



Kaunas
Faculty

CONFERENCE PROGRAMME

TIME	EVENT	LOCATION
10:00 – 10:30	REGISTRATION <i>Vilnius University Kaunas Faculty, Entrance Hall in Building 2, 1st floor. Address: Muitinės Str. 8, LT-44280, Kaunas</i> COFFEE (2nd floor Room: 5)	In-person
10:30 – 13:00	OPENING OF THE CONFERENCE and KEYNOTE PRESENTATIONS Andra Kniukškaitė (Kaunas BC „Žalgiris“) Keynote presentation: <i>Kaunas BC “Žalgiris” ticket sales strategies</i> Ugnius Savickas (Business challenger and consultant) Keynote presentation: <i>Transformative Management in Practice: A Gestalt Lens on Organizational Culture and Customer perception</i> Paulita Šubert-Vaupšė (Web hosting company “Hostinger“) Keynote presentation: <i>Why Automation Must Be Embedded in a Company’s DNA</i> Ilja Laurs (Entrepreneur, investor, futurist and public figure) Keynote presentation: <i>AI-driven restructuring of the entire economy</i> DISCUSSION: <i>“The formula for future business resilience: technological progress + academic knowledge + people?”</i> Participating: <i>Ilja Laurs and Paulita Šubert-Vaupšė, Moderator: Ugnius Savickas</i>	In-person (Room: Prof. V. Gronsko a.) and online
13:00 – 14:00	LUNCH BREAK	
14:00 – 14:30	POSTERS SESSION	In-person
14:30 – 17:30	PARALLEL SESSIONS IN SECTIONS (A, B, C, D, E, F, G)	In-person and online
17:30 – 18:00	AWARDS FOR THE BEST PRESENTATION FROM EACH SECTION and CLOSING OF THE CONFERENCE	In-person (Room: Prof. V. Gronsko a.) and online

*Time zone: GMT+3 (EET)

PARALLEL SESSIONS

SECTION A

Organisational management challenges and new trends (1) (Room: IV)

Moderators: Assoc. Prof. Dr Ingrida Šarkiūnaitė, Asist. Prof. Dr Rasa Bartkutė	
14:30	Antanas Ūsas, Edgaras Abromavičius (Vilnius University, Lithuania) Digitalization and Esports Integration in Football Organizations: A Comparative Analysis of MLS and the Baltic States
14:50	Neringa Mikliušaitė (UAB "DMK LT", Lithuania) Professional Burnout as a Factor in Employee Career Management
15:10	Vita Sutkienė (Vilnius University, Lithuania) Application of Artificial Intelligence Personalization Solutions in Cultural Services Recommendation
15:30	Samir Ahmad Dit Al Hakim (Poznań University of Economics and Business, Poland) Why Operational Efficiency and Patient Engagement Trump Structural Resources in Polish Resource-Constrained Healthcare System
15:50	Lucas Stucky, Vilma Čingienė (Mykolas Romeris University, Lithuania) Stakeholder Perceptions as Key Drivers in the Assessment of Good Governance of Sport Organisations
16:10	Daiva Masaitytė (Vilnius University, Lithuania) Improvisation in the Management of Contemporary Organizations and the Importance of Learning

SECTION B
Organisational management challenges and new trends (2)
(Room: VI)

Moderators: Dr Gintarė Stankūnienė, Dr Owen Gohori	
14:30	Rasa Rudaitienė (Mykolas Romeris University, Lithuania) Conceptualizing Work and Career Inclusion for Persons with Disabilities
14:50	Dominyka Radzevičiūtė, Ingrida Šarkiūnaitė (Vilnius University, Lithuania) The Impact of Time Management on Employee Performance in an International Company
15:10	Daria Friahina (Kaunas University of Technology, Lithuania) AI-Driven Digital Transformation in SMEs: A Case Study of an Open Innovation Consultancy
15:30	Keisha LaRaine Ingram, Artūras Jurgelivičius (Mykolas Romeris University, Lithuania) Beyond Ideas: How Managerial Gaps, Data Illiteracy, and Weak Analytics Capabilities Contribute to Start-Up Failure
15:50	Signe Martišūne (University of Latvia, Latvia) Developing Non-discriminatory Employment Policy: Lessons from Resume-Correspondence Field Experiment Study
16:10	Viktorija Jakubauskytė-Andriulienė (Vilnius Gediminas Technical University, LCC International University, Lithuania) Sustainability Communication Model for Organizational Transformation

SECTION C
Organisational management challenges and new trends (3)
(Room: VII)

Moderators:

Prof. Dr Aurelija Novelskaitė, Assoc. Prof. Dr Dovilė Balevičienė

14:30	Jacky Dhirajkumar Matwani (Mykolas Romeris University, Lithuania) Beyond Infrastructure: Cultural Introversion, Trust Deficits, and Market Fragmentation as Barriers to E-Commerce Grocery Adoption in Lithuania
14:50	Rasa Žemaitė (Vilnius University, Lithuania) Scientific knowledge management: RRI stakeholder communication from a gender equality perspective
15:10	Tatiana Buelvas Baldiris (Šiauliai State University of Applied Sciences, Lithuania) Diversity, Equity and Inclusion in the Workplace: A Content Analysis of EU Policy Frameworks and Corporate Language (2021–2026)
15:30	Olena Borzenko (The Institute for Economics and Forecasting of the National Academy of Sciences of Ukraine, Ukraine) Ukrainian Business During the War of 2022-2026
15:50	Viktorija Butvinskaitė (Vilnius University, Lithuania) The Impact of Expatriates' Cross-Cultural Adjustment on Work Stress
16:10	Jacky Dhirajkumar Matwani (Mykolas Romeris University, Lithuania) Digital Transformation and Dual Performance in European Automotive Supply Chains: The Mediating Role of Operational Flexibility
16:30	Adelė Mažeikaitė-Baškė, Virginija Jurėnienė (Vilnius University, Lithuania) Curatorship as a Tool for Institutional Image-Building in Museums and Galleries

SECTION D
Organisational management challenges and new trends (4)
(Online)

Moderators: Dr Antanas Ūsas	
14:30	Oksana Salamin, Pavlo Myzuka, Dmutro Solomonko (Stepan Gzhytskyi Lviv National University of Veterinary Medicine and Biotechnologies, Ukraine) Strategic Transformation of the Agricultural Sector and Adaptive Management of its Development in a Turbulent Environment
14:50	Aydin Rzayev (University of Pécs, Hungary) Adapting Leadership Practices in Remote Software Engineering Teams: Organisational Challenges and Emerging Trends
15:10	Vaida Mardosaitė (Vilnius University, Lithuania) Sustainability-Centric Digital Servitization in the Retail Sector
15:30	Gabija Saniukaitė (Vilnius University, Lithuania) Hofstede cultural dimensions and bullying in South Korea schools
15:50	Selin Şahinüz, Mine Afacan Fındıklı (Istinye University, UBI Business School, Turkey, Belgium) Creativity as a Strategic Investment: A Qualitative Analysis of E-Commerce Leadership Practices
16:10	Gabija Skučaitė, Mehmet Recai Uygur (Vilnius Business College, Lithuania) Liminal Ambidexterity: Organizing Between Executional Simplicity and Adaptive Complexity in Transitional Environments
16:30	Olga Snarskė (Mykolas Romeris University, Lithuania) From Employee Perceptions to Organizational Performance: Correlational Relationships Between Internal Barometer Indicators and Company Efficiency

*Time zone: GMT+3

SECTION E
Economic development and sustainability (1)
(Room: V.Gronsko a.)

Moderators: Dr Miglė Sarvutytė-Gailiūnienė, Assoc. Prof. Dr Iona Kiaušienė	
14:30	Erkan Ağaslan, Hasan Türe (Kütahya Dumlupınar University, Ankara Haci Bayram Veli University, Turkey) Stock Market Synchronization in the European Union: Evidence from Green-Themed Equities
14:50	Rajarshi Dasgupta (SGH Warsaw School of Economics, Poland) Early Detection of VaR Model Deterioration: A Cantelli-Bound Ratio Approach for Proactive Risk Management
15:10	Indrė Abramavičiūtė (Vilnius University, Lithuania) Prediction of Insolvency Risk of Lithuanian Small and Medium-Sized Enterprises: The Use of Sustainability and Non-Financial Variables
15:30	Martynas Jurgelionis, Kristina Kalaušytė, Iona Kiaušienė, Virginija Jurėnienė (Vilnius University, Lithuania) The Distribution of Gender Roles in The Reproductive Economy: Historical Retrospective and Present
15:50	Rejoice Denteh, Iona Kiaušienė (Vilnius University, Lithuania) The factors contributing to the implementation of sustainable business models in international companies
16:10	Ivas Drungilas (Vilnius University, Lithuania) The role of anti-money laundering in financial sector development and its impact on sustainability of the country
16:30	Henrika Ruginė, Rasa Žilienė (Klaipėda University, Lithuania) Economic Return and Efficiency Assessment in Circular Economy: a Framework for Evaluation
16:50	Juris Nitišs (University of Latvia, Latvia) R&D expenditures, related intangible capital and economic growth in comparison between the largest world economies and the Baltic States
17:10	Mintarė Kotryna Meškerytė, Iona Kiaušienė (Vilnius University, Lithuania) Economic opportunities for women and men in the Baltic States

