SEPTEMBER 2025

Time	Event
9:00–9:30	<i>Morning Coffee and Late Registration</i>
9:30–11:10	<i>Parallel Sessions IV–V</i>  <b>Section D: Innovation &amp; Management</b> Papers 13, 15, 17, 22, 23  <b>Section E: Tourism &amp; Services</b> Paper 32 + Panel Discussion on Health & Educational Tourism
11:10–11:30	<i>Coffee Break</i>
11:30–13:00	<i>Thematic Session VI: Green Jobs, Skills and Logistics Competitiveness</i>  Papers 28, 29 + Round Table Discussion  Moderators: Prof. dr. Diana Daskevici & Prof. dr. Ilona Skačkauskienė
13:00–14:00	<i>Lunch Break</i>
14:00–16:30	<i>Study Visit and Networking Trip</i>  <i>Innovation and Energy Clusters in the Region</i> – Guided tour with networking opportunities
16:30–17:00	<i>Closing Ceremony</i> <ul style="list-style-type: none"><li>• Conference Summary</li><li>• Invitation to Next ICDS Conference</li></ul>

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# DETAILED SESSION INFORMATION

## THEMATIC TRACKS OVERVIEW

### Track 1: Energy Systems & Energy Transition (7 papers)

- Distributed energy systems, grid infrastructure, renewable integration, climate policy, energy clusters, SMR technology

### Track 2: Sustainability, ESG & Corporate Responsibility (9 papers)

- ESG disclosure, corporate performance, consumer behavior, quality management, social issues, financial technologies

### Track 3: Digital Transformation & Technology (6 papers)

- Digital marketing, AI-CRM systems, employee digital competencies, maritime education, green skills, logistics strategy

### Track 4: Economic Resilience & Regional Development (4 papers)

- National economic resilience, green competitiveness, coastal governance, Blue Economy

### Track 5: Innovation & Management (5 papers)

- Agricultural insurance, GIS technologies, staff motivation, knowledge economy, administrative law

### Track 6: Tourism & Services (1 paper)

- Health tourism facilitator role and organizational partnerships

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## SESSION CHAIRS & MODERATORS

Session	Moderators
<b>Plenary Session</b>	Prof. dr. Yuriy Bilan, Prof. dr. Valentinas Navickas
<b>Panel Discussion Day 1</b>	Prof. dr. Rasa Žiliene, Prof. dr Grzegorz Mentel
<b>Section A: Energy</b>	Assoc. prof. dr. Mantas Švažas
<b>Section B: Sustainability &amp; ESG</b>	Prof. dr. Sigitas Vaitkevicius
<b>Section C: Digital Transformation</b>	Prof. dr. Angele Lileikiene

<b>Section D: Innovation &amp; Management</b>	Assoc. prof. dr. Jurgita Martinkiene
<b>Section E: Tourism &amp; Services</b>	Assoc. prof. dr. Šarūnas Banevičius
<b>Thematic Session VI</b>	Prof. dr. Diana Daskevici, Assoc. Prof. Dr. Ilona Skačkauskienė

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# CONFERENCE ABSTRACTS

## THEMATIC TRACK 1: ENERGY SYSTEMS & ENERGY TRANSITION

### Session 1.1: Distributed Energy Systems and Grid Development

#### 1. A Conceptual Research Model of Distributed Energy Systems as a Tool for Analyzing the Energy Transition

**Marcin Rabe**

*Institute of Management, University of Szczecin, Poland*

**Yuriy Bilan**

*Centre of Sociological Research, Poland*

In the context of the global energy transition, the importance of distributed energy systems (DES) is steadily increasing, as they offer an alternative to traditional, centralized and high-emission energy models. In response to the development of low-emission technologies, the growing share of renewable energy sources, and the need to reduce greenhouse gas emissions, a conceptual, multiparadigmatic research model of DES is proposed, aligned with the goal of achieving climate neutrality by 2050. The model integrates three dimensions of distributed system functioning: the decision-making (H<sub>0</sub>), cognitive (H<sub>1</sub>), and technological (H<sub>2</sub>) dimensions. The research methods included a Scoping Review (Web of Science) and text analysis using IRaMuTeQ, which revealed the dominance of technical perspectives and the insufficient consideration of social, legal, and environmental aspects. Strong interrelations among renewable energy sources, energy storage, prosumption, and microgrids were also identified.

Grounded in network, exergy, virtualization, and prosumer paradigms, the model conceptualizes DES as complex adaptive systems that maintain dynamic equilibrium. Its operationalization encompasses six assessment areas: overarching regulations, policies and planning, local law, management tools, the object of management, and stakeholders. The recursive structure enables the model to be applied in quantitative simulations evaluating resilience, efficiency, and energy justice. The findings emphasize the need for a holistic, transdisciplinary approach and the development of evidence-based public policies that support a just and resilient energy transition.

**Keywords:** distributed energy systems, energy transition, prosumption, research models

*The research leading to these results has received funding from the project titled "Cluster for innovative energy" in the frame of the program "HORIZON-MSCA-2022-SE-01" under the Grant agreement number 101129820.*

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## 4. Evidence of Energy Poverty from NUTS2 Regions

**Francesco Chiaradia**

*Department of Business Studies, Roma Tre University, Italy*

Energy poverty represents a growing and multidimensional challenge for the European Union, with direct implications for social cohesion, territorial equity and the protection of vulnerable groups, especially low-income households. Addressing this phenomenon is crucial not only to reduce inequalities, but also to support a just and inclusive energy transition. In this perspective, a multidisciplinary approach is required, combining insights from economics, social policy, energy studies and spatial analysis. Adopting a territorial lens is particularly relevant, as it allows us to highlight how energy poverty is distributed across space and how regional characteristics can exacerbate or mitigate vulnerability. On an EU NUTS2 dataset, Exploratory Spatial Data Analysis (ESDA) techniques are applied to investigate spatial patterns and to assess the presence and intensity of spatial autocorrelation among European regions. This approach makes it possible to identify clusters of regions characterised by higher or lower levels of vulnerability, to detect potential spatial spillovers and to derive contextualised insights and recommendations for policy makers interested in designing targeted and place-sensitive measures to tackle energy poverty.

**Keywords:** energy poverty, NUTS2 regions, inequalities

*The research leading to these results has received funding from the project titled "Cluster for innovative energy" in the frame of the program "HORIZON-MSCA-2022-SE-01" under the Grant agreement number 101129820.*

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## 26. Challenges for the Development of Electrical Grid Infrastructure in the Context of Increased Share of Renewable Energy Sources

**Beata Szetela**

*Rzeszow University of Technology, Poland*

**Elżbieta Wolanin**

*Rzeszow University of Technology, Poland*

The growing share of renewable energy sources (RES) in Poland's energy mix presents significant technical, economic, and regulatory challenges for the development of the national electrical grid infrastructure. This paper examines the key barriers hindering effective integration of RES—particularly wind and solar—into the Polish power system, with emphasis on grid stability, transmission capacity, and system flexibility. Using a mixed methodological approach that includes analysis of national energy strategies, grid-development plans, and recent RES deployment data, the study identifies several critical constraints: insufficient transmission and distribution network capacity, limited availability of energy storage, delays in grid modernization projects, and regulatory uncertainties affecting investment timelines. The findings highlight that the intermittent and decentralized nature of renewable generation imposes additional demands on system balancing, necessitating advanced forecasting tools, demand-side management, and the expansion of smart-grid technologies. The study also discusses socioeconomic and spatial planning challenges, including public acceptance issues and infrastructural bottlenecks in regions with high RES potential. The paper concludes that addressing these challenges requires coordinated policy reforms, accelerated infrastructure

investments, and integrated planning approaches that align national energy objectives with European Union climate targets. Strengthening grid resilience and flexibility will be essential for enabling Poland's transition toward a sustainable, lowcarbon energy system.

**Keywords:** renewable energy sources, sustainability, energy mix, electrical grid infrastructure

*The research leading to these results has received funding from the project titled "Cluster for innovative energy" in the frame of the program "HORIZON-MSCA-2022-SE-01" under the Grant agreement number 101129820.*

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## **Session 1.2: Energy Transition Strategy and Climate Objectives**

### **2. Intensity of emissions (GHG protocol) as a determinant of investment decisions**

**Katarzyna Widera**

*Centre of Sociological Research, Opole University of Technology, Poland*

**Svitlana Bilan**

*Centre of Sociological Research, Poland*

In the light of climate change and the energy transition in the European Union, the analysis of the carbon footprint of individual sectors of the economy is becoming increasingly important. The analysis of the carbon footprint in Poland and the European Union against the background of the EU's climate neutrality policy is treated as a starting point for assessing the emission intensity as a research goal. The methodology for calculating the carbon footprint in the context of life cycle assessment (LCA) takes into account different ranges of greenhouse gas emissions under the GHG Protocol. Renewable energy sources also generate a carbon footprint, but it is much smaller than from non-renewable sources. The energy mix of European economies (including Polish) is still dominated by non-renewable sources.

The environmental aspect of non-financial ESG (Environmental, Social responsibility, corporate Governance) reporting for companies can be the starting point for portfolio analysis provided that the carbon footprint is intensified. Under Polish law, the conditions for reporting are related to the adoption by Poland of the EU Directive 2014/95/EU on non-financial information. In November 2022, the European Parliament adopted the Corporate Sustainability Reporting (CSRD) Directive. In October 2024, the Sejm received the government's bill implementing the CSRD directive, and on December 6, 2024, the act was adopted.

The analysis pays special attention to companies from industries related to non-renewable energy sources. The research is to quantify the degree of environmental friendliness of companies, including from the mining and energy industries, and to determine the investor's social responsibility related to the intensity of the carbon footprint.

**Keywords:** energy mix, carbon footprint, portfolio analysis, environmental, ESG

*The research leading to these results has received funding from the project titled "Cluster for innovative energy" in the frame of the program "HORIZON-MSCA-2022-SE-01" under the Grant agreement number 101129820.*

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## **7. Impact of ESG rating divergence on corporate resilience on energy market**

**Urszula Mentel**

*Department of Project Management, Rzeszow University of Technology, Poland*

**Grzegorz Mentel**

*Department of Quantitative Methods, Rzeszow University of Technology, Poland*

Energy Enterprises are a key driving force behind high-quality economic development. During financial crises and the coronavirus disease 2019 pandemic, resilience became a key focus of academic research. Environmental, Social, and Governance (ESG) initiatives offer a potential solution to these challenges. However, variations among ESG rating agencies make relying on a single agency's ratings insufficient. This study examines the impact of ESG rating divergence on enterprise resilience. We employ a fixed-effects model to analyze rating data from four major ESG rating agencies. Our findings reveal that ESG rating divergence undermines enterprise resilience by increasing market noise and corporate risks. However, this negative impact diminishes as the innovation capacity of an enterprise strengthens. Our study confirms that ESG rating divergence is a critical factor influencing enterprise resilience, offering a novel perspective on the interplay between ESG rating divergence and enterprise resilience.

**Keywords:** ESG rating divergence, Corporate resilience, Corporate risk, Energy market, Corporate innovation capability

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## **8. Creating Cluster of Clusters in the Energy Sector: Opportunities and Challenges**

**Manuela Tvaronavičienė**

*Vilnius Gediminas Technical University (VILNIUS TECH), Lithuania; General Jonas Žemaitis Military Academy of Lithuania*

Clusters in the energy sector, particularly those focusing on renewable energy, can provide numerous opportunities related to fostering innovations and competitiveness. The EU's energy clusters serve as platforms for communication and knowledge sharing, focusing on energy efficiency and renewable energy technologies, thus playing a crucial role in regional energy transition projects. Energy clusters can help bridging the goals and economic interests of various partner clusters, thereby creating sustainable value chains. Mini energy centers or local energy clusters can improve local energy security and reliability of supply, as already demonstrated by available cases.

While creating clusters of clusters, the following challenges have to be taken into account. Regulatory and market barriers can hinder the formation and optimization of energy clusters. The lack of detailed support and clear regulations can appear to be an obstacle to the development of these clusters. Technological and operational challenges are related to the complexity of the integration of renewable energy sources into the power sector; AI and data-intensive technologies have to be developed to overcome these complexities. Effective collaboration between academia and industry is crucial for addressing clustering challenges in the energy sector.

Energy clusters offer significant opportunities for improving energy efficiency, fostering innovation, and enhancing local energy security. However, they also face substantial challenges related to regulatory frameworks, technological integration, and collaboration dynamics. Addressing these challenges requires a holistic approach that includes clear regulations, investment in technology, and fostering effective partnerships among stakeholders.

**Keywords:** clusters, energy sector, opportunities and challenges

*The research leading to these results has received funding from the project titled "Cluster for innovative energy" in the frame of the program "HORIZON-MSCA-2022-SE-01" under the Grant agreement number 101129820.*

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## **31. Small Modular Reactors as a Strategic Driver of Energy Transition: Economic and Technological Perspectives**

**Adam P. Balcerzak**

*University of Warmia and Mazury in Olsztyn, Poland*

**Elżbieta Rogalska**

*University of Warmia and Mazury in Olsztyn, Poland*

**Michał Bernard Pietrzak**

*Gdańsk University of Technology, Poland*

The aim of this article is to examine the potential of small modular reactors (SMRs) as a pivotal innovation in the global energy transition and their implications for the economics of nuclear energy. The ongoing shift toward low-carbon energy systems is driven by environmental commitments, energy security concerns, and the need for sustainable economic growth. While renewable energy sources such as solar and wind are expanding rapidly, their intermittency and dependence on geographic conditions create challenges for system stability. Nuclear energy remains a viable solution to these issues, yet traditional large-scale plants face significant barriers, including high capital costs, long construction timelines, and complex safety requirements.

SMRs offer a promising alternative by introducing modularity, scalability, and advanced safety features. Their compact design, typically below 300 MW, enables serial manufacturing under controlled conditions, reducing construction time and costs by up to 30% compared to conventional plants. Passive safety systems and inherent design simplicity further enhance operational reliability. SMRs can be deployed in diverse contexts, including regions with limited grid infrastructure or remote areas, thereby improving energy access and resilience. Beyond electricity generation, SMRs support complementary applications such as hydrogen

production, water desalination, and industrial heating, aligning with longterm sustainable development goals.

The article highlights key economic advantages of SMRs: lower financial risk through phased investments, adaptability to local demand, and reduced vulnerability to systemic failures. From a strategic perspective, distributed SMR networks combined with renewable sources can strengthen energy security and mitigate risks associated with centralized systems, including natural disasters and cyber threats. However, technological progress must be accompanied by regulatory harmonization and innovative financing models to accelerate deployment.

In conclusion, SMRs represent a feasible and potentially revolutionary step toward achieving a cleaner, secure, and diversified energy mix. Their integration into national energy strategies could significantly advance global efforts to meet climate targets while ensuring economic competitiveness and reliability. Although challenges remain, growing private-sector involvement and successful pilot projects indicate that SMRs may soon become a cornerstone of sustainable energy systems.

**Keywords:** sustainable energy systems, Small Modular Reactors (SMRs), energy transition

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# THEMATIC TRACK 2: SUSTAINABILITY, ESG & CORPORATE RESPONSIBILITY

## Session 2.1: ESG Disclosure and Corporate Sustainability

### 5. The Role of ESG Disclosure in Driving Performance in the Energy Transition

**Francesca Capolini**

*Department of Business Studies, Roma Tre University, Italy*

The energy transition challenges firms to rethink their strategies and embrace sustainability. In this context, ESG disclosure has emerged as a key tool for aligning corporate practices with climate goals and investor expectations. This study critically reviews empirical literature on the link between ESG reporting and financial performance, with a focus on the energy sector. It examines common variables and methodological approaches used to assess the impact of sustainability factors—such as emissions reduction, renewable energy use and governance practices—on financial indicators. The analysis highlights how ESG transparency can support long-term value creation and competitiveness.

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**Keywords:** sustainability reporting, financial performance, ESG

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## **10. Do ESG Performance and Board Gender Diversity Influence Financial Outcomes in Europe's Energy Sector?**

**Francesca Capolini**

*Department of Business Studies, Roma Tre University, Italy*

The European energy sector plays a critical role in the sustainability transition, where Environmental, Social and Governance (ESG) performance, financial outcomes and board composition are subject to increasing scrutiny from policymakers, investors, and stakeholders. While prior research documents mixed effects of ESG practices on firm outcomes and highlights the importance of gender-diverse boards, empirical evidence remains fragmented across institutional contexts. This study examines the relationship between ESG performance, board gender diversity and financial returns in European listed energy firms, with particular attention to regional heterogeneity.