SECTION F
Economic development and sustainability (2)
(Room: Online)

Moderators:

Dr Mahyar Kamali Saraji, Assist. Prof. Dr Ignas Mikalauskas

14:30	Muhammad Umar (Mykolas Romeris University, Lithuania) Organisational Possibilities of Baltic Supply Chain Resilience in Energy Transition and Reconfiguring the Post-War
14:50	Gabija Stanislovaitytė (Vilnius University, Lithuania) Re-evaluating the economic viability of Lithuanian forests under geopolitical risk
15:10	Beyza Güdek, Ignas Mikalauskas (Karadeniz Technical University, Vilnius University, Turkey, Lithuania) The Digital Transformation Paradox in the Energy Sector
15:30	Justina Joneikienė (Kaunas University of Technology, Lithuania) Circular Economy Implementation in Services: The Case of Hospitality Industry in Lithuania
15:50	Katarzyna Suwała, Eglė Vaičiukynaitė (University of Warsaw, Kaunas University of Technology, Poland, Lithuania) A Reality Check of Sustainability Communication on Instagram: Evidence from a Confectionery Brand
16:10	Daria Levina (Vilnius University, Lithuania) Stakeholder-Oriented Sustainability Communication in the Textile Industry: A Comparative Case Study of H&M and UNIQLO

*Time zone: GMT+3

SECTION G
Branding and customer engagement (1)
(Room: III and Online)

Moderators: Assoc. Prof. Dr Ingrida Griesienė, Prof. Dr Dalia Krikščiūnienė	
14:30	Dovilė Balevičienė, Jorė Bedinskaitė, Vita Sutkienė (Vilnius University, Lithuania) User Satisfaction with the Communication Quality of Government Organizations' AI Chatbots
14:50	Rugilė Sabonytė, Virginija Jurėnienė (Vilnius University, Lithuania) The Influence of Sponsors on Gallery Activities
15:10	Muhammad Adil (Vilnius University, Lithuania) Impact of Chatbot Interaction Features on Customer Satisfaction in e-commerce, Evaluating Functional and Perceived Trust Dimensions
15:30	Ieva Jarmalavičiūtė, Kamilė Bybartaitė, Aldona Tüür, Eglė Vaičiukynaitė (Kaunas University of Technology, Lithuania) Attention to Eco Product Packaging on Instagram: Eye-Tracking and Neuroscience-Backed AI perspectives
15:50	Viltė Lubytė-Sinkevičienė (Vilnius University, Lithuania) The Impact of Digital Advertising on the Purchase Intention of Financial Services: A Systematic Review
16:10	Akvilė Kvieskaitė, Edmundas Jasinskas (Vilnius University, Lithuania) The Impact of Service Quality on Consumer Loyalty
16:30	Austė Žvaliauskaitė (Vilnius University, Lithuania) Communication Strategy in Crisis Management: An Analysis of Japanese Media
16:50	Yue Qin (Vilnius University, Lithuania) Fintech versus non-Fintech Lenders: Examining Customer Screening in the Refinancing Market (Online)
17:10	Kamran Siddiqui (Imam Abdulrahman Bin Faisal University, Saudi Arabia) AI in Marketing (Online)

*Time zone: GMT+3

POSTERS SESSION
(Room: near Prof.V. Gronskas a. 2nd floor)

	Aivaras Žakaitis (Lithuanian Sports University, Lithuania) Service Quality at the Raseiniai Physical Education and Sports Center
	Diana Šimčikaitė, Vaida Pilinkienė (Kaunas University of Technology, Lithuania) Renewable Energy Policy Support and Economic Growth: a Cross-country Panel Data Analysis
14:00-14:30	Giedrė Breiterė (Vilnius University, Lithuania) The Impact of Green Talent Management on Sustainable Organizational Performance: The Role of Green Innovation and Green Reward and Compensation
	Aistė Griškonytė-Jasinskė (Mykolas Romeris University, Lithuania) Transformation of Values in Public Environmental Governance: Challenges in the Dialogue Between Society and Decision-Makers
	Auksė Šukytė, Vaiva Gumuliauskaitė (Vilnius University, Lithuania) Marketing Campaign Performance Summary
	Greta Budrytė, Viktorija Potechina (Vilnius University, Lithuania) Analysis of Lithuanian Blood Donor Data Using BigQuery

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ABSTRACTS

ABSTRACTS

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PREDICTION OF INSOLVENCY RISK OF LITHUANIAN SMALL AND MEDIUM-SIZED ENTERPRISES: THE USE OF SUSTAINABILITY AND NON-FINANCIAL VARIABLES

In a changing economic environment, assessing a company's solvency remains an important and relevant issue for its stakeholders. This article examines the issue of predicting insolvency risk in Lithuanian small and medium-sized enterprises (SMEs). Although insolvency risk prediction models are widely used, their results are often ambiguous, and their application is criticized for overreliance on historical financial data. In addition, in these models, non-financial variables are included only rarely, while sustainability variables are almost never used. Therefore, the study aims to assess whether including sustainability and other non-financial variables into an insolvency risk prediction model improves its accuracy. The study analyses data from 240 Lithuanian SMEs, and the model is developed using logistic regression. The results show that including sustainability and non-financial variables increases the model's predictive accuracy. These findings help reduce the theoretical and empirical gap regarding the integrated use of financial and non-financial variables within the SME sector.

Key words: *sustainability, ESG, solvency, insolvency risk prediction models, small and medium-sized enterprises, financial variables, non-financial variables, logistic regression*

ADIL MUHAMMAD

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IMPACT OF CHATBOT INTERACTION FEATUERS ON CUSTOMER SATISFACTION IN E-COMMERCE, EVALUATING FUNCTIONAL AND PERCEIVED TRUST DIMENSIONS

The rapid growth in the e-commerce sector has intensified competition and, due to rising customer experience demands, businesses are heavily relying on chatbots to stay competitive. Despite extensive adoption, a misunderstanding between the mechanism through which chatbot interaction leads to customer satisfaction exists, particularly the mediating role of trust. Existing studies on this subject are not only geographically centered in major markets and overlook smaller emerging markets such as Lithuania but also examine trust dimensions such as functional and perceived trust in isolation. This paper empirically validates a dual parallel pathway model by using PLS-SEM on Lithuanian e-commerce customers, simultaneously testing both trust dimensions as parallel mediators between chatbot interaction features and customer satisfaction. This study will help identify which dimension strongly drives satisfaction within emerging markets — a finding which will help resource-constrained businesses to prioritize chatbot development more effectively compared to prior single-dimension frameworks.

Key words: *chatbot interactions, customer satisfaction, functional trust, perceived trust, e-commerce*

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STOCK MARKET SYNCHRONIZATION IN THE EUROPEAN UNION: EVIDENCE FROM GREEN-THEMED EQUITIES

The green transition has placed renewable energy and clean technology equities at the centre of financial market debates, yet their cross-country integration dynamics remain insufficiently understood. This study aims to examine the co-movement of green-themed stocks across European Union (EU) member states within a time–frequency framework. Green-themed stocks are defined as equities primarily associated with renewable energy, clean technology, electricity generation, and energy infrastructure, excluding ESG scores or ratings. Using country-level stock market indices and green-themed equity proxies, wavelet analysis is employed to explore whether stock market synchronization varies across short-, medium-, and long-term horizons. The findings reveal that co-movement is not constant over time but intensifies during episodes of heightened energy price volatility and green transition–related shocks. This suggests time-varying integration across EU member states, reflecting common exposure to carbon pricing mechanisms and energy market dynamics, thereby contributing to the literature on green finance.

Key words: *green finance, wavelet analysis, stock market co-movement*

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WHY OPERATIONAL EFFICIENCY AND PATIENT ENGAGEMENT TRUMP STRUCTURAL RESOURCES IN POLISH RESOURCE-CONSTRAINED HEALTHCARE SYSTEM

Relevance: In resource-constrained public healthcare systems like Poland's, identifying the internal drivers of patient-perceived quality is essential for effective strategic management amidst systemic underinvestment. **Purpose:** This mixed-methods study examines how internal resources specifically operational efficiency, patient involvement, accessibility, and empathy contribute to high-quality care in two Polish public hospitals. **Main Ideas and Guidelines:** Using PLS-SEM modeling and qualitative interviews, the research reveals that "Efficiency and Patient Involvement" is the only statistically significant driver of perceived quality ($\beta = 0.931$). Key factors include the adequacy of diagnostic information, visit efficiency, and active patient participation in care decisions. Guidelines for management prioritize digital workflow tools, interdisciplinary collaboration, and staff training over purely structural improvements, as infrastructure and emotional support alone do not guarantee higher patient satisfaction in this specific context.