The dataset includes 38 companies across eight European countries over 2020--2023, yielding 152 firm-year observations sourced from Refinitiv Datastream. The empirical analysis is composed of two steps. First, descriptive statistics and correlation analyses were conducted across four identified European macro-regions. Second, an OLS regression model was applied to assess the determinants of ROA. The results indicate the presence of clear regional asymmetries in ESG performance, board structures and financial outcomes. Overall, Southern European firms tend to exhibit stronger sustainability profiles and higher levels of gender diversity on boards, while Northern European companies display comparatively higher profitability indicators.

In conclusion, the relationship between governance structures, ESG practices and business performance is not uniform throughout Europe but rather seems to differ based on larger institutional, regulatory and regional contexts. Future research should expand the empirical base and look more closely at how stakeholder pressures, market expectations, and policy frameworks influence the governance-sustainability-performance nexus in the European energy sector.

**Keywords:** sustainability reporting, financial performance, ESG, gender diversity, regional differences, energy

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## **Session 2.2: Sustainability and Consumer Behavior**

### **12. Impact of Sustainable Initiatives on Modern Consumer's Purchasing Decisions: Wine Industry Case**

**Rasa Žilienė**

*Department of Management and Economics, Klaipeda University, Lithuania*

**Jelena Skarbalė**

*Department of Management and Economics, Klaipeda University, Lithuania*

Sustainability has become a key paradigm across modern industries, reshaping production models and consumer preferences alike. This study investigates how sustainable initiatives influence modern consumers' purchasing decisions, using the wine industry as a representative case of sustainable production and consumption interaction. Sustainable business practices encompass environmental, social, and economic dimensions -- including resource efficiency, renewable energy use, ethical labor relations, and responsible marketing.

Empirical research conducted among Lithuanian wine consumers revealed that awareness of sustainability in winemaking is steadily growing, yet purchasing behavior remains driven mainly by traditional factors such as the country of origin, grape variety, and recommendations from friends or experts. Only a small proportion of respondents identified eco-labelling or sustainability certifications as decisive when selecting wine. Nevertheless, when sustainable and conventional wines were offered at equal prices, most respondents preferred the sustainable option. However, when the sustainable wine was priced 25--30 percent higher, a majority reverted to conventional choices. About half of respondents expressed willingness to pay a premium of up to 10--20 percent for sustainably produced goods.

The results indicate a persistent gap between consumers' declared environmental attitudes and their actual purchasing behavior. Although modern consumers endorse sustainability in principle, price sensitivity and limited understanding of sustainable production often constrain real behavioral change. To strengthen the impact of sustainability initiatives on consumer decisions, producers and policymakers should focus on transparency, education, and reliable certification systems that enhance credibility and justify price differentials.

**Keywords:** Sustainability, consumer behavior, purchasing decisions, sustainable production, wine industry

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## 18. Assessment of Green Financial Technologies (Fintech)

**Angelė Lileikienė**

*Department of Economics, Lithuania Business College, Klaipėda, Lithuania*

Green financial technologies (Green Fintech) is a new direction in the financial sector that combines technological innovation and sustainability principles. Its goal is to use digital solutions to promote sustainable economic development, reduce the negative impact on the environment and increase the resilience of the financial system to climate change. Green Fintech covers various areas such as sustainable investment, green payments, carbon footprint calculation, ESG data analysis and green bond distribution platforms.

Green financial technological solutions are innovative technologies of the financial sector, focused on sustainable development and environmental protection. Their essence is to integrate financial services with ecological goals, promoting investments in the "green economy" and reducing the negative impact on the environment. Green Fintech solutions act as a bridge between the financial sector and environmental initiatives using digital platforms, data analytics and innovative financial products.

Key functions of green Fintech include: channeling financial flows to sustainable projects, monitoring CO<sub>2</sub> emissions and environmental impact, developing sustainable investments and financial products, driving consumer behavior and regulatory compliance and transparency.

**Keywords:** Green Economy, European Green Deal, sustainability, EU Taxonomy

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## **21. Economic Return of Circular Economy: Benefits for Society**

**Henrika Rugine**

*Klaipeda University, Klaipeda, Lithuania*

**Rasa Žilienė**

*Klaipeda University, Klaipeda, Lithuania*

The concept of Circular Economy (CE) is becoming increasingly important in contemporary business models and policy frameworks. While some businesses across various continents and industries have started to implement CE principles, many discussions remain regarding the business motivation to change traditional linear models. The profitability of CE applications is dependent on industry-specific opportunities and market competition. Governmental pressure varies depending on continental location, policy makers, and state-level factors. Often overlooked motivators for business transition to Circular Economy mode are consumers and society, who sometimes do not concentrate on CE benefits as they perceive only additional costs when purchasing circular products.

This research uncovers and identifies potential economic return of Circular Economy benefits for society. The need to evaluate economic return emerges from inconsistent applications of Circular Economy principles in various markets. The way societies benefit can be split into tangible and intangible dimensions. The benefit from businesses adopting different business processes and business models can change employment situations, which brings economic return in multiple ways and over time opens opportunities and needs for new technologies and skills. The transition to a circular economy has emerged as a crucial paradigm for achieving sustainable economic growth while minimizing environmental degradation.

**Keywords:** Economic return, Circular economy, Circular economy benefits, Society, Social impact

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## **Session 2.3: Quality Management and Governance**

### **6. Good European Practices in Implementation of the Common Assessment Framework for Quality Assurance in Public Administration**

**Mariana Licheva**

*Department of Management and Administration, University of Economics -- Varna, Bulgaria*

The study aims to conduct a comparative analysis of best practices for implementing the Common Assessment Framework (CAF) in the EU public administration to derive guidelines for improving quality assurance in the Bulgarian public administration. CAF is adopted as a model for total quality management (TQM) through self-assessment, with attention to the specificities of public-sector quality management processes. Its implementation promotes adaptability in public administrations by shifting from quality assessment to improvement.

The study identifies the positive effects, problems and challenges in implementing quality management systems in the public sector in Bulgaria, including the implementation of CAF in

some municipal and regional administrations. It concludes that better implementation of EU policies depends not only on the capacity and commitment of individual Member States, but also on the effectiveness and adequacy of the public administration through which these policies are managed.

**Keywords:** Common Assessment Framework (CAF), public administration, public sector, PDCA, TQM

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## **Session 2.4: Occupational Safety and Social Issues**

### **3. Analysis of the social and economic costs of accidents at work caused by improper use of fall protection equipment**

**Michał Basta**

*Polish Chamber of Work Safety at Height, Poland*

Every type of human activity carries the risk of hazardous events that threaten human life or health. Risky events can lead to accidents at work, which can result in material and non-material losses, various injuries, or even death. Therefore, accidents at work -- regardless of the cause -- have various social and economic consequences for injured employees and their families, as well as for businesses and entire societies. This means that maintaining proper occupational health and safety within an organization is crucial to its functioning in a dynamically changing market environment.

The aim of this research is to identify and prioritize the social and economic costs of accidents at work caused by improper use of fall protection equipment, as well as to develop and analyze the social and economic costs of accidents at work caused by improper use of fall protection equipment. The research also assessed the awareness of the social and economic costs of accidents at work caused by improper use of fall protection equipment among workers, particularly construction workers.

**Keywords:** accident at work, cost analysis, working at height

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## **9. The Silver Economy in the European Union: Policies, Regulations and Differences Among Member States**

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Over the past decades, life expectancy has increased significantly, largely supported by advances in healthcare, technology, and the pharmaceutical industry. This shift has shaped a new socio-economic group -- the representatives of the so-called silver economy -- which generates new challenges and opportunities for contemporary management practices and public policies. The dynamics of demographic transformations are reshaping the social, economic, and political landscape, highlighting the important contribution of older adults to society.

This study aims to identify the key elements of the European approach to supporting the development of the silver economy, as well as to systematize and analyze the differences among national strategies across EU Member States. The analysis reveals that the legal framework remains fragmented: there is no unified regulatory approach governing the "silver economy sector" as a whole. Instead, the EU relies on a range of soft law instruments -- Green Papers, consultative and strategic documents, recommendations, and opinions issued by the European Council and the European Commission. The literature review highlights significant national variations, particularly between Central and Eastern European countries. The European Union provides a strategic but not legally binding framework. The development of the silver economy remains strongly dependent on national policies, institutional models, and the investment priorities of individual Member States.

**Keywords:** Silver economy, European Union, ageing population, national policy differences, active and healthy ageing, demographic change, lifelong learning

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# THEMATIC TRACK 3: DIGITAL TRANSFORMATION & TECHNOLOGY

## Session 3.1: Digital Marketing and Customer Relations

### 16. Does Voiceover Matter? Exploring User Engagement in Animated Mobile App Advertising

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Modern social media algorithms and dynamic audience behavior require advertisers to develop a deeper understanding of which advertising formats -- animated ads with or without voice-over -- ensure higher levels of engagement, memorability, and interaction intent. The purpose of this study is to examine the effectiveness of animated advertising videos with and without voice-over, analyze their impact on behavioral and cognitive user metrics, and formulate practical recommendations for optimizing advertising strategies in the digital environment.

The object of the study is the process of user perception and interaction with mobile app video advertising. The subject of the study is the influence of voice-over in mobile app video advertising on user engagement levels and communication effectiveness. The research methods include content analysis, statistical methods (t-test, correlation, regression), economic-mathematical tools, and experimental method.

The practical significance of the study lies in developing recommendations for selecting the optimal animated advertising format in accordance with campaign goals and target audience characteristics. The results can be applied to advertising strategy development in Facebook Ads Manager, video creative production, media buying planning, and optimization of audience acquisition costs. The paper examines the theoretical and methodological foundations of digital advertising, models of user information processing, and features of animated video formats in social media. A practical study of the effectiveness of animated ads with and without voice-over is conducted, including statistical data analysis and interpretation of results based on the AIDA model and the ELM model.

**Keywords:** digital advertising, animated video ads, voice-over, user engagement, cognitive response models, AIDA, ELM, mobile applications, experimental design, statistical analysis

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## **25. Enhancing Marketing Communication Efficiency and CRM Functionality Through AI-Driven Solutions**

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**Kateryna Shevchenko**

*Sumy State University, Ukraine*

**Ryszard Radwański**

*Centre of Sociological Research, Poland*

The paper explores the role of artificial intelligence technologies in enhancing the effectiveness of digital marketing communications and improving customer relationship management (CRM) systems in modern competitive environments. As digital transformation accelerates across industries, companies increasingly rely on data-driven strategies, automated tools, and intelligent algorithms to personalize interactions, optimize customer experience, and strengthen brand engagement. The research identifies key technological trends driving these changes, including machine learning, predictive analytics, recommendation engines, natural language processing, and real-time data segmentation. Special attention is given to how AI-based solutions influence consumer behavior, reduce communication costs, and improve decision-making processes within marketing departments. The study examines the structure and functions of CRM systems through the lens of digital innovation, emphasizing their role in integrating customer data, automating routine tasks, and enabling omnichannel communication. A comprehensive analysis of AI-enabled CRM tools highlights their ability to predict customer churn, enhance lead scoring accuracy, customize marketing campaigns, and increase overall customer lifetime value. The research combines theoretical analysis with empirical investigation, including surveys and expert assessments. The results demonstrate that companies that actively invest in AI-powered marketing tools achieve higher levels of efficiency, customer satisfaction, and competitive advantage. Based on these findings, the thesis proposes recommendations for businesses regarding the selection, integration, and management of AI technologies to maximize their strategic impact. The paper contributes to the development of theoretical and practical approaches to digital marketing transformation, offering insights into how artificial intelligence reshapes communication strategies, customer value creation, and organizational performance in the digital economy.

**Keywords:** artificial intelligence, digital marketing communications, CRM systems, machine learning, customer experience, personalization, data-driven strategies, digital transformation

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## **Session 3.2: Digital Competencies and Business Resilience**

### **14. Integration of Employees' Digital Competencies into Resilient Business Opportunities**

**Jurgita Martinkienė**

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In today's global economic environment, business resilience has become one of the essential conditions for organizational survival and competitiveness. Resilience is understood as the

organization's ability to anticipate, adapt to, and recover from various disruptions such as economic downturns, pandemics, or technological changes. In recent years, growing technological progress and the scale of digitalization have demonstrated that possessing technological resources alone is no longer sufficient -- the key factor is employees' ability to effectively integrate digital competencies into daily activities, ensuring sustainable organizational performance.

Digital competencies encompass not only the ability to use technologies but also dimensions of problem-solving, creative thinking, and collaboration in digital environments -- skills essential for adapting to change. The transformation of organizations into digital ecosystems requires a new competence model based on continuous learning and knowledge management. This raises the scientific problem: how can the integration of employees' digital competencies contribute to strengthening organizational resilience and sustainable performance under conditions of uncertainty?

The aim of this research is to determine which aspects of employees' digital competencies most significantly influence business resilience and how their systematic integration can create additional organizational value and sustainability effects. A mixed empirical research approach combining quantitative and qualitative methods is proposed, employing structured questionnaires and semi-structured interviews.

It is expected that the research results will reveal direct and indirect effects of digital competencies on organizational resilience through mediating factors such as innovation implementation and organizational learning. The findings will identify key competence areas most strongly correlated with resilience indicators. The systematic integration of employees' digital competencies is expected to be a necessary condition for sustainable and resilient business.

**Keywords:** employees' digital competencies, digital transformation, business resilience, organizational learning, innovation, human capital, competence integration, strategic management

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## **28. Current State of Green Jobs and Green Skills Demand in Lithuania**

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**Aurelija Burinskiene**

*Vilnius Gediminas Technical University, Lithuania*

**Asta Valackiene**

*Lithuania Business College, Klaipeda, Lithuania*

This research analyzes the current demand for green jobs and green skills in Lithuania. Key trends include the impact of technology and automation, demographic changes, and focus on employee well-being. A career website analysis indicates demand for various green job positions ranging from management to specialist roles, requiring knowledge of sustainability standards, analytical skills, and technical expertise.

**Keywords:** green skills, green jobs, labour market, case analysis, content analysis

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## **29. Aligning Digital Technologies with Strategy: A Framework for Competitive Logistics**

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Digital transformation has become a cornerstone of competitiveness and innovation within the European logistics ecosystem, serving as a catalyst for efficiency, transparency, and long-term growth. For the European Union, digitalisation is not merely a technological process but a strategic mechanism for strengthening logistics resilience and aligning operational models with the objectives of the Digital Europe Programme. However, practical implementation frequently falters, revealing deep managerial and structural inconsistencies. Fragmented decision-making, insufficient governance frameworks, and unstructured diffusion strategies have constrained the transformative potential of technologies. Although digital transformation enhances organizational competitiveness, many firms struggle to align technological adoption with strategic business objectives. This misalignment leads to inefficiencies, increased operational costs, and missed growth opportunities. Moreover, rapid technological advancement complicates decision-making, underscoring the need for structured investment and evaluation frameworks that integrate strategy with execution.

This study addresses these challenges by developing an integrated decisionmaking framework that aligns digital technology adoption with organizational strategy to ensure long-term competitive advantage. Drawing on the Innovation Diffusion Theory (Rogers, 1995) and established project management methodologies, the research investigates how decision-making architectures determine the success or stagnation of digital technology implementation in logistics firms. A systematic literature review of the Web of Science and Scopus Core Collection identifies key research gaps, highlighting that while individual strategic models exist, their integration into multi-level decision-making frameworks remains underexplored.

Empirical evidence from a five-stage mixed-methods study demonstrates that structured decision frameworks significantly enhance implementation outcomes. Ordinal logistic regression reveals a strong positive correlation between digital adoption and competitive advantage, confirming that firms with coherent decision architectures achieve higher levels of performance and adaptability. The findings emphasize the importance of strategic foresight, structured planning, and organizational readiness for change as critical enablers of successful digital transformation.

Ultimately, this study argues that digital transformation in logistics is not just a technological shift but also a change in managerial cognition and governance. Achieving true digital maturity requires shifting from technology-focused approaches to decision-focused systems that support flexible governance, data-driven strategies. The proposed framework supports strategic decision-making by enabling firms to balance costs, flexibility, quality, and implementation speed. A logistics sector case study further illustrates how companies can prioritize technologies and tailor implementation strategies to strengthen competitiveness.