Key words: *operational efficiency, patient engagement, healthcare quality management, partial least squares (PLS-SEM), resource-constrained systems*

BALEVIČIENĖ DOVILĖ, BEDINSKAITĖ JORĖ, SUTKIENĖ VITA

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USER SATISFACTION WITH THE COMMUNICATION QUALITY OF GOVERNMENT ORGANIZATIONS' AI CHATBOTS

The growing use of artificial intelligence (AI) has accelerated the adoption of chatbots in public services to improve communication and accessibility. This study evaluates user satisfaction with the communication quality of AI chatbots used by Lithuanian government organizations. A mixed-method approach was applied, combining an online survey based on SERVQUAL dimensions with qualitative analysis of user interactions and interviews. The findings indicate that users generally perceive chatbot communication positively, particularly in terms of reliability and responsiveness. However, lower evaluations were observed for empathy and tangibility, highlighting limitations in personalization and interaction depth. The results suggest that while chatbots effectively handle routine, information-based inquiries, improvements are needed in contextual understanding and user-oriented communication. The study contributes to a better understanding of how communication quality shapes user satisfaction in AI-driven public services.

Key words: *artificial intelligence (AI), chatbots, public sector services, communication quality, user satisfaction*

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UKRAINIAN BUSINESS DURING THE WAR OF 2022-2026

Ukrainian business during the war of 2022-2026 is simultaneously in a state of the highest exhaustion and maximum transformation. Several positions can be distinguished: personnel crisis as a “ceiling”: if in 2022-2023 the main problem was security and logistics, then in 2025 it was the lack of people that became a factor that physically limits scaling even with the presence of orders; IT transformation: the industry is moving from a pure outsourcing model to Product-led (product solutions), especially in the areas of MilTech and Dual-use; energy independence as an asset: investments in autonomy (solar panels, data storage devices) have turned from survival costs into a competitive advantage, allowing businesses to operate without stopping. Despite the high level of closure of individual entrepreneurs during the war, it is interesting that the rate of registration of new enterprises often remains at a high level - this indicates a rapid reorientation of entrepreneurs to new niches.

Key words: *business, human resource, individual entrepreneurs, market trends*

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DIVERSITY, EQUITY AND INCLUSION IN THE WORKPLACE: A CONTENT ANALYSIS OF EU POLICY FRAMEWORKS AND CORPORATE LANGUAGE (2021–2026)

DEI has become a central pillar of European regulatory and corporate agendas, yet its adoption has remained largely performative, driven by compliance rather than structural change. This presentation examines how power relations are constructed and reproduced through DEI-specific language by comparing EU supranational policy frameworks with corporate narratives from reports publicly available online. This type of study is innovative as existing DEI research has largely been in favor of single-country or single-sector studies. Drawing on Critical Discourse Analysis and Framing Analysis with Gender Perspective, the study analyses how equity is framed, whose experiences are made visible or invisible, and how institutional language can, paradoxically, hide the inequalities it claims to address. Partial findings reveal a consistent gap between regulatory ambition and corporate communication, with structural inequalities frequently reduced to measurable compliance indicators. Implications are transferable to HR practice, corporate governance, and European policymaking.

Key words: *DEI, power, content analysis, intersectionality, corporate reporting, European policy*

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THE IMPACT OF EXPATRIATES' CROSS-CULTURAL ADJUSTMENT ON WORK STRESS

Rising costs of failed international assignments underscore the urgent need to address the well-being of expatriates. As work-related stress has emerged as a major driver of premature repatriation, it becomes important to identify how the difficulties of relocation influence professional strain. The purpose of the presentation is to analyze the impact of expatriates' cross-cultural adjustment (CCA) on work stress. Grounded on the Person-Environment Fit theory that views stress as misalignment among an individual's resources, needs, and efforts and the environmental demands, supplies, and rewards, this analysis is intended to elucidate the complex nature of CCA along its three dimensions (work, interaction, and general), its determinants on individual, organizational, and contextual levels, and how it translates to work stress. The presentation is intended to demonstrate that CCA is not only an individual outcome but an important relational and strategic process that serves as a buffer to prevent stress or precipitate resignation.

Key words: *expatriates, cross-cultural adjustment, work stress*

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VALUE AT RISK(VAR), FAT-TAIL DISTRIBUTION, VAR BACKTESTING, MODEL RISK MANAGEMENT, CANTELLI'S INEQUALITY

Financial institutions often face a critical challenge in the silent failure of Value-at-Risk (VaR) models, whose performance is typically assessed through ex-post backtesting such as unconditional coverage and independence tests—which tends to detect problems only after violations and losses have occurred. The purpose of the presentation is to address this gap, this paper introduces the VaR Efficiency Ratio (VER), defined as the ratio of model-based VaR to a Cantelli-implied VaR computed from the same conditional mean and variance. Using S&P 500 returns from 2000–2025 with rolling five-year estimation windows across multiple confidence levels and forecast horizons, empirical results indicate that lower VER values systematically precede VaR exceedances, providing early-warning signals for model recalibration before traditional backtests detect deterioration. VER declines sharply at deeper tail confidence levels, remains largely invariant across forecast horizons, and exhibits persistent behaviour during major market stress periods. VER is easy to implement and complements standard backtesting by tracking VaR conservatism in real time.

Key words: *value at risk (VaR), fat-tail distribution, VaR backtesting, model risk management, Cantelli's inequality*

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THE FACTORS CONTRIBUTING TO THE IMPLEMENTATION OF SUSTAINABLE BUSINESS MODELS IN INTERNATIONAL COMPANIES

Globalization continues to shape the international business environment, which leaves no option but the adoption of sustainable business models. Sustainable business models adoption has become a strategic priority and a mantra for international companies due to environmental, social, and regulatory pressures. This article aims to identify the major components of sustainable business models adoption in international companies, drawing from theories and concepts on international business management. Findings reveal that strong corporate leadership and a sustainability-embedded culture are major enablers of model adoption. The blend of digital technology promotes transparency and resource effectiveness, and a constructive regulatory environment and stakeholder collaborations promote continuous sustainability outcomes. This research reveals the importance of aligning strategic objectives with global sustainable standards.

Key words: *sustainability, sustainable business models, implementation, international companies*

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**THE ROLE OF ANTI-MONEY LAUNDERING IN FINANCIAL SECTOR DEVELOPMENT
AND ITS IMPACT ON SUSTAINABILITY OF THE COUNTRY**

Presentation will examine the role of anti-money laundering in financial sector development and its impact on a country's sustainability. The topic is highly relevant because effective AML systems help protect the financial system from illegal funds, strengthen trust in banks and institutions, and support long-term economic stability. The purpose of the presentation is to explore how AML measures contribute not only to financial security, but also to broader sustainable development goals. It will discuss the main challenges of money laundering, the importance of regulatory compliance, and the connection between strong financial governance and national resilience. The presentation will also highlight the balance between preventing financial crime and ensuring that AML rules support, rather than limit healthy financial sector growth.

Key words: *sustainability, anti-money laundering, financial sector development, sustainable development, sustainable finance*

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**AI-DRIVEN DIGITAL TRANSFORMATION IN SMES: A CASE STUDY OF AN OPEN
INNOVATION CONSULTANCY**

SMEs often struggle with digital transformation due to limited financial and human capital, which is reflected in lower AI adoption rates compared to large corporations. However, AI can serve as a resource substitute, automating repetitive tasks while supporting workers' productivity. The purpose of this presentation is to provide an actionable framework for AI adoption that mitigates these resource constraints to build a sustainable competitive advantage. This research utilises a case study of the author's internship placement, an open innovation consultancy. The company was selected because most existing research focuses on large manufacturing corporations, whereas the case study represents a micro-enterprise (6 employees) highly dependent on digital knowledge networks. The methodology involves a systematic literature review and qualitative interviews with all six employees to ensure maximum research depth. The result offers a scalable framework for consultancy SMEs to navigate the data-driven economy.

Key words: *digital transformation, AI adoption, SMEs, resource scarcity, consultancy*

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THE DIGITAL TRANSFORMATION PARADOX IN THE ENERGY SECTOR

The proliferation of digital technologies has brought various advantages and disadvantages to the energy sector. This situation has led to the emergence of the digital paradox in literature. This study conducts a bibliometric analysis of studies in the literature using the keywords “emerging technologies” and “energy sector” to shed light on the digital paradox in the literature. In this way, the trends, prominent themes, and focal points in literature have been examined. The research seeks to answer the question of whether the emerging technologies are an advantage or a disadvantage for the energy sector. The findings indicate that, considering regional differences, cybersecurity vulnerabilities, and adaptation challenges, emerging technologies can reduce operational costs and provide sustainability gains. Furthermore, digitalization for the energy sector is recognized as a multidimensional transformation dependent on policy, institutional capacity, and socio-economic context, rather than simple advancement

Key words: *digital transformation, energy sector, emerging technologies, digital paradox, cybersecurity*

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BEYOND IDEAS: HOW MANAGERIAL GAPS, DATA ILLITERACY, AND WEAK ANALYTICS CAPABILITIES CONTRIBUTE TO START-UP FAILURE

This study examines early-stage start-up failure within the Lithuanian entrepreneurial ecosystem. Despite the country’s growing entrepreneurial ecosystem, a significant proportion of start-ups fail within the first few years. The purpose of this presentation is to investigate the role of managerial competence, data literacy, and analytics capability in early-stage start-up failure in Lithuania. Using a mixed-methods approach, the study combines quantitative survey data from 120 Lithuanian start-up founders with qualitative interviews and secondary business data from Registrų Centras and Statistics Lithuania. Findings indicate that limited managerial experience, insufficient understanding of business analytics, and low adoption of Python/R-driven decision-support systems significantly increase the likelihood of start-up failure. The results highlight the critical importance of data-driven decision-making, structured performance monitoring, and analytics skill development within entrepreneurial teams. Policy and educational recommendations are proposed to strengthen managerial competence and analytics capabilities in Lithuanian start-ups. The study contributes to entrepreneurship literature by explicitly linking managerial skill gaps with early-stage failure and provides actionable insights for incubators, accelerators, and policy-makers.

Key words: *entrepreneurship, general business administration, IT management, survey methods, management of technological innovation and R&D.*

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ATTENTION TO ECO PRODUCT PACKAGING ON INSTAGRAM: EYE-TRACKING AND NEUROSCIENCE-BACKED AI PERSPECTIVES

The effectiveness of eco product packaging depends on its ability to capture consumers' attention in competitive social media environments; however, limited research has examined how attention is allocated to eco-related cues using objective, neuroscience-based methods. The objective of this research is to explore attention to eco-related packaging stimuli using eye-tracking and neuroscience-backed AI. An experiment was conducted using eye-tracking (N = 30 participants; N = 14 stimuli; exposure time = 6 s per stimulus) to measure visual attention, alongside a neuroscience-backed AI tool to assess neuro impact scores of packaging designs. Consumers allocated the most attention to product information, eco claims, and eco labels. The results showed that modified packages with adjusted eco-attribute placement (N = 5) achieved higher neuro impact scores and outperformed the original designs. These findings demonstrate that eye-tracking and neuroscience-backed AI can effectively reveal how consumer attention is directed toward sustainability-related cues.

Key words: *eye-tracking, neuromarketing, sustainability, eco-product packaging, neuroscience-backed AI*

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SUSTAINABILITY COMMUNICATION MODEL FOR ORGANIZATIONAL TRANSFORMATION

After introduction of EU regulations on sustainability reporting, many organizations still treat sustainability communication primarily as compliance-oriented disclosure. However, Sustainability reports become a commonly used communication tool for organisations revealing organisational transformation. Purpose. The study introduces a communication design model showing how consciously aligning internal and external context with specific communicator roles can support the emergence of a collective sustainability mindset within organizations. Drawing on Communicative Constitution of Organizations (CCO), Framing and Signaling theoretical perspectives, the study examines four communicator roles in sustainability reports (Collaborator, Disruptor, Rapporteur, Promoter) and shows how different role configurations produce either compliance-oriented or transformation-oriented communication designs, as well as what signals these send to employees and external stakeholders about responsibility, long-term orientation, and the visions of organizational change.

Key words: *sustainability communication, sustainability mindset, organizational transformation, communication model*

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CIRCULAR ECONOMY IMPLEMENTATION IN SERVICES: THE CASE OF HOSPITALITY INDUSTRY IN LITHUANIA

Implementing a circular economy in hospitality is essentially driven by the combination of everyday operations. Unlike many other industries, hotels operate 24 hours a day, 7 days a week, creating a continuous cycle of resource consumption that demands constant management. The focus, therefore, remains on how these non-stop processes are organized and optimized over time to reduce environmental impact. These daily circular activities serve as a link, connecting the micro-level routines of the staff with the macro-level results of the business. However, this transition is not merely operational, but it also depends heavily on managerial perception. For circularity to be effective in such a high-intensity environment, leadership must move beyond seeing it as a side project and achieve true strategic alignment within the organization. This framework provides the foundation for the empirical analysis in this thesis, illustrating the direct relationship between operational habits, circular practices, and tangible business outcomes. Ultimately, the hospitality industry holds immense potential for circularity. Because value is created through continuous services rather than just physical products, hotels have a unique opportunity to close resource loops and lead the way in sustainable, round-the-clock innovation.

Key words: *circular economy, hospitality, servitization, Lithuanian hotels*

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THE DISTRIBUTION OF GENDER ROLES IN THE REPRODUCTIVE ECONOMY: HISTORICAL RETROSPECTIVE AND PRESENT

Reproductive (or household) economy is an important part of the development of society, ensuring population change, social stability and economic well-being. Its relevance is revealed by demographic and social changes, as well as gender equality and labor market issues. The aim of the study is to assess the change in the reproductive economy in Lithuania, comparing the interwar and modern periods. The objectives of the study: 1) to discuss the reproductive economy in interwar Lithuania; 2) to examine the changes in the reproductive economy in modern Lithuania. The study revealed that in interwar Lithuania, families were generally larger and formed at a younger age, whereas in modern Lithuania family formation is delayed and households are smaller. The shift from an agrarian to a service-based economy has altered family roles and the division of labor; however, despite these transformations, unequal distribution of reproductive work between genders remains.

Key words: *reproductive economy, household, gender equality, interwar Lithuania, modern Lithuania*

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THE IMPACT OF SERVICE QUALITY ON CONSUMER LOYALTY

Service quality is crucial for companies nowadays as online reviews grow in importance and reach. Meeting customer expectations in service quality builds loyalty and retention, boosting business growth and competitive strength. Poor service quality, however, can lead to customer loss and a damaged reputation. Therefore, the problem to be explored is how service quality affects consumer loyalty, and whether this link can be strengthened through mediators, such as satisfaction and customer perceptions of AI, the latter still under-researched. The purpose is to present the research on how service quality affects loyalty, with satisfaction and AI perceptions as mediators. The main points are: a service quality is multidimensional, and each aspect influences customer perceptions differently. Research into loyalty reveals key features and strategies for building and maintaining it. Lastly, the link between quality and loyalty is well established, but can be strengthened with satisfaction and new concepts, including customer perceptions of AI.

Key words: *service quality, customer loyalty, customer satisfaction, artificial intelligence*

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STAKEHOLDER-ORIENTED SUSTAINABILITY COMMUNICATION IN THE TEXTILE INDUSTRY: A COMPARATIVE CASE STUDY OF H&M AND UNIQLO

As the United Nations' 17 Sustainable Development Goals have placed sustainability at the top of the global agenda, stakeholders are demanding greater corporate transparency and accountability. Consequently, sustainability communication has become crucial for stakeholder engagement, especially in the textile industry, characterized by significant environmental and social impacts and complex global value chains. Still, research comparing how major textile companies from different regional contexts communicate sustainability remains limited. This study compares stakeholder-specific sustainability communication of H&M (Sweden) and UNIQLO (Japan) using a case study design and mixed-method content analysis of corporate websites. The analytical framework integrates stakeholder theory, the Triple Bottom Line approach, and strategic website analysis. The findings reveal distinct emphases: H&M adopts a data-rich, environmentally focused strategy targeting supply chain stakeholders, while UNIQLO pursues a narrative, socially oriented approach centered on employees and customers. Effective sustainability communication should therefore align regional context with stakeholder priorities.

Key words: *sustainability communication, stakeholder communication, textile industry, corporate websites, comparative case study*

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THE IMPACT OF DIGITAL ADVERTISING ON THE PURCHASE INTENTION OF FINANCIAL SERVICES: A SYSTEMATIC REVIEW

Rapid digital transformation has fundamentally altered consumer behavior, making digital advertising a crucial tool for financial institutions to influence purchase intention. Using the PRISMA methodology, this study aims to systematically review and synthesize empirical research examining digital advertising and consumer behavior in the financial sector, in order to identify key variables and their relationships. The analysis reveals that the effectiveness of digital financial advertising (DFA) relies on both rational arguments and heuristic cues, which help consumer navigate information complexity and mitigate perceived risk. This systematic review contributes to the scientific literature by synthesizing the critical factors driving consumer decisions, offering actionable insights for financial institutions to develop highly effective digital advertising strategies.