This research contributes both theoretically and practically: it advances academic understanding of digital strategy alignment while providing decision-makers with actionable guidance to enhance competitiveness and optimize digital investments in an evolving logistics landscape.

**Keywords:** Digital transformation, decision making, frameworks, logistics, competitiveness

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## **34. The role of the facilitator in the health tourism organizational partnership management system**

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Health tourism is an emerging, global and complex segment that requires modern management tools. It accounts for a significant share of domestic tourism in the EU and contributes to reducing seasonality, improving sustainability and job quality, and lowering health costs through preventive measures. Health tourism involves patients travelling abroad to receive medical care, usually paid for by the patients themselves, and differs from unplanned emergency care or cross-border care reimbursed by public systems. In this context, the health tourism facilitator becomes an essential connecting element in a complex network, helping patients navigate between healthcare systems, ensuring a reliable flow of information and high-quality coordination of services. Acting as a bridge of communication and trust between patients, healthcare providers, insurance companies and tourism organizations, the facilitator reduces cultural, linguistic and administrative barriers and strengthens partnership synergies. The analysis highlights enabling and inhibiting factors for health tourism development and shows that the facilitator plays a central role in coordinating services, managing risks and integrating innovative solutions that enhance the long-term competitiveness and sustainability of the health tourism ecosystem.

**Keywords:** health tourism, facilitator, organizational partnership, incentive factors.

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## **Session 3.3: AI and Education/Training**

### **19. The Transformation of Maritime Education in the Age of Artificial Intelligence (AI)**

**Simona Briedienė**

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The maritime industry faces significant challenges in adapting to technological advancements and the need for a skilled workforce capable of operating in an increasingly digitalized maritime environment. Artificial Intelligence (AI) is transforming traditional maritime education, offering new opportunities for simulator-based training, hybrid learning models, and digital pedagogy. The integration of AI in maritime education aligns with the STCW Convention requirements and prepares maritime professionals for contemporary operational challenges.

This research examines how AI technologies are reshaping maritime education programs, with particular attention to simulator-based training systems, hybrid learning environments, and the development of digital competencies. The study analyzes the effectiveness of AI-enhanced

training approaches in preparing maritime professionals for real-world operational scenarios while maintaining compliance with international maritime regulations.

The findings highlight the transformative potential of AI in maritime education while identifying challenges related to technology integration, instructor adaptation, and the balance between digital and hands-on training methods. Recommendations are provided for educational institutions seeking to implement AI-enhanced maritime training programs that meet modern industry standards and student expectations.

**Keywords:** Artificial Intelligence, maritime education, STCW Convention, digital pedagogy, simulator-based training, hybrid learning

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## **35. Current state of green jobs and green skills demand in Lithuania**

**Agnė Šneiderienė**

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Lithuania is undergoing a significant transformation towards a sustainable economy, driven by its commitment to the European Green Deal. This transition emphasises the development of green skills and the creation of green jobs across various sectors. The demand for these skills, especially specialists with expertise in renewable energy, environmental engineering, and other related fields, is increasing rapidly as Lithuania aligns with EU directives aimed at achieving climate neutrality by 2050. Lithuania lacks a comprehensive national policy framework for learning sustainability. This research aims to analyse the current demand for green jobs and green skills in Lithuania.

The development of green skills is a critical factor for successfully transitioning to a sustainable economy. However, despite their recognized importance, the education and development of green skills face several challenges: there is no precise, widely accepted classification of green skills applicable across different sectors and professions; it is challenging to assess employees' existing green skills and identify the additional training required; there is a lack of comprehensive research to determine the demand for green skills across different sectors and regions of Lithuania's economy.

Key trends in the Lithuanian labor market include the impact of technology and automation, demographic changes, and a growing focus on employee well-being. Companies are seeking specialists who can analyze data and create innovative solutions, but a skills shortage exists, particularly in technical professions. The aging population requires planning for workforce replacement and promoting the inclusion of older individuals in the labor market.

A career website analysis indicates a demand for various green job positions in Lithuania, ranging from management to specialist roles, for example, sustainability managers, project managers, engineering technologists, environmental engineers, and sustainability specialists. The required skills vary depending on the position, but common themes include knowledge of sustainability standards and regulations, analytical and project management skills, as well as relevant technical expertise.

**Keywords:** green skills, green jobs, labour market, case analysis, content analysis.

This research was supported by the project “GReen Transition for Economics and Administrative Science (EAS) STudents: Green Jobs, Green Skills, and Green Careers” (2024-2026), partly funded by Erasmus+ Program of the European Union, Agreement No. 2024-1-TR01-KA220HED-000245317

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# THEMATIC TRACK 4: ECONOMIC RESILIENCE & REGIONAL DEVELOPMENT

## Session 4.1: National Economic Resilience and Regional Development

### 24. Strengthening National Economic Resilience Through Socio-Economic Drivers

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**Oleksandr Puhach**

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**Yuriy Bilan**

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Economic resilience has become a central concept in contemporary economic research, reflecting a nation's ability to withstand shocks, adapt to changing conditions, and recover quickly after crises. This paper examines the social and economic determinants that shape the resilience of national economies, emphasising the importance of institutional capacity, social cohesion, innovation potential, and structural flexibility. In the context of global uncertainties, geopolitical tensions, climate change, and technological disruptions, understanding the mechanisms that strengthen economic resilience is critical for ensuring long-term sustainable development. The study highlights that economic resilience is not limited to the ability to return to a pre-crisis state; rather, it involves transforming economic structures, improving governance systems, and developing new growth models. Key economic determinants reviewed include diversification of production and exports, investment in human capital, digitalisation, macroeconomic stability, and the ability of businesses to adapt to new market conditions. Social determinants, such as trust in institutions, community engagement, demographic trends, educational levels, and social protection systems, also play a significant role in supporting national resilience. Special attention is given to the experience of countries that have successfully built resilient economic systems through strategic policy interventions, including innovation-driven development, effective crisis management, and targeted support for vulnerable groups. The paper also reviews the Ukrainian context, where resilience has become a fundamental precondition for survival and post-war recovery. The war has exacerbated existing vulnerabilities, but it has also accelerated reforms, strengthened civic engagement, and spurred the search for new policy solutions aimed at rebuilding the economy on the principles of sustainability, inclusiveness, and competitiveness. The findings contribute to a deeper understanding of how social and economic determinants interact to shape economic resilience and can support policymakers in designing strategies that enhance national capacity to overcome future shocks and ensure stable long-term development.

**Keywords:** economic resilience, national economy, social determinants, economic determinants, sustainability, adaptive capacity, post-war recovery, institutional stability

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## **30. Green Competitiveness of the National Economy: The Role of Social Resilience**

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**Rostyslav Bagriy**

*Sumy State University, Ukraine*

**Svitlana Bilan**

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The transition toward a green and sustainable economic model has become a defining priority for countries facing complex environmental, social, and geopolitical challenges. This paper explores the interdependence between the green competitiveness of the national economy and the social resilience of the population, emphasising their joint influence on sustainable development and long-term economic stability. Green competitiveness is defined as the ability of an economy to generate value through environmentally responsible production, innovation, and the adoption of resource-efficient technologies. Social resilience, defined as the ability of society to adapt to crises, maintain functionality, and recover from shocks, is analysed as a fundamental precondition for successful green transformation. The study argues that without socially resilient communities capable of embracing change, investing in human capital, and supporting green policy reforms, the transition toward a lowcarbon economy cannot be fully realised. Key determinants of social resilience, such as trust in institutions, social cohesion, adaptive capacity, and access to education and digital infrastructure, are evaluated for their impact on the adoption of green technologies, sustainable consumption patterns, and environmental behaviour at the national level. The paper also examines how green industrial strategies, circular economy principles, and renewable energy deployment contribute to enhancing social resilience, particularly in times of external shocks, such as military conflicts or climate-related disruptions. The research integrates theoretical analysis, comparative assessment of international practices, and a review of empirical studies on socio-economic resilience and green innovation. The findings demonstrate that green competitiveness and social resilience form a mutually reinforcing system: resilient societies are more capable of supporting green reforms, while green economic growth creates new jobs, improves quality of life, and reduces socio-economic vulnerabilities. The paper concludes with policy recommendations for enhancing the synergy between social resilience and green competitiveness. These include investments in human capital development, digital and energy infrastructure modernisation, community-level resilience programs, and the integration of green principles into national recovery strategies. Strengthening this synergy is crucial for ensuring a sustainable post-crisis recovery and achieving long-term national competitiveness in a rapidly evolving global environment.