Key words: *financial services, digital advertising, digital financial advertising (DFA)*

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CURATORSHIP AS A TOOL FOR INSTITUTIONAL IMAGE-BUILDING IN MUSEUMS AND GALLERIES

In recent academic discourse, art curatorship is most often discussed through the lens of exhibition-making, the role of the curator, or institutional practices; however, less attention is paid to its relationship with organisational image-building and representation within the cultural field. In contemporary museums and galleries, curatorship extends beyond exhibition development and artwork selection, becoming a key communicative tool shaping institutional identity and public image. Through a theoretical analysis of academic literature, this presentation seeks to reveal how curatorial practices contribute to the formation of the image of galleries and museums as organisations and to the construction of their institutional identity. The presentation examines: how curatorial strategies function as tools of organisational representation; how they influence public perception and positioning within the cultural field; and what tensions arise between artistic, institutional, and communicative aims in curatorial practice.

Key words: *curatorship, institutional identity, cultural institutions, organisational image*

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SUSTAINABILITY-CENTRIC DIGITAL SERVITIZATION IN THE RETAIL SECTOR

Digital servitization is a strategy involving a transition from Goods-Dominant logic to Service-Dominant Logic, enabled by advanced digital technologies. Although digital servitization is extensively analyzed in the manufacturing sector within scientific literature, its application in retail remains under-researched. This study develops a sustainability-centric conceptual model of digital servitization for the retail sector based on a systematic literature review. To address the research gap, the PRISMA methodology was employed to analyze 27 scientific publications published between 1990 and 2025. The relatively small sample size not only substantiates the novelty of the topic within the retail context but also reflects a deliberate approach prioritizing relevance over quantity. The primary conclusion of the analysis is that digital servitization in retail represents a holistic synergy between human factors and technology. This interaction transforms business models – from value creation to the transition toward a circular economy – with sustainability serving as a fundamental element.

Key words: *digital servitization, digital services, digital technologies, retail, open innovation, omnichannel, sustainability*

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DEVELOPING NON-DISCRIMINATORY EMPLOYMENT POLICY: LESSONS FROM RESUME-CORRESPONDENCE FIELD EXPERIMENT STUDY

In the field of employment, the first stage at which people encounter discrimination is the selection of employees. Any discrimination on the grounds of age has direct and negative consequences for the individual, hindering or even completely denying the exercise of personal rights and freedoms, as well as the ability to integrate into the labour market. This, in turn, has negative consequences for the growth of the economy. In order to develop effective tools for non-discriminatory employment policy it is necessary to establish ways to measure age discrimination at the level of job applications. This paper presents meta-analysis of resume-correspondence field experiments conducted in various countries over last twenty years. This analysis was used to prepare the methodology for resume-correspondence field experiment study that took place in Latvia in 2025. Presentation will discuss preliminary results of this study focusing on setting-up of the experiment, data collection and limitations.

Key words: *employment, age discrimination, field experiment*

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**IMPROVISATION IN THE MANAGEMENT OF CONTEMPORARY ORGANIZATIONS
AND THE IMPORTANCE OF LEARNING**

This presentation addresses a highly relevant topic in today's rapidly changing organizational environment, where traditional planning models are insufficient, and flexibility is essential. The presentation aims to analyze the role of improvisation in the modern management process and to emphasize the importance of learning. Improvisation fosters key managerial competencies, including adaptability, creativity, collaboration, and decision-making in situations of uncertainty. It is presented as an integral part of the learning process, allowing not only for the acquisition of knowledge but also for its practical application in real organizational situations. The presentation highlights the value of experiential learning, where employees actively participate in problem-solving, fostering openness, reducing the fear of making mistakes, and improving communication. The essence of the report is to highlight the importance of learning through improvisation in management and to contribute to more flexible, innovative, and modern organizational practices that meet the needs of today's workplace.

Key words: *improvisation, management, organisation, learning*

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**BEYOND INFRASTRUCTURE: CULTURAL INTROVERSION, TRUST DEFICITS, AND
MARKET FRAGMENTATION AS BARRIERS TO E-COMMERCE GROCERY
ADOPTION IN LITHUANIA**

Despite comparable digital infrastructure, Lithuania's e-commerce grocery adoption (41%) substantially lags Estonia's (68%) — a 27-percentage-point gap that existing infrastructure-centric adoption models inadequately explain. This persistent disparity signals culturally embedded psychological and market-structural barriers systematically overlooked in mainstream e-commerce literature. This study aims to identify, theorize, and empirically test a multi-dimensional cultural barrier taxonomy explaining e-commerce grocery adoption gaps across Baltic EU member states. Grounded in an extended Technology Acceptance Model and UTAUT framework augmented by Hofstede's cultural dimensions, five barriers are proposed: introversion-driven avoidance of human interaction; sensory trust deficits in evaluating fresh products online; perceived delivery control preferences; weather-dependent shopping seasonality in Nordic latitudes; and cognitive switching costs arising from marketplace fragmentation. A mixed-methods design — consumer survey (n=200) and semi-structured interviews (n=20) across Lithuania, Latvia, and Estonia — will validate these constructs and generate actionable implications for platform operators, logistics managers, and EU digital market policymakers.

Key words: *E-commerce adoption barriers, cultural dimensions, consumer trust, Baltic states, technology acceptance model*

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DIGITAL TRANSFORMATION AND DUAL PERFORMANCE IN EUROPEAN AUTOMOTIVE SUPPLY CHAINS: THE MEDIATING ROLE OF OPERATIONAL FLEXIBILITY

European automotive supply chains face mounting pressure to digitalize operations while simultaneously delivering economic efficiency and environmental sustainability. As Industry 4.0 investments accelerate, the theoretical mechanisms connecting digital transformation to measurable dual performance outcomes remain underspecified — limiting both scholarly understanding and managerial strategy. This presentation aims to propose and substantiate an integrative conceptual framework positioning operational flexibility as the critical mediating mechanism between digital transformation inputs and dual performance outcomes in European automotive supply chains. Drawing on Resource-Based View, Dynamic Capabilities Theory, and Socio-Technical Systems Theory, the paper synthesizes an extensive integrative literature review. It argues that digital technologies — including AI, IoT, blockchain, and advanced analytics — enable adaptive resource reconfiguration, operationalized as operational flexibility, which simultaneously drives cost efficiency and responsiveness (economic performance) and emissions reduction and circular economy integration (environmental performance). Theoretical and managerial implications for automotive supply chain strategy are presented.

Key words: *digital transformation, operational flexibility, dual performance, automotive supply chains, dynamic capabilities*

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ECONOMIC OPPORTUNITIES FOR WOMEN AND MEN IN THE BALTIC STATES

The gender distribution in the labor market amid changing gender roles is a relevant topic in modern economics. Although gender equality indicators are improving in many countries, an unequal distribution of men and women in the labor market persists. These differences affect not only employees' career opportunities but also the country's overall economy. The study aims to examine the economic opportunities between women and men in the Baltic States, focusing on gender economic relations, the factors shaping them and differences in labor market participation. The results showed that occupational gender segregation is observed in the Baltic States, and female and male professions are distinguished, i.e., traditionally established areas of employment for women and men. Women dominate the health and social work sector, while men dominate the information and communications sector. The occupational gender divide remains pronounced, as many professions are characterized by stereotypes and concentration in specific areas of activity.

Key words: *gender, economic opportunities, Baltic states*

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PROFESSIONAL BURNOUT AS A FACTOR IN EMPLOYEE CAREER MANAGEMENT

In the modern climate, where efficiency and ability to quickly adapt to constant changes is essential, any organisation ought to prioritise the productivity levels of valuable employees, as well as its own ability to retain this value in the long term. Unavoidably perpetual technological pressures have emphasized professional burnout as an obstacle not only on a personal, but also on an organisational level. Personnel at risk of burnout increase organisational risks and costs, demonstrate lower levels of productivity and are more likely to shift careers altogether, all of which causes a negative impact to an organisation aiming to compete in the modern market. Purpose of presentation: Examining burnout as a major factor of an employee’s career management. Main ideas: Professional burnout caused by issues of workload and resource imbalances, unstable working conditions, motivation collapse, high employee turnover, technological pressures and the lack of organisational responsibility in burnout management.

Key word: *organisation, burnout, employee retention, technology*

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R&D EXPENDITURES, RELATED INTANGIBLE CAPITAL AND ECONOMIC GROWTH IN COMPARISON BETWEEN THE LARGEST WORLD ECONOMIES AND THE BALTIC STATES

The paper examines how R&D expenditures and related intangible capital shape economic growth, focusing on global trends, major economies, and the Baltic states (Latvia, Lithuania, Estonia). Over the past 20 years, many countries have increased R&D expenditures and accumulated intangible assets, however patterns of correlation between capitalized R&D expenditures and dependent indicators like, e.g., GDP, GDP per capita, expressed in both levels and growth rates, can be different. Using World Bank and Eurostat data the paper purpose is to clarify how knowledge-based investments translate into higher GDP and related metrics. Key guidelines include comparing the Baltic region’s innovation and capital deepening with larger advanced economies. Conclusions try to highlight which growth models appear to be the most effective, stressing problematic of R&D investments in the Baltic States.