**Keywords:** green competitiveness, social resilience, sustainable development, circular economy, national economy, energy transition

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# Session 4.2: Coastal Governance and Blue Economy

## 11. The Collapse of Blue Economy Aspirations in the Black Sea

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The Blue Economy has been widely promoted as a strategic framework for sustainable growth, harmonising maritime resource use with economic and ecological objectives. For the European Union, the Black Sea region was regarded as an emerging area for applying this model -- particularly through initiatives like the Common Maritime Agenda and Black Sea Synergy. However, Russia's full-scale invasion of Ukraine in 2022 has severely undermined these ambitions, revealing the fragility of regional sustainability frameworks under conditions of armed confrontation.

The destruction of the Kakhovka Dam in 2023 triggered widespread land degradation and water scarcity across southern Ukraine, eliminated extensive wetland systems, and disrupted the lower Dnipro's hydrology. Continuous shelling and industrial explosions have caused widespread environmental damage and released large volumes of pollutants. These developments have destabilised ecosystems, interrupted environmental governance, and contributed to unaccounted greenhouse gas emissions. Although these processes unfold within Ukraine's territory, political and administrative borders do not contain ecological or climatic consequences.

In Ukraine and its maritime neighbours, the war has severely disrupted Blue Economy development. Ports have been bombed or blockaded; maritime corridors mined and militarised. The Black Sea itself has suffered extensive degradation. The 2024 Kerch Strait oil spill polluted over 60 kilometres of coastline, causing severe ecological damage and habitat loss. Marine protected areas were militarised, and most regional biodiversity monitoring and conservation programmes were suspended or severely restricted.

The war has transformed the Blue Economy from an actionable policy model into a suspended ambition. Its key mechanisms have been neutralised or side-lined. However, the war has also accelerated the green transition at the EU's core. This duality reveals a growing asymmetry in how sustainability unfolds across the continent. Restoring a functional Blue Economy in the Black Sea will require not only physical reconstruction, but also the reestablishment of trust, environmental resilience, and multilateral coordination.

**Keywords:** Blue Economy, Regional sustainability, European Green Deal, ecological disruption, sustainability under conflict, regional collapse

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## **20. Prospects for Integrating European Union Practices into Sustainable Coastal Governance in Ukraine: Pre-War, Wartime, and Post-War Contexts**

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Before the war, the development of Ukraine's Black Sea and Azov Sea coasts was characterised by a gradual convergence with EU approaches to Integrated Coastal Zone Management (ICZM) and Maritime Spatial Planning (MSP). Despite participation in international initiatives, practical implementation remained limited due to the inconsistency of sectoral policies, weak inter-institutional coordination, and insufficient monitoring of coastal ecosystems.

Active hostilities since 2022 have caused large-scale degradation of natural systems and critical coastal infrastructure, including the destruction of ports and coastal protection structures, sea mine contamination, marine pollution, and shoreline erosion. Under the constant threat of physical destruction of facilities and territories, the practical implementation of sustainable development remains constrained. At the same time, there is an urgent need to develop strategic frameworks, models, and scenarios that will ensure coordinated recovery after the conflict ends.

The design and implementation of post-war recovery strategies, as well as support programmes during ongoing hostilities, create opportunities to integrate contemporary European practices through the EU-Ukraine Facility, the Ukraine Plan, and the EU4Environment and LIFE programmes. These instruments are oriented towards ecosystem restoration, maritime spatial planning, digitalisation of monitoring, and community engagement. Cooperation with EU institutions is crucial, as it allows not only the mobilisation of financial and technical resources but also the adoption of proven governance models that align environmental, economic, and security objectives.

From a scholarly perspective, analysing the integration of European practices under wartime and post-war reconstruction forms a new field of inquiry. Issues of sustainable development should be examined through the lens of armed conflict, which represents an atypical precedent for coastal governance practices. This approach provides a foundation for developing an evidence-based framework for future policies and institutional learning required for the resilient recovery of Ukraine's coasts.

**Keywords:** sustainable development, post-war recovery, integration of EU practices

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# THEMATIC TRACK 5: INNOVATION & MANAGEMENT

## Session 5.1: Agricultural Innovation and Insurance

### 15. Current Challenges and Prospects for Insurance Protection of the Agricultural Sector of the Economy

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The agricultural sector is strategically important for Ukraine's economy, as it ensures food security and is a source of a significant part of GDP and exports. At the same time, the activities of agricultural enterprises are characterised by high volatility due to the influence of climatic factors, market instability and economic shocks. In this context, agricultural risk insurance is a key mechanism for ensuring the financial stability of producers, minimising losses and increasing the investment attractiveness of the agricultural sector.

The current state of agricultural insurance in Ukraine is determined by a number of challenges. First, there are the consequences of climate change and frequent extreme weather events, including droughts, floods, frosts, and the spread of pests and diseases affecting agricultural crops. Secondly, the instability of financial markets complicates the determination of insurance rates and the forecasting of insurance payments. Thirdly, there is an insufficient level of insurance culture among farmers, low awareness of the benefits of insurance and the terms of insurance contracts. Added to this are the limited supply of insurance products and existing regulatory and institutional barriers.

Current trends in the development of agricultural insurance in Ukraine and worldwide open up significant prospects for improving the effectiveness of insurance protection. The introduction of innovative insurance products, such as parametric insurance, index crop insurance and combined solutions with agrotechnical and financial services, allows for better response to the needs of agricultural producers. The digitalisation of insurance processes, including the use of satellite data, drones, Big Data and artificial intelligence, makes it possible to assess risks more accurately, monitor crop conditions and speed up the payment process. Another important factor is the development of state support for agricultural insurance through insurance premium compensation, joint programmes with international donors and agricultural associations.

**Keywords:** insurance, agricultural risks, financial security, risk management, development of insurance services, agricultural sector of the economy

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## 23. Integrating GIS and Parametric Insurance in Agricultural Insurance Transformation

**Olga Ponomarenko**

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Agriculture sector in Ukraine is undergoing a significant transformation, driven by climate volatility, recurrent natural hazards, and the severe impact of war. Conventional insurance mechanisms, which only cover a fraction of cultivated land, are inadequate for the magnitude of risks the sector faces. Farmers frequently view these products as complex, sluggish, and unreliable, which further deters participation. In this context, the integration of Geographic Information Systems (GIS), satellite monitoring, and parametric insurance models offers an innovative and adaptive solution.

The originality of the study lies in its systematic geospatial framework, which links technological precision with institutional reform. Unlike traditional approaches that depend on generic indicators, GIS-based risk assessment incorporates regional differentiation. Ukraine's agricultural zones differ markedly in exposure: the southern and eastern areas are highly prone to drought, while the western zones often experience heavy rainfall and flooding. Thus, spatially explicit data allow insurance models to mirror local conditions, instead of imposing uniform tariffs across the country (Prokopchuk et al., 2024).

A major innovative component is the use of remote-sensing and Earthobservation data. Indices such as NDVI (Normalized Difference Vegetation Index) and soil-moisture measurements offer objective, continuous monitoring of crop conditions. This reduces reliance on manual inspections and makes claim payouts quicker, more transparent, and less susceptible to disputes. It also improves accessibility for smallholders, especially those operating in remote regions (Nguyen et al., 2025). Equally important is the parametric insurance model, which ties compensation not to actual field losses but to predefined thresholds of weather or biophysical indicators. This approach speeds payouts and cuts administrative costs, making insurance both more efficient and more credible (Steininger, 2021). In Ukraine's conflict-impacted context, parametric solutions provide a distinct advantage: they can be crafted around measurable data even when field verification is impossible because of security risks. The study also proposes development of a digital ecosystem, including the creation of a national web platform that integrates geospatial datasets, insurance contracts, and state-support programs (Ministry of Agrarian Policy of Ukraine, 2023). Such a system could automate procedures, broaden access via "pay-as-you-grow" models, and boost farmer confidence in insurance services. Beyond technological innovation, the framework stresses institutional innovation. It calls for stable state subsidies, collaborations with international reinsurers, and affinity models embedded within agribusiness supply chains. Together, these mechanisms can ensure broader adoption, risk-sharing, and long-term sustainability (World Bank, 2023).