Key words: *R&D, GDP, intangibles, Baltics, world*

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FINTECH VERSUS NON-FINTECH LENDERS: EXAMINING CUSTOMER SCREENING IN THE REFINANCING MARKET

Refinancing is an important channel through which monetary policy affects households. Could the technology-based competitive advantages of fintech lenders improve access to the refinancing market for previously underserved customers? This paper answers this question by examining whether refinancing applications are more likely to be approved by fintech lenders compared to banks and other non-bank lenders in the U.S. market. I use HMDA data from 2020, when interest rates were sufficiently low to justify refinancing efforts, and find that applications submitted to fintech lenders have a 10-11% lower approval rate compared to non-fintech lenders. This effect remains when comparing to non-bank, non-fintech lenders. I further propose and test for three hypotheses to explain this phenomenon: 1) fintech lenders are constrained by their capacity; 2) fintech applicants are considered riskier; and 3) fintech lenders are more rigorous in selecting their customers.

Key words: *fintech, refinance, customer screening*

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THE IMPACT OF TIME MANAGEMENT ON EMPLOYEE PERFORMANCE IN AN INTERNATIONAL COMPANY

As the business environment becomes more diverse, spreading across various country borders, time zones, and cultural backgrounds, more complex variables come into play that international companies must learn navigate. From remote work to cyberloafing, there is a plethora of challenges, that can stand in the way of achieving optimal organizational results. Time management emerges are one of the key factors that can help organizations maintain a competitive advantage and utilize one of their main resources – employees. Aim is to investigate how time management (TM) behaviors influence employee performance (EP) in international companies. Research proposes that TM acts as an enabling mechanism rather than a direct driver of performance. By increasing the perceived control of time, TM behaviors promote stress management and strengthen self-efficacy and motivation in employees. Through enhanced job satisfaction this process ultimately improves task performance. It also addresses the research gap regarding how TM translates motivation into output.

Key words: *time management, employee performance, stress, motivation, job satisfaction*

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CONCEPTUALIZING WORK AND CAREER INCLUSION FOR PERSONS WITH DISABILITIES

This study addresses the ongoing gap between policy commitments and actual outcomes in the work and career inclusion of persons with disabilities. It examines how inclusion is conceptualised within international legal, policy, and organizational frameworks. The study approaches work and career inclusion as a public policy system shaped by rights-based guarantees, workplace accommodations, and organizational rationales. While international frameworks consistently recognise the right of persons with disabilities to access employment and pursue career development, these commitments remain largely normative. Career development is weakly reflected in national policy frameworks and organizational guidance, which continue to focus on labour market entry and employment retention. Overall, the study reveals a structural disconnect between policy frameworks and actual inclusion in practice. Through a conceptual analysis, the study aims to bridge this gap by rethinking the place of career development within existing inclusion frameworks.

Key words: *persons with disabilities, career, social policy, work and career inclusion*

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ECONOMIC RETURN AND EFFICIENCY ASSESSMENT IN CIRCULAR ECONOMY: A FRAMEWORK FOR EVALUATION

Assessing economic return and efficiency in the circular economy has become increasingly important as firms adopt circular solutions in response to resource scarcity, environmental constraints, and structural economic challenges. However, the economic outcomes of such initiatives remain insufficiently understood, as existing assessments largely rely on traditional financial indicators. This presentation proposes an evaluation framework for analyzing the economic return and efficiency of circular economy initiatives from an economic, rather than a financial, perspective. The framework delineates core principles and analytical guidelines for assessing economic efficiency through value creation and retention, resource productivity, and system-level performance of circular strategies, with an emphasis on non-monetary economic indicators such as material use efficiency, product lifetime extension, and value redistribution across value chains.

The framework contributes to existing literature by addressing methodological gaps and enabling structured assessment both before and after the implementation of circular economy initiatives.

Key words: *circular economy, economic return, efficiency*

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ADAPTING LEADERSHIP PRACTICES IN REMOTE SOFTWARE ENGINEERING TEAMS: ORGANISATIONAL CHALLENGES AND EMERGING TRENDS

The rapid expansion of remote work represents a significant organisational management challenge, particularly in knowledge-intensive industries such as software engineering. As organisations transition toward distributed work models, traditional management approaches become less effective, requiring new leadership practices and coordination mechanisms. This study aims to examine how remote work reshapes leadership roles and team management practices in software engineering teams. Drawing on a conceptual analysis of recent literature on organisational management, remote work, and team performance, the paper identifies key challenges related to communication, coordination, and team cohesion. The findings suggest that effective management in remote environments requires a shift toward more adaptive, communication-oriented, and trust-based leadership approaches. The study contributes to the understanding of emerging organisational trends and provides insights into how companies can better manage distributed teams in an increasingly digital work environment.

Key words: *organisational management, remote work, leadership, team performance, software engineering*

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THE INFLUENCE OF SPONSORS ON GALLERY ACTIVITIES

This presentation analyzes the influence of sponsors on the activities of art galleries within the contemporary cultural sector. As public funding becomes increasingly limited, sponsorship has become a significant factor shaping galleries' financial stability, strategic planning, and day-to-day operations. The purpose of this presentation is to examine how sponsorship affects exhibition programming, artist selection, communication strategies, brand positioning, partnerships, and audience engagement. It also explores sponsors' motivations: reputational, social, economic, and strategic and how these motivations intersect with gallery objectives. The presentation highlights that sponsorship is not only a source of financial support but also a relational and strategic process that can shape institutional priorities, risk management, and long-term development. Understanding this dynamic is essential for galleries seeking to balance financial sustainability with curatorial autonomy and cultural responsibility.

Key words: *sponsorship, art galleries, cultural funding, strategic partnerships, cultural management*

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STRATEGIC TRANSFORMATION OF THE AGRICULTURAL SECTOR AND ADAPTIVE MANAGEMENT OF ITS DEVELOPMENT IN A TURBULENT ENVIRONMENT

In the current conditions of deepening global socio-economic changes, food security is becoming one of the key factors for the stable development of the world economy. The agricultural sector ensures the formation of food resources and maintains balance in international markets. At the same time, its functioning is complicated by a high level of uncertainty caused by climate change, price instability, resource limitations, technological changes and geopolitical risks. This requires a strategic update of approaches to the development of the industry and the introduction of flexible management mechanisms. The purpose of the study is to form theoretical foundations for the transformation of the agricultural sector and develop effective tools for adaptive management in turbulent conditions. Special attention is paid to identifying key development factors, analyzing global trends, the role of innovations and sustainable practices, as well as creating management solutions aimed at increasing the sustainability of agricultural production.

Key words: *strategic transformation, adaptive management, food security, global food markets, turbulence, agricultural development*

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HOFSTEDE CULTURAL DIMENSIONS AND BULLYING IN SOUTH KOREA SCHOOLS

This study examines bullying as a form of destructive behavior within an organizational environment, highlighting its impact on employee well-being, interpersonal relationships, and overall organizational performance. Schools are approached as organizations, allowing for a broader understanding of these dynamics. The aim of the research is to explore how cultural dimensions, based on Geert Hofstede's theory, influence the formation of bullying in South Korea. Particular attention is given to power distance and collectivism. The study applies a qualitative approach, analyzing three selected real-life cases of bullying in South Korean schools. Cases were chosen based on their public visibility and relevance to cultural and organizational dynamics. The findings suggest that high power distance may discourage individuals from reporting bullying, while collectivist values can reinforce group exclusion. These insights demonstrate how cultural factors shape destructive behavior and limit effective responses within organizations.

Key words: *bullying, destructive behavior, organizational environment, cultural factors*

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RE-EVALUATING THE ECONOMIC VIABILITY OF LITHUANIAN FORESTS UNDER GEOPOLITICAL RISK

Artificial Intelligence has transitioned from a competitive advantage to a fundamental necessity. As digital ecosystems become increasingly fragmented, AI is the essential tool for processing data at the speed required for businesses. This presentation demonstrates how AI integrates into marketing to drive hyper-personalization and operational efficiency, providing a strategic roadmap for leveraging agentic AI and predictive analytics. By shifting the marketer's role from manual execution to strategic supervision, businesses can master three core pillars: hyper-personalization at scale through predictive modeling, operational automation of content and SEO, and essential ethical oversight. This final pillar addresses critical challenges like data privacy and the "homogenization crisis" in AI-generated content. Ultimately, staying relevant requires moving beyond traditional segmentation toward autonomous, real-time engagement to thrive in today's "AI-first" consumer landscape, ensuring brands remain distinct and effective in a saturated digital marketplace. The future will be driven by hyper-personalization, real-time engagement, and marketing automation.

Key words: *artificial intelligence, marketing*

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LIMINAL AMBIDEXTERITY: ORGANIZING BETWEEN EXECUTIONAL SIMPLICITY AND ADAPTIVE COMPLEXITY IN TRANSITIONAL ENVIRONMENTS

The relevance of this presentation lies in the growing need for organizations to remain viable during liminal periods, when existing operating models still generate revenue and coordination but no longer provide sufficient guidance for future advantage. The purpose of the presentation is to explain how organizations can preserve executional simplicity in routine operations while developing adaptive complexity to respond to technological, regulatory, market, and stakeholder turbulence. The presentation argues that the main challenge is not only to balance exploration and exploitation, but to govern the relationship between simplicity and complexity. It proposes a four-part framework consisting of the Simplicity Discipline Index, the Complexity Capability Index, the Complexity Load Index, and translational governance. The main ideas focus on distinguishing organizations that drift, become adaptively chaotic, remain brittlely efficient, or achieve liminal ambidexterity, and on showing how complexity can be selectively translated into organizational action.

Key words: *ambidexterity, liminality, organizational complexity, dynamic capabilities, management control*

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**FROM EMPLOYEE PERCEPTIONS TO ORGANIZATIONAL PERFORMANCE:
CORRELATIONAL RELATIONSHIPS BETWEEN INTERNAL BAROMETER
INDICATORS AND COMPANY EFFICIENCY**

In an era of global economic uncertainty, understanding how human capital drives operational success is vital for ensuring organizational resilience. This study explores the correlation between organizational microclimate and performance, drawing on company data from 2022–2025. It aims to bridge the gap between subjective employee perceptions, captured through an internal "barometer," and objective productivity metrics, while incorporating qualitative insights into process evaluation. The findings reveal that employee engagement directly fuels labor productivity growth, though the impact typically manifests after a measurable temporal lag. These results validate the company barometer as a powerful predictive management tool and offer practical recommendations for process effectiveness. Ultimately, the study highlights how internal monitoring can transform employee feedback into a strategic asset for sustainable and efficient development.

Key words: *quality, productivity, efficiency*

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**RE-EVALUATING THE ECONOMIC VIABILITY OF LITHUANIAN FORESTS UNDER
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Classical forest economics models (Faustmann, 1849; Hartman, 1976) evaluate forest value through timber production, carbon sequestration, and ecosystem services, yet forget the strategic defense value of standing forest cover. For Lithuania - a NATO eastern-flank state bordering Russia's Kaliningrad exclave and Belarus - this omission has direct policy consequences in the context of Russia's ongoing military aggression in Ukraine. The paper's aim is to develop and empirically validate the Faustmann-Hartman-Strategic (FHS) model, which formally integrates a Strategic Defense Option Value (SDOV) into the economic analysis of forest rotation decisions. The paper compares commercial harvesting and strategic preservation strategies across three geopolitical risk scenarios. Results show that under a moderate geopolitical risk level, the preservation strategy dominates in risk-adjusted net present value terms, and the optimal rotation period lengthens significantly.

Key words: *forest economics, geopolitical risk, Faustmann model, forest policy, strategic defense option value*

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STAKEHOLDER PERCEPTIONS AS KEY DRIVERS IN THE ASSESSMENT OF GOOD GOVERNANCE OF SPORT ORGANISATIONS

Good governance has gained significant importance in sport and especially in the relationship between sport organisations, public funding bodies, stakeholders and the general public. What is needed is empirical evidence for the benefits of good governance, taking into account Board and top management views, but also stakeholder perspectives. This presentation proposes stakeholder perceptions as key drivers of good governance assessments, arguing that the implementation of good governance principles has two primary outcomes: 1) improved Board structure and quality, and 2) perceptions of trust, justice and legitimacy, which act as mediating environmental conditions that enable or hinder organisational operations and performance. While current assessment frameworks capture the first, they fail to address the second. In conclusion, it puts forward a complementary assessment framework combining formal compliance and perceptual dimensions to evaluate good governance outcomes and quality.

Key words: *good governance, sport organisations, stakeholder perceptions, governance outcomes*

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APPLICATION OF ARTIFICIAL INTELLIGENCE PERSONALIZATION SOLUTIONS IN CULTURAL SERVICES RECOMMENDATION PLATFORM

The rapid development of artificial intelligence (AI) has significantly transformed service industries, particularly in personalization and user experience management. However, the application of AI-based personalization in the cultural services sector remains limited, despite increasing challenges such as information overload, fragmented cultural consumption, and declining participation in live cultural activities, especially among young audiences. The aim of this study is to develop an empirically grounded theoretical model for the application of AI personalization solutions in cultural services recommendation platforms. The research is based on a mixed-method approach, combining secondary data analysis, quantitative survey, and qualitative focus group research. The findings reveal that youth cultural consumption is increasingly fragmented and shaped by digital environments, while participation in live cultural activities remains limited. AI-based personalization is identified as a potential solution to reduce information overload and increase the relevance of cultural services.

Key words: *artificial intelligence (AI), personalization, cultural services, recommendation systems, user behavior*

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A REALITY CHECK OF SUSTAINABILITY COMMUNICATION ON INSTAGRAM: EVIDENCE FROM A CONFECTIONERY BRAND

Research on digital sustainability communication has grown, with focus on authenticity and greenwashing in advertising. Studies show that authenticity shapes consumer trust and evaluations, while greenwashing triggers negative consumer responses, yet most research has relied on self-report measures. Many companies launch initiatives through slogans such as “100% recyclable” packaging. Brands present their stories publicly through public relations, but how they communicate with customers on social media remains unclear. This research addresses that gap by exploring what messages brands communicate on social media when publicly promising sustainable initiatives. The study manually analysed ORBIT gum's Instagram content over 12 months. Findings reveal ORBIT does not post sustainability-related content but uses informational posts featuring both sustainable and less sustainable packaging, suggesting misalignment with its public promises. It shows that the brand has many opportunities to use visual content, accompanied by sustainable packaging, to influence its followers and avoid mixed content.

Key words: *authenticity, confectionery brand, content analysis, greenwashing, Instagram*

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CREATIVITY AS A STRATEGIC INVESTMENT: A QUALITATIVE ANALYSIS OF E-COMMERCE LEADERSHIP PRACTICES

Within the volatile digital economy, creativity transcends its traditional categorization as a "soft skill," functioning instead as a foundational strategic asset for organizational resilience and competitive advantage. This study examines creativity as a “strategic investment” embedded in leadership behavior, applying Sternberg and Lubart's (1991) Investment Theory of Creativity. Using MAXQDA-supported qualitative content analysis, the study investigates data from seven influential founders, including representatives from Amazon, Alibaba, and Turkish startups. Findings show that creativity resources, specifically intellectual abilities, openness to new ideas, and risk-taking strongly align with transformational leadership characteristics, particularly inspirational motivation and visionary thinking. The study (1) conceptualizes creativity as a deliberate leadership behavior, (2) illustrates how creativity-related traits augment transformational leadership efficacy, and (3) offers a cross-cultural perspective on e-commerce leadership across global and emerging markets. Ultimately, creativity is framed as a critical strategic capability essential for organizational culture and long-term organizational success in hyper-competitive, tech-driven sectors.

Key words: *transformational leadership, investment theory of creativity, strategic investment, E-Commerce, MAXQDA, qualitative content analysis*

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DIGITALIZATION AND ESPORTS INTEGRATION IN FOOTBALL ORGANIZATIONS: A COMPARATIVE ANALYSIS OF MLS AND THE BALTIC STATES

This project addresses the growing relevance of digitalization and esports integration in modern football organizations, focusing on their role in enhancing fan engagement, commercial growth, and international expansion. The purpose of the project is to analyze how Major League Soccer (MLS) has successfully implemented digital and esports strategies and to evaluate their applicability within the context of Baltic football federations. The presentation explores key areas including digital platforms, streaming innovations, fan engagement tools, and the development of esports ecosystems in football. A comparative analysis between MLS and Baltic organizations highlights structural, technological, and market differences. The findings indicate that MLS demonstrates a significantly higher level of digital maturity and more effective integration of esports compared to Baltic football organizations. The conclusions suggest that while direct replication is limited, adapted digital and esports strategies can enhance fan engagement and commercial outcomes in the Baltic football context.

Key words: *Esports, football organizations, comparative analysis, major league soccer*

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ORGANISATIONAL POSSIBILITIES OF BALTIC SUPPLY CHAIN RESILIENCE IN ENERGY TRANSITION AND RECONFIGURING THE POST-WAR

Russia's 2022 invasion of Ukraine reconfigured Baltic TEN-T corridors (North Sea–Baltic axis, Rail Baltica), while EU decarbonisation policies (Green Deal, Fit for 55) intensified geopolitical and energy pressures on logistics resilience. The research investigates how organizational capabilities influence supply chain resilience in this context. The literature review highlights two gaps: resilience research emphasizes redundancy and flexibility but neglects energy capabilities, whereas energy transition investigations concentrate on infrastructure and policy domains, placing comparatively less focus on adaptation at the firm level. To address these gaps, the CORE framework comprises strategic alignment, technological capacity, and relational coordination to mediate corridor changes, energy limitations, and resilience outcomes. The findings indicate that higher CORE maturity enhances low-carbon adoption, resilience to instability, and consistent TEN-T efficiency, with implications for Rail Baltica governance, EU transport policy, and the advancement of Logistics Service Providers' (LSPs) capabilities.