In summary, integrating GIS and parametric insurance is more than a technical upgrade; it represents a paradigm shift in agricultural resilience planning. It transforms insurance from a reactive mechanism of loss compensation into a proactive system of risk anticipation and climate adaptation. By merging precision technologies, digital tools, and institutional innovation, Ukraine can build a resilient agricultural insurance model that underpins food security, bolsters farmer confidence, and aids post-war recovery.

**Keywords:** insurance, agricultural insurance, risks, digital technologies, innovative management tools

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### **33. Exercising the right to a fair trial in cases concerning the sanctioning of requests or decisions from public administration bodies**

**Jovita Einikienė**

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The sanctioning of actions by public administration entities is closely related to the control and administrative supervision of economic entities, where the compliance of non-subordinate entities with legal norms is monitored and, in the event of noncompliance, corrective or punitive measures are taken. The purpose of this report is to reveal the concept and content of sanctioning by administrative courts.

Sanctions are used to supervise a business conduct in specific areas of economic activity (e.g., consumer protection from poor-quality or unsafe products, misleading advertising, prevention of illegal gambling, supervision of the investment or insurance services market, personal data protection, compliance with competition rules, alcohol or tobacco control, etc.), and these measures are also used to promptly collect and/or obtain information (data) during investigations. Sanctions also prevent negative consequences or potentially greater damage to consumer interests, the state, or other honest market participants before the final conclusions of the investigations are reached. It should also be noted that precisely through the use of sanctions the proper implementation (enforcement) of decisions taken or measures applied by the relevant public administration bodies can be ensured too.

A person's right to a court (access to justice) is understood not only as the right to a court hearing in general, enabling a person to defend their potentially violated rights and interests before the judge, but also as ensuring a judicial process of appropriate quality for individuals. The right to a fair trial is a procedural right to justice, the content of which depends on the branch of law being analyzed, the violated rights being defended, and the regulation of the process of defending them in court. Nevertheless, certain aspects are necessary and characteristic of the protection of any right in court, without which we cannot speak of guarantees of a fair trial for individuals: for example, the right to an independent and impartial hearing, the right to be informed about the court proceedings, the right to submit explanations to the court on issues arising during the proceedings, the right to appeal, the right to be represented and to have legal assistance, etc.

The Law on Administrative Proceedings of the Republic of Lithuania establishes the possibility to entrust an additional power to administrative courts in separate laws. Namely, all sanctioning measures are exclusively laid down in separate legal acts, the preparation and coordination of which falls within the competence of separate institutions supervising separate sectors of the state's economy. Sanctioning measures can be found in more than 20 laws, among which the following are the most frequently applied in administrative court practice: the Law on Gambling, the Law on the Bank of Lithuania, the Law on Copyright and Related Rights, the Law on Public Information, the Law on Competition, the Law on Consumer Rights Protection, the Law on Alcohol Control, and others.

The sanctioning actions performed by administrative courts can be classified in various ways. Depending on their purpose and nature, they are divided into the sanctioning of procedural coercive measures and the sanctioning of administrative decisions. According to the specifics

of administrative procedure, the sanctioning actions requested from administrative courts could be classified as ex ante and ex post, or the sanctioning of administrative decisions.

The peculiarity of these administrative disputes is that the court proceedings are conducted with the participation of only the public administration entity, i.e., other interested parties do not participate in these proceedings and do not have the procedural rights (e.g., the right to access the case file, the right to appeal, the right to provide explanations, etc.). In accordance with special laws, the court ensures that other persons do not have access to the requests of public administration entities in these cases. Usually, the case is heard in a closed court session and the case materials are declared confidential.

Summarizing the current legal regulation of sanctioning cases in administrative courts, it should be considered whether at least the basic rules of the sanctioning process in court should be enshrined in the law governing court proceedings, thus ensuring a clearer court process and the procedural status and guarantees of economic entities and of interested parties in sanctioning process. Furthermore, as the practice of the European Court of Human Rights shows, it is necessary to take into account that in this category of administrative disputes there is a high risk of the state being held liable for violating a person's right to a court and for failing to ensure access to justice of an appropriate quality

**Keywords:** access to justice, due process, administrative law, business disputes, civil and administrative litigation.

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## **Session 5.2: Human Resources and Staff Management**

### **17. Staff Motivation Through the Lens of Generations**

**Tetiana Lunkina**

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**Elyzaveta Lunkina**

*Petro Mohyla Black Sea National University, Mykolaiv, Ukraine*

Each person has a unique set of motivations that determine their attitude to work, level of involvement in the team, and overall productivity. Staff motivation is a key factor in the effective performance of an organization, but its mechanisms vary significantly depending on the generation of employees. Each generation has unique values that influence their expectations of work and key motivators.

The issue of effective staff motivation in today's world is becoming increasingly relevant in the context of rapid transformation of the economic, social, and digital space. An important prerequisite for building a successful human resource management strategy is to take into account the specific value orientations of different generations of employees, their needs, expectations, and behavior patterns.

The modern labor market is shaped by representatives of several generations, including Generations X, Y, Z, and the new Generation Alpha. Each of them has specific characteristics that have been shaped by historical, social, and technological changes. Representatives of Generation Z have grown up in an environment of information, digital technologies, globalization, and a high level of awareness of issues related to well-being, ecology, and psycho-

emotional state. That is why their motivation is inextricably linked to the need for more flexible, personalized working conditions.

The relevance of the problem is due to the fact that representatives of different generations coexist in the modern working environment, each of which has its own motivational characteristics. Therefore, for companies and enterprises to function effectively, leaders must take into account the motivational aspects of each generation.

**Keywords:** generations, staff motivation, organizational management, human resources, workplace engagement

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## **Session 5.3: Knowledge Economy and Strategic Development**

### **22. Marketing Tools as Drivers for the Knowledge Economy Development**

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Developing the knowledge economy is crucial for countries' economic growth. Despite the benefits of the knowledge economy, scholarly research and practical frameworks for its implementation remain limited. Rapid dissemination and pervasiveness of the knowledge economy require solutions that support its development. This can be achieved by creating effective strategies, providing support and funding, and utilizing marketing tools. The research aims to address the challenge of selecting the most effective marketing tools for promoting the growth of the knowledge economy and to develop a model based on the findings of the research. The theoretical aspects of non-profit, social, and political marketing are analysed, the concept of self-segmentation is introduced, and an idea for transforming society's readiness to foster the values of the knowledge economy is presented. As a result, a marketing-based theoretical model for the development of the knowledge economy and a coherent five-stage model for promoting its development were created.

The theoretical model presents a structured sequence of stages essential for establishing the foundations of the knowledge economy, serving as a guide for strategic planning. It integrates concepts from both marketing and the knowledge economy, emphasizing their interdependence. In this model, policymakers and organisations act as enablers, while society provides meaning and legitimacy. Marketing principles facilitate the dissemination of ideas, linking knowledge economy components into a value-generating chain. The model's success depends on the openness of political actors and the public to embrace knowledge economy values.

The five-stage model encapsulates key concepts for fostering the knowledge economy. The selection of marketing tools is determined by the level of readiness and openness of society to accept new ideas. Successful dissemination depends on inter-institutional collaboration and the accurate identification of target audiences. A tailored set of marketing tools is developed through ongoing data analysis, ensuring adaptability and effectiveness.

The authors argue that coherent and practical development of the knowledge economy at the national level requires the active participation of key stakeholders, adherence to the operational principles specific to the knowledge economy, and the establishment of shared strategic guidelines.