Key words: *supply chain resilience, organisational preparedness, energy transition, rail Baltica, dynamic capabilities*

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SCIENTIFIC KNOWLEDGE MANAGEMENT: RRI STAKEHOLDER COMMUNICATION FROM A GENDER EQUALITY PERSPECTIVE

Gender equality (GE), as a socio cultural and political construct, operates within rapidly evolving technological and AI mediated environments that reshape relations between science, democracy, and society (Limanowska et al., 2022). Within RRI, GE intersects with value laden epistemic traditions (Håkansson & Sand, 2021) and contested policy arenas (Völker et al., 2023), while persistent national characteristics gaps remain (Mashian et al., 2023). Purpose of presentation: To analyse how stakeholder communication shape RRI ecosystems scientific knowledge, manage it on the translation, implementation, and contestation of GE. RRI stakeholders face unclear conceptual definitions or RRI and GE (Braun, 2024), shifting producer–consumer boundaries (Ferri, 2016), divergent collective memories (Felt, 2015), and unequal participation (Rodriguez, Perez, 2017). Dominant stakeholders power asymmetries persist (Von Schomberg et al., 2023). Effective GE integration depends on stakeholder's socio technical imaginaries (Burget et al., 2017) and context sensitive governance across internal and external actors (Ferri et al., 2018).

Key words: *science management, responsible research and innovation, gender equality, communication*

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COMMUNICATION STRATEGY IN CRISIS MANAGEMENT: AN ANALYSIS OF JAPANESE MEDIA

The relevance of this presentation is driven by increasing geopolitical tensions in East Asia and the growing importance of strategic communication in crisis management. While most research focuses on US–China relations, Japan's role remains significantly underexplored despite its critical significance for regional stability and global economic processes. The purpose of this study is to analyze how Japan, positioned between competing great power interests, constructs and communicates its strategic position during the Taiwan Strait crises. The empirical basis comprises discourse from The Japan Times across four crises (1954–1955, 1958, 1995–1996, and 2022). Qualitative and quantitative methods are combined to identify recurring communication patterns and representations of strategic decision-making. Drawing on conflict theory, the study demonstrates that public discourse functions as a deliberate strategic instrument through which states manage crises, construct geopolitical positions, and balance competing interests, revealing a consistent pattern of calculated ambiguity in Japan's crisis communication.

Key words: *strategic communication, crisis management, organizational perspective, conflict dynamics, public discourse*



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THE IMPACT OF GREEN TALENT MANAGEMENT ON SUSTAINABLE ORGANIZATIONAL PERFORMANCE: THE ROLE OF GREEN INNOVATION AND GREEN REWARD AND COMPENSATION

The relevance of the study lies in the need to explain how green talent management (GTM) practices contribute to organizational sustainability performance (SP) and through which underlying mechanisms this effect occurs in contemporary organizational contexts. Although the field of GTM research is expanding, there remains a lack of comprehensive models that explain the causal relationships between GTM, SP, green innovation (GI), and green reward and compensation systems (GRCS). The aim of the study is to develop a conceptual model explaining the impact of GTM on SP, considering the mediating role of GI and the moderating role of GRCS. A systematic literature review was conducted to identify GTM research trends, research gaps, and relationships among key constructs. Based on the synthesis of empirical studies, a conceptual model is proposed, substantiating direct, mediating, and moderating relationships, and providing directions for future quantitative research and anticipated results.

Key words: *green talent management, sustainable organizational performance, green innovation, green reward, compensation green human resource management (GHRM)*

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ANALYSIS OF LITHUANIAN BLOOD DONOR DATA USING BIGQUERY

The study is based on analysis of over 1.4 million records of Blood Donor Register, collected by Hygiene Institute in Lithuania, and accessed from EU open data portal. The research aims to identify trends and characterize types of blood donation applying SQL-based analytics by developing machine learning models in Google BigQuery cloud environment. The exploratory data analysis revealed variability in donor health characteristics, differences in hemoglobin levels and donation behavior. K-means clustering enabled to identify four distinct donor groups, and their features for targeted donor segmentation and recruitment strategies. A logistic regression model was developed to predict the donation type (paid vs unpaid), however it showed moderate performance (ROC/AUC \approx 0.618), class imbalance of data source resulting in favouring the majority class, and high prediction error rate. The machine learning models provided useful insights into donor behavior, their segmentation, and impact.

Key words: *blood donation, machine learning, BigQuery, clustering, healthcare data*

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**TRANSFORMATION OF VALUES IN PUBLIC ENVIRONMENTAL GOVERNANCE:
CHALLENGES IN THE DIALOGUE BETWEEN SOCIETY AND DECISION-MAKERS**

Research on renewable energy subsidies shows mixed macroeconomic effects. Many studies find that such policies stimulate innovation, attract private investment, create jobs and reduce reliance on fossil fuels, supporting the growth of green industries. However, other research highlights potential drawbacks, including fiscal burdens, market distortions and inefficient resource allocation, which may hinder economic performance. These conflicting findings suggest that outcomes depend on policy design, technological progress and economic context. Despite growing interest, there is a lack of comprehensive cross-country analyses using consistent indicators and no clear consensus on whether subsidies promote or impede economic growth. This paper addresses this gap by examining the impact of renewable energy support policies on economic growth in 33 advanced economies. Using cross-country panel data, the study applies Ordinary Least Squares and fixed effects models, supported by systematic and comparative research approaches, to evaluate the relationship between renewable energy subsidies and economic performance.

Key words: *co-creation, inclusive governance, interdisciplinarity*

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**RENEWABLE ENERGY POLICY SUPPORT AND ECONOMIC GROWTH: A CROSS-
COUNTRY PANEL DATA ANALYSIS**

Research on renewable energy subsidies shows mixed macroeconomic effects. Many studies find that such policies stimulate innovation, attract private investment, create jobs and reduce reliance on fossil fuels, supporting the growth of green industries. However, other research highlights potential drawbacks, including fiscal burdens, market distortions and inefficient resource allocation, which may hinder economic performance. These conflicting findings suggest that outcomes depend on policy design, technological progress and economic context. Despite growing interest, there is a lack of comprehensive cross-country analyses using consistent indicators and no clear consensus on whether subsidies promote or impede economic growth. This paper addresses this gap by examining the impact of renewable energy support policies on economic growth in 33 advanced economies. Using cross-country panel data, the study applies Ordinary Least Squares and fixed effects models, supported by systematic and comparative research approaches, to evaluate the relationship between renewable energy subsidies and economic performance.

Key words: *RES; subsidies, economic growth, positive impact, negative impact, theoretical models, RD&D support, investment share, trade openness, panel data, OLS, fixed effects*

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MARKETING CAMPAIGN PERFORMANCE SUMMARY

Marketing performance analysis is essential for improving campaign effectiveness. The research aims to analyze and predict marketing campaign performance using machine learning in Google BigQuery. The results are based on a Marketing Campaign Performance dataset containing 10,000 records, sourced from Kaggle. Logistic Regression model enabled to classify successful campaigns based on impressions, clicks, cost and ROI, and has achieved an exceptional accuracy rate of 98%. The K-means clustering model is employed to segment channels into four distinct groups based on their ROI and cost-efficiency. The model identified Cluster 4 as the most significant group, containing biggest number of campaigns and highest return on investment (ROI). The findings reveal that influencers are primary driver of success, while the Search channel demonstrates the highest stability across timeframes. The results validate that combination of clustering and classification algorithms builds a robust framework for identifying high-impact marketing channels and valuating their performance.

Key words: *BigQuery ML, logistic regression, K-means clustering, marketing campaign performance*

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SERVICE QUALITY AT THE RASEINIAI PHYSICAL EDUCATION AND SPORTS CENTER

This study evaluates service quality at the Raseiniai Physical Education and Sports Center, emphasizing its importance in sports organizations. As the variety of sports services continues to expand, quality has become a key factor influencing organizational distinctiveness, customer satisfaction, trust, and loyalty. The aim of the research was to assess the services provided by the center and identify the main areas requiring improvement. The study is based on theoretical approaches to service quality and applies the SERVQUAL model, which enables assessment of customer experience. Empirical research was conducted using a questionnaire survey of parents whose children attend the center (n = 212), and the data were analyzed using statistical methods. The results revealed that assurance and reliability were rated positively overall, while the lowest evaluations were given to tangibles, especially the condition of outdoor equipment and training facilities. These findings provide insights for improving service quality in the sports sector.

Key words: *quality, management, sport, clients*