**Keywords:** marketing, knowledge economy, business development

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## **36. Importance and necessity of management audit for improving organisational performance**

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Modern businesses operate in a highly competitive, dynamic and complex environment. Profit maximisation is one of the key factors that determine a company's ability to remain in the market, grow, attract investment and gain competitive advantage. Profit maximisation is reflected in financial results that, for most businesses, are largely assessed and expressed as financial indicators. Performance audit is widely used to evaluate and monitor indicators related to financial economy, financial efficiency, and financial effectiveness. Performance audit is applied in both the private and public sectors and is periodically updated to include new indicators to assess financial performance. However, analysis of business competitiveness shows that performance audit alone may not always identify key conditions that negatively affect the performance of a business. In some cases, it is the managerial rather than financial factors that undermine the company's potential to achieve a strategic advantage over the competition. The main reason is that incorrect management decisions often cannot be remedied by performing an audit alone. Therefore, assessing only operations as such leaves the quality and effectiveness of management unexamined. As a result, to obtain a complete evaluation of a company's effectiveness, especially when the business is operating at a loss, one must assess not only operational performance but also the quality and effectiveness of management, applying a management audit.

In today's business environment, the benefits and importance of management audit for organisational performance are clearly recognised. It is important to business enterprises, organisations, and institutions in the public sector alike. Nevertheless, management audit remains insufficiently widespread among business enterprises and is not applied as frequently as performance audit. The analysis shows that there are still no clear and unified methodologies, systems, models, or standards that clearly and specifically define how management audit should be conducted. The analysis also identifies several factors that limit the application of the management audit. One such factor is that businesses currently use a large number of different management models that operate under diverse organisational structures and systems. Furthermore, these models tend to vary, which complicates the audit process and, instead of a single benchmark management model, requires the development of an adapted standard each time. This means that an experienced auditor must possess a high level of methodological competence, whereas a less experienced auditor should be supported by comprehensive methodological guidance. The lack of qualified specialists and established methodologies restricts the development of management auditing. Nevertheless, analysis

shows that, despite existing obstacles, understanding the impact of management on organisational performance is changing in business practice. There has been visible progress in the development of management audit models, methodologies, frameworks, and standards. This progress provides suitable conditions for scrutinising, structuring, and classifying management audit practices, as well as for proposing validated methodologies and standardised procedures for evaluating common management cases. It also enables the creation of procedural frameworks designed to assess unique management situations.

In the public sector, more progress has been made in the application of management audit. There, governance is put under tighter legal constraints, resulting in conditions that favour structuring procedural experience and knowledge of management and designing management audit standards on that basis. The development of the scope of management audit is guided by the decisions of the International Organisation of Supreme Audit Institutions (INTOSAI), which introduce the principles and standards of public-sector auditing. Approved in 2004, INTOSAI GOV 9100 – Guidelines for Internal Control Standards for the Public Sector establishes an internal control framework to assess the achievement of strategic objectives, risk management, and accountability structures based on the principles of transparency, focus, and responsibility, ensuring the reliability and effectiveness of governance systems. The International Organisation for Standardisation (ISO), which develops standards in various governance-related areas, also plays a role in the application of management audit. Published in 2021, ISO 37000:2021 – Governance of Organisations: Guidance is of particular importance. This standard defines the principles of good governance by focussing on responsibility, transparency, ethics, quality decision-making, sustainability, and stakeholder participation in management processes. Although ISO 37000 provides clear criteria and guidance for assessing governance quality, it does not offer specific methodologies for conducting a management audit. Among the latest legal documents relevant to the evaluation of organisational governance and the application of management audit is the important Directive (EU) 2022/2464 of the European Parliament and of the Council on corporate sustainability reporting, also known as the Corporate Sustainability Reporting Directive (CSRD), adopted in 2022. This directive establishes corporate obligations to disclose information not only on environmental and social matters but also on governance (ESG – Environmental, Social, and Governance) aspects to enhance transparency and accountability. The CSRD is implemented through the European Sustainability Reporting Standards (ESRS). One of these standards, ESRS G1 – Governance, Risk Management, and Internal Control, adopted in 2023, regulates disclosure requirements regarding organisational governance structures, decision-making processes, internal control mechanisms, and accountability systems to ensure transparency and responsibility towards stakeholders. Although the ESG principles, the CSRD and the ESRS provide a significant informational and legal basis for evaluating organisational governance, their application remains focused on information disclosure rather than on the implementation of management audit, without specifying how such an audit should be conducted. Meanwhile, INTOSAI GOV 9100 provides a conceptual foundation for governance auditing, and ISO 37000:2021 establishes the principles of good governance, but neither defines a specific methodology for performing a management audit.

In conclusion, it can be said that, while certain management and accountability principles and requirements for the disclosure of information about governance do exist, there is a lack of scientific understanding of the methodological basis of management audit. To date, decisions made by management audit professionals provide a framework that defines conceptual, normative, and evaluation criteria, yet the practical application of management audit needs more scientific data, which would require the development of methodological knowledge, a scientific evaluation of the effectiveness of the procedures, and a study of national applicability in both the public and private sectors. Thus, management audit, as an object of scientific research, represents a relevant and developing field of audit whose advancement could improve the quality of business management, improve operational performance, and create conditions

for enterprises to achieve greater strategic advantage. Therefore, it is essential to look for scientifically grounded solutions that create valid management audit systems, methodologies, and models that form the basis for performing high-quality audits adapted to business organisations. The theoretical and methodological validation of management audit, grounded in both theoretical and practical systems and models, is an exceptionally important step towards establishing management audit as an integral part of business management.

**Keywords:** management audit, performance audit, operating efficiency, audit standards

# THEMATIC TRACK 6: TOURISM & SERVICES

## Session 1.1: Health tourism facilitator role and organizational partnerships

### 34. The role of the facilitator in the health tourism organizational partnership management system

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Health tourism is an emerging, global, complex and rapidly changing segment that needs to be managed with modern management tools. Health tourism accounts for around 5% of total tourism in the EU-27 and accounts for around 0.3% of the EU economy. Health tourism accounts for a much larger share of domestic tourism than general tourism. Increasing the share of health tourism can reduce the seasonality of tourism, improve sustainability and quality of job, and the use of preventive measures can help reduce health costs.

Health tourism involves the practice of patients travelling abroad to receive medical care, which is usually paid for by the health tourists. It is thus different from tourists seeking unplanned, emergency care abroad and from cross-border care, where insurance companies or national health care systems reimburse their citizens for care received abroad. Although health tourism is not a new practice, it has gained greater public attention in recent years due to the increasing number of people from high-income countries seeking care in low- and middle-income countries.

The health tourism facilitator becomes an essential connecting element in this complex network, as it not only helps patients navigate between healthcare systems in different countries, but also ensures a reliable flow of information and high-quality coordination of services. The facilitator, acting as a bridge of communication and trust between patients, healthcare providers and other participants in the tourism industry, contributes to the greater attractiveness and sustainability of health tourism. Its role is particularly important in reducing cultural, linguistic and administrative barriers, which allows for more effective use of the social and economic value created by the tourism sector.

The analysis revealed that the development of health tourism is determined by a complex combination of factors, including medical, economic, social, cultural and legal aspects. For patients, one of the most important indicators of the quality of services is the effectiveness of treatment, the competence and certificates of medical personnel, advanced technologies and shorter waiting periods. No less important are additional motives, such as psychological comfort, the uniqueness of services, the ability to combine treatment with vacations or wellness procedures. Analyzing the enabling and inhibiting factors, investments in modern infrastructure, international accreditation, effective coordination of services and political and social stability are necessary for the success of the sector. At the same time, the development of the sector is limited by high market entry costs, insufficient coordination, quality assurance deficiencies and legal barriers. Therefore, health tourism is forming as a multifaceted phenomenon, the successful development of which depends on the ability to balance economic interests, medical innovations, patient expectations and the creation of a sustainable tourism environment.

In the health tourism organizational partnership management system, the facilitator occupies a central place, as it is he who connects patients, healthcare providers, insurance companies and tourism organizations into one coherent network. The role of facilitator includes not only the creation of information and communication channels, but also the coordination of services, risk reduction and improvement of patient experience throughout the travel cycle. He acts as a guarantor of reliability and trust, helping patients overcome informational, cultural and legal barriers, as well as ensuring access to quality services based on international standards. Various mediation models – from independent travel to specialized agencies or doctor recommendations – show that this function is flexible and adaptable to different health tourism contexts. Strategically, the facilitator strengthens partnership synergies, promotes public-private cooperation and integrates innovative technologies, thus creating added value for the health tourism ecosystem and contributing to its longterm competitiveness and sustainability.

**Keywords:** health tourism, facilitator, organizational partnership, incentive factors.

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